

Research Article

Influence Work Life Balance and Compensation on Employee Performance with Satisfaction Work as a Mediating

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Abstract

This study investigates the impact of work-life balance and compensation on employee performance, with job satisfaction as a mediator, viewed through an Islamic lens. Focused on GRAB drivers in North Jakarta, it employs explanatory research to discern the relationship between variables. The sample comprises 140 respondents from the local area. Data collection utilized a questionnaire via Google Forms, with analysis employing Partial Least Square Structural Equation Modeling version 8.0. Findings reveal that work-life balance and compensation positively and significantly affect job satisfaction, and work-life balance positively influences employee performance. However, compensation's effect on performance is positive yet insignificant. Job satisfaction significantly influences employee performance. While job satisfaction does not mediate the relationship between work-life balance and performance, it does mediate the connection between compensation and performance.

Keywords: Work Life Balance, Compensation, Employee Performance, Job Satisfaction

JEL Classification: M12, J28, O15

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1. Introduction

Progress technology and globalization the more day the more attached in influence every aspect in life people all over the world without except. Its creation system technology, via made A innovation new with various his needs for endure alive, now changed as tool for makes it easier man or operatef activity, even as style life that is applied to his life. That matter because source Power man This own feelings, thoughts, and behavior, so If managed with Good capable give contribution for progress company in a way active.

Employee performance likened A embodiment work done employees and as reference evaluation to employee That Alone in the his job. Performance is interpreted as maximum acceptance to potency self owned by workers who become attention superior company, performance is also a visual about how much Far individual for finish work to achieve desired goal. In acquiring size good performance no easy Because influenced a number of factor, ie like exists quality life good work and feel responsible answer on his job. For know performance Grab *drivers* said Good That through evaluation or driver rating. With increasing performance from a employee so can also increase productivity work because That can give motivation For Work more work spirit more discipline, and work more fast so that achieved something maximum compensation.

Balancing life Work or often called *Work Life Balance* Enough important for *online* motorcycle taxi *drivers*. Stated that balance life work (*work-life balance*) is achievements by employees from satisfactory balance between activity work and not work. Somebody can life with happy, healthy and successful when exists balance in life Work.

Satisfaction Work be one factor decider performance a employees, where when employee feel satisfied with his job so its performance will too Good even increase. Satisfaction Work is reflection psychological employee on results his job. Level of satisfaction individuals basically based on the system the value that lies within himself.

Based on background behind that has been outlined above and see importance *Work Life Balance* and Compensation in improve employee performance in Work as Grab *drivers* with satisfaction Work as factor mediation for determine success good performance as well as capable increase welfare of Grab *drivers*. So study This intended For stage test entitled “Influence *Work Life Balance* and Compensation on Employee Performance with Satisfaction Work as a mediating factor and its review from an Islamic perspective.

2. Literature Review and Hypothesis

Literature review

Employee performance

Performance is results work that can be done achieved by someone or insider group something company in accordance with authority and responsibility each answer in effort achievement objective organization illegally, no violate legal and not contradictory with morals and ethics. Employee performance is results Work employee from quality and quantity achieved in his job at the company. Stated that performance employee is ability employee in do skill certain. States indicator from performance employee is as following: (1) Quality Work, (2) Quantity Work, (3) Implementation Duties, (4) Responsibilities.

Work Life Balance

Everyone needs balance life between life personal and life work (*work life balance*). We work simply for look for sustenance. The bonus is career , knowledge is missing the limit as well as valuable experiences (Badrianto and Ekhsan, 2021). *Work Life Balance* is extent of engagement and satisfaction individual in role they between life personal and life work as well as No give rise to conflict between both (Ula et al, 2019). Indicators For measure *Work Life Balance* according to McDonald and Bradley in Rondonuwu, Rumawas, W. and Asaloei, (2018) consists from : (1) *Time balance* (balance time) (2) *Involvement balance* (balance involvement) (3) *Satisfaction balance* (balance satisfaction).

Compensation

According to Agathanisa and Prasetyo (2018) Compensation is form award or reply on work that has been done carried out by employees to company. As for the types compensation, among others As explained, there are two types compensation that is compensation financial and nonfinancial. Another opinion expressed shows that giving compensation shared into two, namely compensation financial form salaries, wages, bonuses, commissions and incentives, and compensation No

financial form allowance for well-being employee. Compensation own measurement in the gift. Indicator in giving compensation by the organization for employee Of course different. Indicators compensation divided into two, namely: (1) Compensation nature normative, (2) Compensation nature policy

Satisfaction Work

Satisfaction Work is something attitude, behavior behavior and views a employee in operate job, where satisfaction Work nature personal so that satisfaction Work between employee will different Where satisfaction Work That will influential to occupation employees. If rewards the seen appropriate and fair so arise more satisfaction big Because employee feel that they accept rewards in accordance with his achievements. On the contrary if rewards seen No in accordance with level performance so tend arise no certainty. Indicator satisfaction Work is as following: (1) Satisfaction to work That yourself, (2) Satisfaction to salary, (3) Satisfaction to promotion, (4) Satisfaction to supervision (Supervision), (5) Satisfaction to colleague Work.

Framework Draft

Variables used in research This is *work life balance* and compensation as variable free (X) and performance Work as variable bound (Y), with satisfaction Work as variable mediation. Framework draft study This can seen in Figure 1.

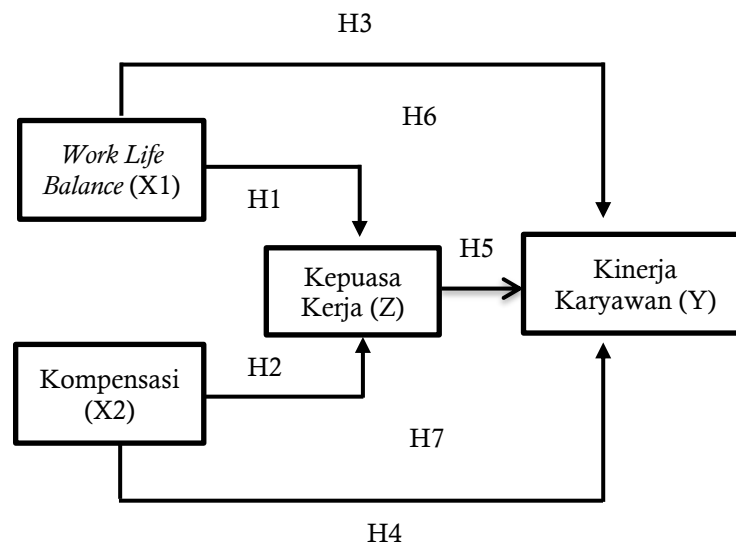


Figure 1 Framework Draft

Hypothesis

Work Life Balance towards Satisfaction Work

Stated that Performance is results work achieved employee in operate tasks and work in a organization or company. *Work life balance* as structure Work technical and practical for tasks formal and informal as possible individual for navigating the world of work and family without difficulties. The results of research conducted by Pangemanan, et al (2017) show that If happen improvement in *work-life balance*, then satisfaction work will also increase. So researchers mention that there is positive and significant relationship between *Work Life Balance* to Satisfaction Work.

H1: *Work Life Balance* influential positive and significant to Satisfaction Work

Compensation to Satisfaction Work

In the article mention that compensation is important factor in satisfaction work, esp for employee millennial era. Also mentions that employees who get incentive based on level profit low-medium in the company will own level satisfaction low work too and likewise on the contrary. Results carried out by Yusnani and Prasetyo (2018) in his research mention that compensation influential

in a way significant positive to satisfaction work which means, compensation provided by PT. Immortal Soljer already good and can increase satisfaction Work. And obey study Agathanisa, Prasetyo (2018) shows that results his research show that there is influence significant positive between compensation with satisfaction work on employees Indogrosir Samarinda. With so can said that Compensation influential positive and significant to Satisfaction Work

H 2: Compensation influential positive and significant to Satisfaction Work.

Work Life Balance on Employee Performance

Work life balance is means for worker for undergo habit live a healthy and profitable life, with matter That can increase performance they. Performance is interpreted maximum achievement about the potential it has employee who becomes attention leader company as well as illustrate How activity individual when finish work and try reach set goals. The results of research conducted by Luthfiyani (2019) stated that *Work Life Balance* influential positive and significant on Employee Performance. And obey study Lukmiati, Samsudin, and Jhoansyah (2020) also mentioned that *Work Life Balance* influential positive and significant on Employee Performance.

H 3: *Work Life Balance* influential positive and significant on Employee Performance.

Compensation on Employee Performance

Argues compensation is counter performance to use power or services that have been given by energy Work. Compensation is rewards received employee on work that has been done done. Appropriate compensation with hope employees, in general employee will Work more optimal and always try increase its performance. Whereas insufficient compensation adequate, most of the time be one inhibitor in increase performance employees. Results carried out by Rahman (2019) in his research mention that compensation influential positive and significant to performance employee

H 4: compensation influential positive and significant to performance employee.

Satisfaction Work on Employee Performance

Attitude emotional joy and love his job is satisfaction Work. Attitude This mirrored with work morals, discipline and achievement Work. Employee performance is A results Work in a way quality and quantity achieved somebody employee in carry out his task in accordance with not quite enough the answer given to her. Results of research conducted, and that state that satisfaction Work own influence positive and significant to performance employee

H 5: Satisfaction Work influential positive and significant on Employee Performance.

Work Life Balance on Employee Performance through Satisfaction Work as mediation

Defines *work life balance* create culture productive work so that potency tension between work and others can minimized so that employee feel that they capable balancing outside work and commitments work. Stated that demands public in want service optimal public, because That evaluation performance need noticed by the company. Furthermore, research also found that satisfaction Work own influence to performance employee. In research conducted by Herlambang (2019) shows harmonious results that is Satisfaction Work capable mediate connection between *work life balance* towards performance employee

H6: Satisfaction Work capable mediate influence *Work Life Balance* on Employee Performance

Satisfaction Work capable mediate influence *Work Life Balance* on Employee Performance

Compensation is all income in the form of money, goods direct or not received immediately employee as rewards on services provided company. Says Performance is about do work and results achieved from work the, performance is about what is done and how do it. Defines satisfaction Work as attitude emotional joy and love his job show results that Satisfaction Work capable mediate connection between compensation to performance employee.

H7: Satisfaction Work capable mediate influence Compensation on Employee Performance

3. Data and Methods

Types of research

Study This use type study *explanatory research* It means research that explains connection between variable, more carry on study This mean For explain position variables studied with know influence One variable with variable other through hypothesis testing. The purpose of doing it study This that is for know influence *work life balance* (X1) and compensation (X2) against performance employee (Y) with satisfaction work (Z) as a mediating variable.

Method of collecting data

Internal data type study This using subject data, Internal data sources study This using primary data, namely data collected in a way direct from respondents form questionnaire and secondary data obtained from available sources support study including from documentation and literature.

Population and Sample

Study This done for analyze is *work life balance* and compensation to performance employee with satisfaction Work as factor mediation for grab *bike drivers* in the north Jakarta area. With thus, population study This is Grab *Bike drivers* who live in the North Jakarta area and who do not is known its population. Population is an area of generalization that consists of on object/subject that has quantity and characteristics certain conditions determined by the researcher for studied and then withdrawn in conclusion. The magnitude sample when too big will difficult for got a suitable model, and it is recommended size appropriate sample between 100-200 respondents to get it used estimation interpretation with *Structural Equation Model* (SEM). Hair formula is used Because size population that has not is known definitely and suggest that size sample drink 5-10 times variable indicator. With so, through calculations that have been made done is amount indicator $(14 \times 10) = 140$ respondents Grab *bike driver* who lives in North Jakarta.

Data analysis method

Data analysis according to Sugiyono (2018) is a process of searching and compiling in a way systematic data obtained from results interview , notes field and documentation , with method organize data into in category , describes to in units, do synthesis , compose to in patterns , choosing what is important and what will be learn , and create conclusion so that easy understood by oneself Alone nor anyone else. Deep data analysis techniques study This use *Partial Least Squares* (PLS). PLS is an equation model *Structural Equation Modeling* (SEM).

4. Results

Evaluation of Measurement Models

Evaluation of Employee Performance Measurement Models

Variable performance employees, there are 4 indicators that is quality work, quantity work, implementation duty, responsibility answer. With number of statement items as many as 8 items. *Composite Reliability* of variables performance employee namely 0.853 or > 0.7 that indicates that the results obtained *realistic* or consistent in form variable construct. *Average Variance Extracted* (AVE) on variables performance employee namely 0.424 or > 0.4 which indicates that variable declared valid convergent.

Table 1 Evaluation of Employee Performance Measurement Models

Indicator	Item Items Statement	Test 1		Information
		Factor Loading	P-Value	
Convergent Validity				
Quality work, Quantity Work, Implementation The assignment of responsibilities	Y_1	0.7 02	<0.001	Valid
	Y_2	0.536 _	<0.001	Valid
	Y_3	0.510 _	<0.001	Valid
	Y_4	0.607 _	<0.001	Valid
	Y_5	0.763 _	<0.001	Valid
	Y_6	0.678 _	<0.001	Valid

	Y_7	0.686 _	<0.001	Valid
	Y_8	0.684 _	<0.001	Valid
Composite Reliability 0, 853 > 0.7				

Source: Data processed from results research (2023)

From the results obtained, the statement items have greatest value in form performance employee is Y_5 ie amounting to 0.763 with the statement item " I can *on time* in pick up customer ". the item explain that *drivers* who live in the North Jakarta area always operate his task in deliver customer with accuracy good time.

Evaluation of Measurement Models *Work Life Balance*

Measurement model evaluation results from variable *work life balance* in Table 2 with 3 indicators that is *Time balance* (balance time), *Involvement balance* (balance involvement), *Satisfaction balance* (balance satisfaction). With number of statement items as many as 7 items. *Composite Reliability* of variables performance employee namely 0.877 or > 0.7 that indicates that the results obtained *realistic* or consistent in form variable construct. *Average Variance Extracted* (AVE) on variables *work life balance* namely 0.505 or > 0.4 which indicates that variable declared valid convergent.

Table 2 Evaluation of the *Work Life Balance* Measurement Model

Indicator	Item Items Statement	Test 1		Information
		Factor Loading	P-Value	
Convergent Validity				
Time balance (balance time), Involvement balance (balance involvement), Satisfaction balance (balance satisfaction)	X 1 _1	0.7 83	<0.001	Valid
	X 1 _2	0.754	<0.001	Valid
	X 1 _3	0.726 _	<0.001	Valid
	X 1 _4	0.7 12	<0.001	Valid
	X 1 _5	0.701 _	<0.001	Valid
	X 1 _6	0.694 _	<0.001	Valid
	X 1 _7	0.647	<0.001	Valid
Composite Reliability 0,8 77 > 0.7				

Source: Data processed from results research (2023)

From the results obtained, the statement items have greatest value in form *work life balance* is X1_1 ie amounting to 0.783 with the statement item " I can guard balance between affairs work with life personal I ". With statement items as following showing that *drivers* who live in the North Jakarta area in operate duties and obligations as capable *drivers* guard balance his job with affairs life personal.

Evaluation of Measurement Models Compensation

Measurement model evaluation results from variable *work life balance* in Table 3 with 2 indicators that is Compensation nature Normative and Compensation nature policy. *Composite Reliability* of variables compensation namely 0.852 > 0.7 as minimum standards used with P- Value < 0.05 which indicates that the results obtained *realistic* or consistent in form variable construct. *Average Variance Extracted* (AVE) on variables compensation namely 0.536 or > 0.4 which indicates that variable declared valid convergent.

Table 3 Evaluation of Compensation Measurement Models

Indicator	Item Items Statement	Test 1		Information
		Factor Loading	P-Value	Valid
Convergent Validity				
Compensation nature Normative and Compensation nature policy	X2_1	0.746	<0.001	Valid
	X2_2	0.7 34	<0.001	Valid
	X2_3	0.696	<0.001	Valid

	X2_4	0.665 _	<0.001	Valid
	X2_5	0.811	<0.001	Valid
Composite Reliability 0,852 > 0.7				

Source: Data processed from results research (2023)

From the results obtained, the statement items have greatest value in form compensation is X25 ie amounting to 0.811 with the statement item "The company provides bonus allowance (incentive)". With statement items the showing that gift that will accepted *drivers* if in operate its performance with nice and accomplished a number of goals that have been determined. The bonus Possible in the form of money.

Evaluation of Measurement Models Satisfaction Work

Measurement model evaluation results for variable satisfaction Work can seen in Table 4 with 5 indicators that is Satisfaction to work That own, Satisfaction to salary, Satisfaction to promotion, Satisfaction to supervision (Supervision), and Satisfaction to colleague Work. *Composite Reliability* of variables compensation namely $0.934 > 0.7$ as minimum standards used with *P- Value* < 0.05 which indicates that the results obtained *realistic* or consistent in form variable construct. *Average Variance Extracted* (AVE) on variables satisfaction Work namely 0.522 or > 0.4 which indicates that variable declared valid convergent.

Table 4 Evaluation of Satisfaction Measurement Model Work

Indicator	Item Items Statement	Test 1		Information
		Factor Loading	P- Value	
Convergent Validity				
Satisfaction to employment, satisfaction to salary, Satisfaction to Promotion, Satisfaction to Supervision, Satisfaction to colleague Work	Z_1	0.7 32	<0.001	Valid
	Z_2	0.613 _	<0.001	Valid
	Z_3	0.727 _	<0.001	Valid
	Z_4	0.705 _	<0.001	Valid
	Z_5	0.758 _	<0.001	Valid
	Z_6	0.715 _	<0.001	Valid
	Z_7	0.732 _	<0.001	Valid
	Z_8	0.680 _	<0.001	Valid
	Z_9	0.779 _	<0.001	Valid
	Z_10	0.674 _	<0.001	Valid
	Z_11	0.779 _	<0.001	Valid
	Z_12	0.734 _	<0.001	Valid
	Z_13	0.742 _	<0.001	Valid
Composite Reliability 0.9 34 > 0.7				

Source: Data processed from research results (2023)

From the results obtained, the statement items have greatest value in form satisfaction are Z9 and Z11 ie amounting to 0.779 with the statement item "I am satisfied with chance for obtain promotion Rewards and Relationships between Grab and the drivers *are* very good". With statement items the explain that *drivers* who work in the North Jakarta area feel satisfied Because exists chance in get award as best *driver* choice company with that's how *the drivers* feel satisfied so that influential Good to performance.

Structural Model Evaluation

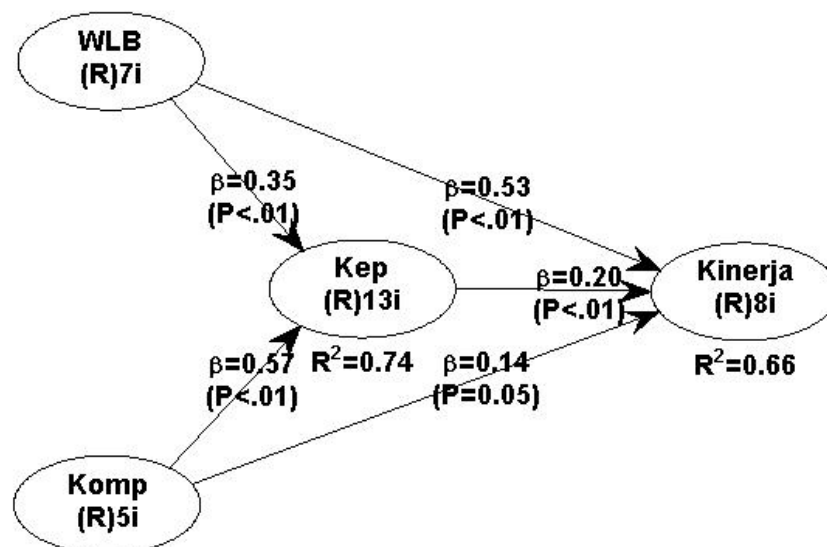
Evaluation of structural models aim for test There is or or not influence between construct from every variables, and R^2 . Evaluation of the structural model in Table 5 is prepared based on size and criteria certain.

Table 5 Structural Model Evaluation

Size Evaluation	Rule Criteria	Model Test Results
R^2 (Work Life Balance and Compensation with Satisfaction Work on Employee Performance)	≤ 0.25 weak, 0.26-0.45 moderate, 0.46-0.70 strong, ≥ 0.70 very strong	R^2 0.741 (Y) R^2 0.660 (Z)
Q^2 Predictive Relevance	$Q^2 < 0$ = the model lacks predictive relevance	Q^2 0.742 (Y) Q^2 0.660 (Z)
Tenenhaus Goodness of FIT (GoF)	Small if ≥ 0.1 , moderate ≥ 0.25 , large ≥ 0.36	0.590

Source: Processed from results research (2023)

Based on Table 3 it can be seen that model test results in structural model evaluation *Tenenhaus Goodnes of FiT* (GoF) generated of 0.590. That matter show that the model has mark of (≥ 0.36) means level suitability big. Acquisition R^2 (Work Life Balance and Compensation with Satisfaction Work on Employee Performance) with mark as big as 0.741 & 0.660 which means *Work life balance* and compensation with satisfaction Work influential to performance employee of 74.1% and 66.0%. This matter describe that model nature strong Because mark the including into the criteria 0.46-0.70. Furthermore The test Q^2 results show that this model has relevance in predicting relationships between variables (*predictive relevance*). As in the results in Table 4.9 values Q^2 of 0.742 & 0.660 where mark this > 0 indicates that the results of this model own mark relevance in predict connection between variable (*predictive relevance*). Structural model test results in form a path diagram that shows influence between variable can seen in Figure 2.

**Figure 2. Path Diagram Between Variables**

Testing Hypothesis and Discussion

The calculation results evaluation of existing structural models done listed in Figure 2 and shows analysis exists influence or not influential to seven hypothesis research tested.

H1: Work Life Balance has an effect positive and significant to Satisfaction Work

Table 6 Test Results Hypothesis

Connection Variable	Coefficient	P- Value	Information
<i>Direct Effects</i>			
<i>Work Life Balance -> Satisfaction Work</i>	0.346	< 0.001	Significant
<i>Compensation -> Satisfaction Work</i>	0.572	<0.001	Significant
<i>Work Life Balance -> Employee Performance</i>	0.526	< 0.001	Significant
<i>Compensation -> Employee Performance</i>	0.139	0.046	Significant
<i>Satisfaction Work -> Employee Performance</i>	0.200	0.007	Significant
<i>Indirect Effects</i>			
<i>Work Life Balance -> Satisfaction Work -> Employee Performance</i>	0.0 69	0.121	Not significant
<i>Compensation -> Satisfaction Work -> Employee Performance</i>	0.114	0.026	Significant

Source: Data processed from results research (2023)

Result of testing hypothesis show that analysis for influence direct *work life balance* towards satisfaction Work with mark coefficient of 0.346 shows positive and significant results with the resulting p-value of <0.001. With Thus, H1 shows that influence *work life balance* towards satisfaction Work positive and significant, so H1 is accepted. It means the more strong *work life balance*, so the more satisfaction also increases Work. Vice versa, if the more weak *work life balance* then level satisfaction will also be tend decrease. Similar things were also found in research conducted by Pangemanan, et al (2017), and Amalia (2021) who stated that that *work life balance* has an effect positive and significant to satisfaction Work.

H2: Compensation influential positive and significant to Satisfaction Work

Test result hypothesis on shows results analysis for influence direct compensation to satisfaction Work with mark coefficient of 0.572 with show positive and significant results with p-value < 0.001. With so H2 shows that influence compensation to satisfaction Work positive and significant, so H2 is accepted. It means the more tall compensation received so the more the satisfaction received is also high. Vice versa, if the more weak compensation received so level satisfaction will also be tend decreased. Similar things were also found in research conducted by Yasnani and Prasetyo (2018), Agathanisa and Prasetyo (2018), in his research mention that compensation influential positive and significant to satisfaction Work.

H3: Work Life Balance has an effect positive and significant on Employee Performance

Test result hypothesis show that results analysis for influence direct *work life balance* towards performance employee with mark coefficient of 0.526 with show positive and significant results with p-value < 0.001. With so H3 shows that influence *work life balance* to performance employee positive and significant, so H3 is accepted. It means the more strong *work life balance*, so the more the resulting performance also increases. Vice versa, if the more weak *work life balance* then the resulting performance will also tend decrease. Permanent *driver* can fulfil his obligations to family without ignore not quite enough he answered to his job, Therefore that, *the driver* can with freely For increase its performance in do activity Work. Similar things were also found in research conducted by Luthfiyani (2019), Lukmiati, et al (2020), and Pratiwi (2022) who stated that that exists influence positive and significant between *work life balance* to performance employee.

H4: Compensation influential positive and significant on Employee Performance

Test result hypothesis show that results analysis for influence direct compensation to performance employee with mark coefficient of 0.139 with show positive and significant results with *p-value* 0.046. With so H4 shows that influence compensation to performance employee positive and significant, so H4 is accepted. It means the more tall compensation received so the more the resulting performance is also high. Vice versa, if the more weak compensation received so the resulting performance will also tend decrease. Study This in line with with research conducted by Putra (2008) compensation will given to the employees must in accordance with their performance produce so that they Can motivated and able more Spirit Again in Work. Similar things were also found in research conducted by Rahman (2019) and Tangkeallo (2018) in his research mention that compensation influential positive and significant to performance employee.

H5: Satisfaction Work influential positive and significant to Employee performance

Test result hypothesis show that results analysis for influence direct satisfaction Work to performance employee with mark coefficient of 0.200 with show positive and significant results with *p-value* 0.007. With so H5 shows that influence satisfaction Work to performance employee positive and significant, so H5 is accepted. It means the more tall level satisfaction obtained so the more high performance too resulting from. Vice versa, if the more weak level satisfaction so the resulting performance will also tend decrease. Which illustrates reciprocal relationship between satisfaction with performance. In one side linked that satisfaction Work cause enhancement performance so that satisfied workers will more productive. Similar things were also found in research conducted who stated that that satisfaction Work influential positive and significant to performance employee.

H6: Satisfaction Work Mediate the Influence of *Work Life Balance* on Performance Employee

Test result hypothesis show that results analysis for influence No direct satisfaction Work as factor mediation between *work life balance* towards performance employee with mark coefficient of 0.069 with show no results significant with *p-value* 0.121. With that's what H6 states satisfaction Work mediate *work life balance* towards performance employee rejected so H6 does not can accepted. That factor satisfaction every person is different. Especially for *drivers* whose working hours are not normal even more from normal working hours make mark or factor their satisfaction feel and need different with others. In other words, that which has role important in influence enhancement performance employee that is exists perceived good work *life balance* grab *bike driver*, role satisfaction only supporter only you can strengthen influence to performance employee. Which states that employees who have satisfaction of course tend will Work more enthusiastic, but Because perceived satisfaction everyone has different standards so matter the No can made base decider main, In other words that which has role important in influence enhancement performance employee that is exists perceived good work *life balance* employee, role *job satisfaction* only supporter only you can strengthen influence to *employee performance*.

H7: Satisfaction Work Mediate Influence Between Compensation to Employee performance

Test result show that results analysis for influence No direct satisfaction Work as factor mediation between compensation to performance employee with mark coefficient of 0.114 with show positive and significant results with *p-value* 0.026. With that's what H7 states that satisfaction Work can made as variable mediation between influence compensation to performance employee so H7 can accepted. That means, more and more tall compensation received will increase satisfaction *drivers* so resulting performance will the more good. Who said that Satisfaction Work capable mediate influence compensation to performance employee.

5. Conclusions and Recommendation

The study concludes that work-life balance and compensation positively influence employee performance with job satisfaction as a mediating factor. Work-life balance, compensation, and job satisfaction can be influential models for employee performance. Work-life balance positively influences job satisfaction, as does compensation. However, job satisfaction does not mediate the relationship between work-life balance and employee performance, while job satisfaction does mediate the relationship between compensation and employee performance. From an Islamic

perspective, these findings align with the values and norms found in the Qur'an and As-Sunnah.

Based on the research findings, several suggestions can be made. Firstly, Grab drivers should aim to increase their productivity by leveraging the flexibility provided in their working hours. Secondly, there is a need for better time management strategies among drivers who are failing to meet their daily work targets. Additionally, many drivers struggle to maintain a healthy work-life balance, highlighting the importance of allocating time for personal life alongside work responsibilities. Moreover, concerns have been raised regarding the fairness of wage distribution based on performance, prompting Grab to reconsider its salary structure for alignment with drivers' efforts. Furthermore, satisfaction levels among drivers vary, indicating the importance of timely and appropriate wage disbursement and recognition of outstanding performance. Future studies could explore additional variables in relation to work-life balance as a mediating factor, as this aspect is relatively underexplored in existing research. Overall, this research provides valuable insights that can serve as a reference for future studies, which could delve into alternative interconnected variables to gain deeper insights into employee performance dynamics.

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