

*Research Article*

## Balancing Life and Integrity: The Role of Good Governance and Public Trust in Employee Performance through Job Satisfaction

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Received: 07-10-2025; Accepted: 01-11-2025

### Abstract

This study aims to analyze the influence of work-life balance, good governance, and perceived public trust on employee performance, with job satisfaction as a mediating variable. This study used a survey method, distributing questionnaires via Google Forms to 105 employees at the Kalisari Village Office in East Jakarta, using a simple random sampling technique. Data analysis was conducted using SmartPLS. The results showed that work-life balance and good governance significantly influenced job satisfaction, while perceived public trust did not. Furthermore, job satisfaction significantly influences employee performance. Work-life balance had both direct and indirect effects on employee performance through job satisfaction. In contrast, good governance and perceived public trust did not significantly influence employee performance, either directly or through job satisfaction. The implications of this study confirm that work-life balance is a key factor in improving employee satisfaction and performance. While the application of good governance principles and public perception requires strengthening to have a greater impact on the governance apparatus.

Keywords: Work-Life Balance, Good Government, Perceived Public Trust, Job Satisfaction, Employee Performance

JEL Classification: J28, M12, H83

How to cite: Krismanto, Y. P., Juhandi, N., Winarto, P., (2025). Balancing Life and Integrity: The Role of Good Governance and Public Trust in Employee Performance through Job Satisfaction, *Human Capital and Organizations (HCO)* 3(1), 39-52

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## 1. Introduction

Employees play a vital role in achieving organizational goals in both government and private institutions. In the government context, employees of the State Civil Apparatus (ASN) serve as the driving force of public administration, and their performance directly affects service quality. However, issues such as heavy workloads, uneven task distribution, and limited career development continue to hinder performance improvement efforts.

At the local level, particularly in Kalisari Sub-district, East Jakarta, employee workloads are increasing in line with the rising demand for fast, transparent, and quality public services. With 105 employees serving more than 55,000 residents, limited resources, and high administrative burdens, maintaining optimal performance has become a serious challenge. Problems such as excessive working hours, limited promotion opportunities, and inconsistent adherence to standard operating procedures indicate low job satisfaction and a deteriorating work-life balance.

Previous studies show inconsistent results regarding the influence of work-life balance, good governance, and perceived public trust on employee job satisfaction and performance. Some found significant effects, while others reported no relationship. These inconsistencies create a research gap that needs further investigation, especially in the context of sub-district governance in Jakarta, where workload intensity and public service expectations are uniquely high.

The novelty of this study lies in integrating work-life balance, good governance, and perceived public trust into a single model, with job satisfaction as a mediating variable, to explain employee performance in a local government setting. This study also provides new empirical insights for improving ASN and non-ASN performance at the sub-district level, emphasizing the importance of balanced work conditions, ethical governance, and public trust in enhancing public service quality.

## 2. Literature Review and Hypothesis

### Employee Performance

Pratiwi & Darmastuti (2014) find that performance is the result or level of success of a person as a whole during a specific period in carrying out tasks, compared to various possibilities, such as work results standards, targets, or objectives, or criteria that have been determined in advance and mutually agreed upon. According to Governor Regulation 18 of 2020, performance is the result of the implementation of the tasks and functions of the Civil Servant organization during a specific period. Based on the opinions of the experts above, what is meant by performance is the work an employee produces, with the quality and quantity to carry out their duties within a specific period of time, in line with the goals of the company or organization.

### Job satisfaction

Simbela (2019) states that satisfaction refers to the experience of pleasure or joy felt when what one desires is achieved. Meanwhile, according to Mangkunegara (2019), job satisfaction is a feeling that supports or does not support an employee's work and condition. Based on the definitions above, it can be concluded that job satisfaction is a person's feelings towards their work, generated by their own efforts (internal) and supported by factors outside themselves (external), such as work conditions, work results, and the work itself.

### Work Life Balance

The term "balance" refers to the goal of balancing individual participation in work and other non-work activities (Lewis & Beauregard, 2018). The concept of work-life balance is based on the belief that, as fair human beings, individuals must commit to both work and personal life, as both are equally important. In 2021, the Society for Industrial and Organizational Psychology (SIOP) USA conducted research on employees. High work demands cause employees to lose their work-life balance, which can impact their performance.

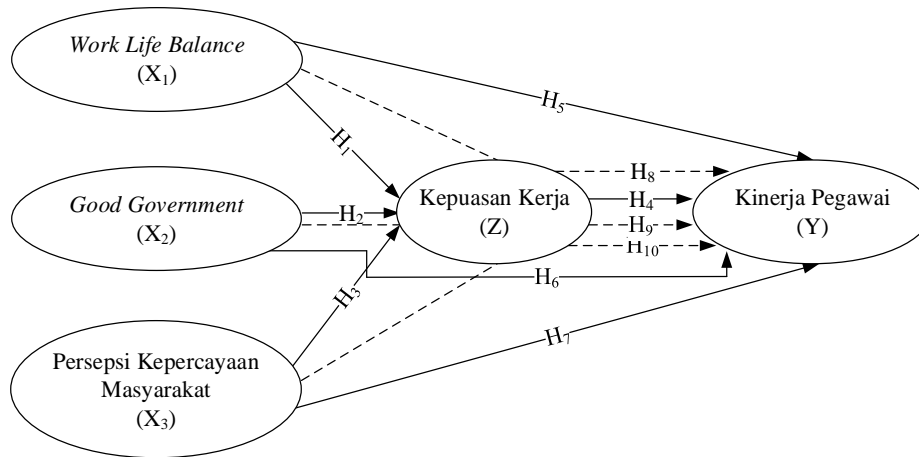
### Good Government

Good government is the implementation of solid and responsible development management. The World Bank defines good government as the implementation of sound, responsible development management that aligns with the principles of democracy and efficient markets, avoids the misallocation of investment funds, and prevents corruption, both political and administrative. It also enforces budget discipline and creates a legal and political framework for the growth of business activities (Sari & Tamrin, 2020).

**Public Perception of Trust**

In the psychology dictionary, perception is defined as the process of remembering or identifying something. A book by Wiwien and Susantyo explains that perception is equivalent to sensation, the process by which the senses absorb information from the environment (Wiwien & Susantyo, 2018). Perception encompasses the activities of receiving, organizing, and interpreting stimuli. According to Bimo Walgito, perception is a process preceded by sensing, which is the process by which an individual receives stimuli through the senses, also called a sensory process (Bimo Walgito, 2021).

**Research Conceptual Framework**



**Figure 1. Research Concept Framework**

**Research Hypothesis**

**The Effect of Work-Life Balance on Employee Job Satisfaction**

Work-life balance influences employee job satisfaction. According to Prasadja Ricardianto (2018), work-life balance, along with other work environment factors, helps managers integrate it into a broader discussion that examines individuals' perceptions of work that mediate the relationship between work-life balance and work outcomes. Therefore, employees who can balance their work and personal lives tend to have a positive attitude toward their jobs, which ultimately increases job satisfaction. Research conducted by Prasetyo et al. (2021), Azdanal (2021), Fadilla (2022), Indra (2022), Nawarcono (2021), Pratama (2021), Asari (2022), and Azizah (2023) indicates that work-life balance influences employee job satisfaction.

**H1: Work-Life Balance Has a Positive Influence on Employee Job Satisfaction**

**The Effect of Good Government on Employee Job Satisfaction**

Good governance influences employee job satisfaction. Good governance is often defined as good governance. The concept of good governance is based on the idea of interdependence and interaction among various institutional actors at all levels within the state (legislative, executive, judicial, and military) and the private sector (companies and financial institutions). No institutional actor within a good government should have absolute control. The concept of good governance can be implemented in accordance with the principles above if the government has the mechanisms to do so. The government will be able to carry out its functions within the framework of good governance if a cooperative public administration system is created with a more relevant public service approach (Pandji, 2017). Research conducted by Aini (2024), Kasmawati (2024), and Wenda (2022) states that good governance influences employee job satisfaction.

**H2: Good Government has a positive influence on employee job satisfaction**

**The Influence of Perceived Public Trust on Employee Job Satisfaction**

Public perception of trust in employees plays a crucial role in shaping motivation and job satisfaction. According to Susantyo (in Wiwien and Susantyo, 2018) and Bimo Walgito (2021), perception is the process of organizing and interpreting information received through the five senses, including the meaning of the patterns of information received. When the public has a positive perception of employee performance, it can stimulate feelings of appreciation, acceptance, and trust. Thus, employees tend to feel their work is meaningful and important, which forms the basis for job satisfaction. Research by Jang (2020), Sholikah (2022), and Umamy (2021) indicates that public trust perceptions influence employee job satisfaction. However, this differs from Hayati's (2020) research, which found that public trust perception does not affect employee job satisfaction.

**H3: Perception of Public Trust Has a Positive Influence on Employee Job Satisfaction****The Influence of Employee Job Satisfaction on Employee performance**

Sinambela (2019) defines job satisfaction as a worker's level of positive affection towards work and work situations. Job satisfaction is solely related to a worker's attitude towards their work, including their behavior. The cognitive aspect of job satisfaction is the worker's belief about work and work situations. Weihrich and Koontz (2019: 302) state that satisfaction refers to the experience of pleasure or joy felt by someone when what he wants is achieved. The results of research conducted by Asari (2022), Azizah (2023), Umamy (2021), Azizah (2023), Hakim (2022), Kristansi (2020), and Santi (2024) state that employee job satisfaction influences employee performance.

**H4: Employee Job Satisfaction Has a Positive Influence on Employee performance****The Influence of Work-Life Balance on Employee performance**

Prasadja Ricardianto (2018) found that implementing work-life balance, supported by a conducive work environment, helps managers integrate employees' work and personal lives, enabling them to meet work demands without sacrificing their personal quality of life. Alvesteffer (2016) adds that flexible work schedules and a regular home life can reduce stress, prevent depression, and reduce family conflicts, enabling employees to be more focused and energetic in carrying out their duties. The results of research conducted by Prasetyo et al. (2021), Arifin (2022), Badrianto (2021), Mardiani (2021), Putri (2023), Asari (2022), and Azizah (2023) indicate that work-life balance influences employee performance.

**H5: Work-Life Balance Has a Positive Impact on Employee Performance****The Influence of Good Government on Employee performance**

Good governance plays a strategic role in improving employee performance by emphasizing clean, democratic, effective, and efficient governance. Priansa and Donni Juni (2018) explain that good governance encompasses not only values that respect the will of the people and enhance community capabilities, but also functional aspects that enable the government to fulfill its duties effectively. By creating systems and mechanisms that regulate the cooperative relationships among the government, the business world, and the community, employees work in a transparent, fair, and professional environment, thereby encouraging motivation, discipline, and responsibility in carrying out their duties. The results of research conducted by Anggraini (2022), Dumbi (2022), Maimanah (2024), Nengsy (2022), Saputro (2021), Wattimena (2021), Bakkara (2023), Tahirs (2023), Kurniasari, CR et al. (2024) state that good governance influences employee performance.

**H6: Good Government Has a Positive Impact on Employee Performance****The Influence of Public Trust Perception on Employee performance**

Public perception of trust influences employee performance. Perception is defined as the process of remembering or identifying something. A book by Wiwien and Susantyo explains that perception is equivalent to sensation, the process of absorbing information from the environment through the senses (Wiwien & Susantyo, 2018). Research by Umamy (2021) and Hakim (2022) indicates that public trust influences employee performance. Perception encompasses the activities of receiving, organizing, and interpreting stimuli. Positive public perception can increase employee motivation

and commitment, enabling them to work more efficiently, effectively, and consistently in meeting established work standards. Thus, public perception not only impacts employee image but also directly supports improved individual and organizational performance.

#### **H7: Public Perception of Trust Has a Positive Influence on Employee performance**

##### **The Influence of Work Life Balance on Employee performance with Job Satisfaction as a Mediating Variable**

Work-life balance allows employees to divide their time evenly between work and personal life, thus avoiding burnout and excessive stress. According to Prasadja Ricardianto (2018:8), work-life balance helps managers and employees effectively integrate work and personal life. Support from leaders is also a crucial factor, as flexible work policies, leave, and attention to employees' family needs contribute significantly to creating work-life balance (Lazăr et al., 2018). Thus, work-life balance influences employee performance through the mediating role of job satisfaction: it fosters job satisfaction, which, in turn, improves both individual and organizational performance. Research conducted by Asari (2022) and Azizah (2023) indicates that work-life balance influences employee performance through job satisfaction.

#### **H8: Work-Life Balance Mediates Employee performance and Job Satisfaction**

##### **The Influence of Good Government on Employee performance with Job Satisfaction as a Mediating Variable**

Pandji (2017) stated that the government can fulfill its good governance function if it has a relevant, cooperative, and responsive public service mechanism. This paradigm aligns with Siregar JK's (2020) view, which emphasizes that the shift from government to governance encourages collaboration among the government, the private sector, and the community to create a more participatory and equitable system. When the principles of good government are implemented, employees will feel appreciated for working within a clear, fair, and directed system, thereby increasing job satisfaction. Thus, good government not only creates an effective and efficient public service system but also drives job satisfaction, which, in turn, mediates improved employee performance at both the individual and organizational levels. The results of research conducted by Harma, A. et al. (2020) indicated that good government influences employee performance through job satisfaction.

#### **H9: Good Government Mediates Employee performance with Job Satisfaction**

##### **The Influence of Public Trust Perception on Employee performance with Employee Job Satisfaction as a Mediating Variable**

Perceptions of public trust in employees play a crucial role in shaping work motivation, which, in turn, impacts job satisfaction. According to Bimo Walgito (2020:102; 2021:99), perception is the process of receiving stimuli through the senses, which are then processed to form an understanding and assessment of an object or individual. If the public places trust and evaluates employee performance positively, this becomes a stimulus that encourages employees to increase dedication and responsibility in carrying out their duties. A work environment characterized by public appreciation and trust tends to increase feelings of appreciation, which, according to Steve M. Jex (2018), is the core of job satisfaction, namely, employees' positive affection for their work and work situation. Research by Umamy (2021) and Hakim (2022) indicates that perceptions of public trust influence employee performance through job satisfaction. With work-life balance, good governance, and good public trust, employees will feel satisfied with their work, which will impact their performance, improving or maximizing it.

#### **H10: Perception of Public Trust Mediates Employee Performance with Employee Job Satisfaction**

### **3. Data and Method**

#### **Research Object**

The object of this research is the plan and structure of the investigation used to obtain evidence to answer the researcher's questions. The objects of this research are Work-Life Balance, good governance, and Public Perception of Trust in Employee Performance, mediated by Employee Job Satisfaction.

**Location and Time of Research**

This research was conducted at the Kalisari Village Office, located at Jalan Kalisari RT 011 RW 02, Kalisari Village, Pasar Rebo District, East Jakarta Administrative City, DKI Jakarta, Postal Code 13790. This office can be contacted by telephone at (021) 8710995, by email at [kel\\_kalisari@jakarta.go.id](mailto:kel_kalisari@jakarta.go.id), and through the official website at <https://timur.jakarta.go.id/kelurahan/kalisari>. The research period is planned for March 2025 to August 2025.

**Sample Population and Sampling Techniques**

The population in this study comprised all employees at the Kalisari Pasar Rebo Village Office, East Jakarta, totaling 105, including 19 State Civil Apparatus (ASN) and 86 non-ASN employees. Therefore, the sample in this study comprised all employees at the Kalisari Pasar Rebo Village Office, East Jakarta, totaling 105 employees, including 19 State Civil Apparatus (ASN) and 86 non-ASN employees. The sampling technique used was total sampling, namely taking the entire population as a sample of all employees of the Kalisari Village Office, East Jakarta.

**Data Analysis Method**

The data in this study will be analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with WarpPLS. The use of SEM-PLS is based on its suitability for analyzing complex relationships among multiple latent variables and for testing both direct and indirect effects (via mediating variables such as job satisfaction). SEM-PLS is also appropriate for relatively small sample sizes and for data that may not meet normality assumptions. Furthermore, it emphasizes prediction and explanation of variance in the dependent variables, making it ideal for this study's goal of understanding the factors influencing employee performance at the sub-district level.

**4. Results**

**Discriminant Validity**

**Table 1. Cross Loading**

Variables	X1. Work-Life Balance	X2. Good Government	X3. Public Perception of Trust	Y. Employee Performance	Z. Employee Job Satisfaction
X1.1	,7623	,2212	,0918	,2540	,2785
X2.1	,3989	,7911	,3914	,4976	,4589
X3.1	,2714	,4710	,8925	,4994	,3914
Y.1	,3656	,4072	,4946	,7933	,4001
Z.1	,2190	,3963	,2251	,4975	,7868

Table 1 also shows that the indicators for each variable have higher factor loadings than the loadings for other constructs. Thus, the latent constructs are better able to predict the indicators in their respective blocks than the indicators in other blocks.

**Composite Reliability**

**Table 2. Composite Reliability**

Variables	Composite Reliability
(X1) Work Life Balance	0.8801
(X2) Good Government	0.9406
(X3) Public Perception of Trust	0.9530
(Z) Job Satisfaction	0.9241
(Y) Employee Performance	0.9458

Source: Processed Data (2025)

These results show that each variable meets the composite reliability criterion, indicating that all variables are highly reliable.

**Cronbach's Alpha**

**Table 3 Cronbach's Alpha**

Variables	Cronbach's Alpha
(X1) Work Life Balance	0.8536
(X2) Good Government	0.9390
(X3) Public Perception of Trust	0.9521
(Z) Job Satisfaction	0.9226
(Y) Employee Performance	0.9410

Source: Processed Data (2025)

Thus, these results indicate that each research variable meets the requirements for Cronbach's alpha and that all variables have high reliability.

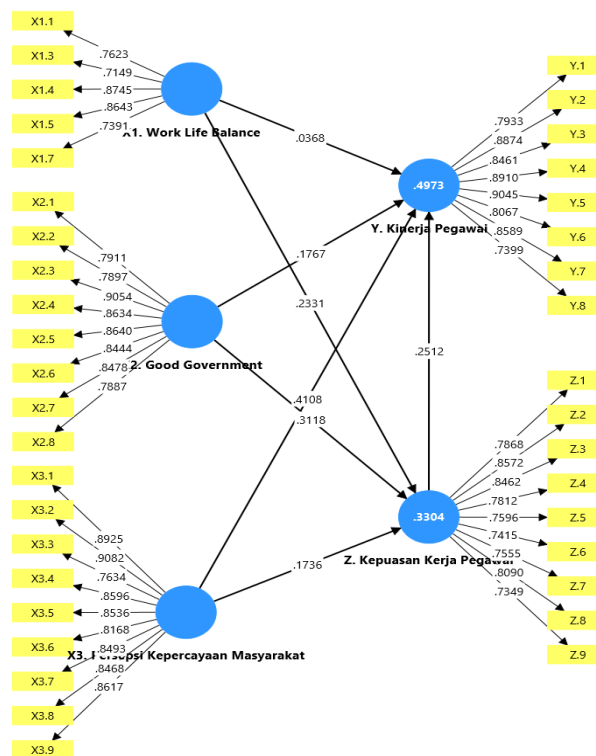
**Test Structural Model Fit (Inner Model)**

**Table 4. Structural Model Fit Test (Inner Model)**

Variables	R Square	R Square Adjusted
(Y) Employee Performance	0.4973	0.4772
(Z) Job Satisfaction	0.3304	0.3105

Based on this, the variables Work-Life Balance, Good Governance, and Perception of Public Trust explain 33.04% of Job Satisfaction, whereas they explain 49.73% of Employee Performance.

**Hypothesis Testing**



**Figure 2. Measurement Model Test-PLS Algorithm**

The equation shows the direction of the relationship between the independent and dependent variables. The results of this equation indicate that Work-Life Balance, Good Government, and Perceived Public Trust positively influence Job Satisfaction, meaning that better Work-Life Balance, Good Government, and Perceived Public Trust will further increase Job Satisfaction.

In this study, an equation was derived from the model's structural image. The following are the results of data processing using the PLS Algorithm and PLS Bootstrapping methods.

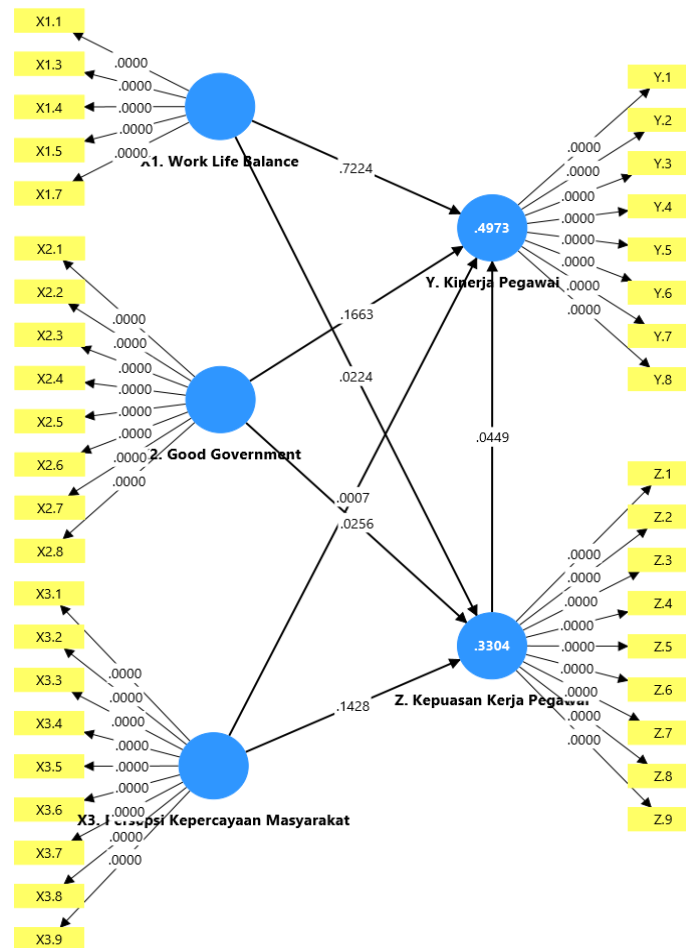


Figure 3. PLS Bootstrapping Testing Model

A significant measure of hypothesis support can be used to compare the T-table and T-statistic values. If the T-statistic is higher than the T-table value, the hypothesis is supported or accepted. In this study, for a 95% confidence level (95% alpha), the T-table value for the hypothesis is > 1.960.

Path Coefficients

Table 5. Path Coefficients

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Results
X1. Work Life Balance -> Z. Employee Job Satisfaction	,2331	,2444	,1021	2,2836	,0224	Accepted
X2. Good Government -> Z. Employee Job Satisfaction	,3118	,3118	,1396	2.2333	,0256	Accepted

X3. Perception of Public Trust -> Z. Employee Job Satisfaction	,1736	,1730	,1184	1.4657	,1428	Rejected
Z. Employee Job Satisfaction -> Y. Employee Performance	,2512	,2531	,1252	2,0059	,0449	Accepted
X1. Work Life Balance -> Y. Employee Performance	,0368	,0452	,1035	,3553	,7224	Rejected
X2. Good government -> Y. Employee performance	,1767	,1800	,1276	1.3842	,1663	Rejected
X3. Perception of Public Trust -> Y. Employee Performance	,4108	,4037	,1205	3,4084	,0007	Accepted

The results of the Path Coefficients analysis show that Work-Life Balance and Good Government significantly influence Job Satisfaction, while Perception of Public Trust has no effect. Job Satisfaction is proven to significantly influence Employee performance. Meanwhile, Work-Life Balance and Good Government do not directly influence Employee performance, but Perception of Public Trust does have a significant influence on Employee performance.

**Indirect Effects**

**Table 6. Indirect Effects**

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Results
X1. Work Life Balance -> Z. Employee Job Satisfaction -> Y. Employee performance	,0585	,0616	,0422	1,3881	,1652	Rejected
X2. Good government -> Z. Employee Job Satisfaction -> Y. Employee performance	,0783	,0780	,0560	1,3983	,1621	Rejected
X3. Perception of Public Trust -> Z. Employee Job Satisfaction -> Y. Employee Performance	,0436	,0466	,0434	1.0038	,3155	Rejected

The results were analyzed using output path coefficients, and for indirect effects, using the indirect effect. If the t-statistic value obtained from Table 6 is greater than 1.96, the null hypothesis is rejected. Conversely, if the t-statistic value is less than 1.96, the hypothesis is rejected.

**5. Discussion**

**The Effect of Work-Life Balance on Job Satisfaction**

Based on Table 5, Work Life Balance has a significant effect on Job Satisfaction among employees at the Kalisari Village Office, East Jakarta, as indicated by the p-value, which rejects Ho and accepts Ha. Employees who can balance these two aspects will have a more positive attitude towards their work, thereby increasing job satisfaction and strengthening their commitment to the organization. When employees feel supported in creating this balance, positive attitudes towards work also increase, leading to higher job satisfaction and more optimal performance. The results of research conducted by Prasetyo et al. (2021), Azdanal (2021), Fadilla (2022), Indra (2022), Nawarcono (2021), Pratama (2021), Asari (2022), and Azizah (2023) stated that work-life balance influences employee job satisfaction, but in contrast to research conducted by Maharani (2023), which stated that Life Balance does not influence Employee Satisfaction.

**The Influence of Good Government on Job Satisfaction**

Based on Table 5, Good Government has a significant effect on Job Satisfaction among employees at the Kalisari Sub-district Office in East Jakarta, as evidenced by the rejection of  $H_0$  and acceptance of  $H_a$ . Good government has been shown to affect employee job satisfaction. Good governance prioritizes the principle of interdependence and interaction among various institutional actors at the state level (legislative, executive, judicial, and military) and the private sector (companies and financial institutions), without absolute control. This concept can only be implemented if the government builds a cooperative public administration system and provides relevant, responsive public service mechanisms. The results of this study align with those of Aini (2024), Kasmawati (2024), and Wenda (2022), which indicate that good government influences employee job satisfaction.

**The Influence of Public Trust Perception on Job Satisfaction**

Based on Table 5, Perception of Public Trust has no significant effect on Job Satisfaction among employees at the Kalisari Village Office, East Jakarta, as indicated by the non-significant p-value, meaning  $H_0$  is accepted and  $H_a$  is rejected. Perceptions of public trust in employees are not always directly proportional to employee job satisfaction. Perception is the process of organizing and interpreting information received through the five senses. Employee job satisfaction is more likely to be influenced by internal organizational factors, such as the reward system, work environment, and relationships with superiors and colleagues, rather than solely by public perception. This emphasizes that job satisfaction management needs to focus on internal agency factors, not only on image or external assessments. The results of research conducted by Hayati (2020), which stated that perception of public trust does not affect employee job satisfaction, differ from those of research conducted by Jang (2020), Sholikah (2022), and Umamy (2021), which stated that perception of public trust does influence employee job satisfaction.

**The Influence of Job Satisfaction on Employee performance**

Based on Table 5, the fourth hypothesis ( $H_4$ ) that Job Satisfaction has a significant effect on Employee performance among Kalisari Village Office employees in East Jakarta is supported, meaning  $H_a$  is accepted and  $H_0$  is rejected. Job satisfaction is a worker's level of positive affection towards work and work situations. It is solely related to the worker's attitude towards his work; this attitude manifests in behavior. The cognitive aspect of job satisfaction is the worker's belief about work and work situations. The results of research conducted by Asari (2022), Azizah (2023), Umamy (2021), Azizah (2023), Hakim (2022), Kristansi (2020), and Santi (2024) state that employee job satisfaction influences employee performance, but are different from research conducted by Sari, SI et al (2025), Pranata, Y. and Haryanto (2024), Meha, SR et al (2025), which state that employee job satisfaction does not influence employee performance.

**The Influence of Work-Life Balance on Employee Performance**

Based on Table 5, the fifth hypothesis ( $H_5$ ), Work Life Balance does not affect Employee performance at the Kalisari Village Office, East Jakarta, is declared unproven, which means  $H_0$  is accepted and  $H_a$  is rejected. Work-life balance plays an important role in supporting employee performance, as the balance between work demands and personal life allows individuals to work more effectively and productively. The results of research conducted by Meha, SR et al (2025), Guli, et al (2025), which stated that Work Life Balance does not affect employee performance, but are different from research conducted by Prasetyo, et al (2021), Arifin (2022), Badrianto (2021), Mardiani (2021), Putri (2023), Asari (2022), and Azizah (2023), which stated that Work Life Balance affects employee performance.

**The Influence of Good Government on Employee performance**

Based on Table 5, Good Government has no significant effect on Employee performance at the Kalisari Village Office, East Jakarta, as declared proven; thus,  $H_0$  is accepted and  $H_a$  is rejected. Although conceptually, good government plays a strategic role in improving employee performance by emphasizing clean, democratic, effective, and efficient governance, the study's results show that this concept has not had a significant direct impact on employee performance.

The results of research conducted by Anggraini (2022), Dumbi (2022), Maimanah (2024), Nengsy (2022), Saputro (2021), Wattimena (2021), Bakkara (2023), Tahirs (2023), Kurniasari, CR et al (2024) state that good government influences employee performance, but it is different from research conducted by Suharto (2022), Kristansi (2020), which states that good government does not influence employee performance.

#### **The Influence of Public Trust Perception on Employee performance**

Based on Table 5, the Perception of Public Trust has a positive effect on Employee performance at the Kalisari Village Office in East Jakarta, meaning  $H_a$  is accepted and  $H_0$  is rejected. Theoretically, public trust is understood as a cognitive process in which individuals or groups assess the quality, integrity, and capabilities of a party here, government employees. This indicates that public assessment of employees has not been a significant driver of direct performance improvements. The results of research conducted by Umamy (2021) and Hakim (2022) stated that the perception of public trust has an influence on employee performance, but this differs from research conducted by Sumberwati, RM et al. (2025), which stated that the perception of public trust does not influence employee performance.

#### **The Influence of Work Life Balance on Employee performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Work Life Balance has no significant effect on Employee performance at the Kalisari Village Office, East Jakarta, as shown, meaning  $H_0$  is accepted and  $H_a$  is rejected. Work-life balance allows employees to divide their time equally between work and personal life, thereby avoiding fatigue and excessive stress. Thus, work-life balance affects employee performance through the mediating role of job satisfaction: it fosters job satisfaction, which ultimately improves performance both individually and organizationally. The results of research conducted by Prasetyo et al (2021), Meha, SR et al (2025) stated that work-life balance does not affect employee performance through job satisfaction, but in contrast to research conducted by Asari (2022), Azizah (2023), which stated that work-life balance affects employee performance through job satisfaction.

#### **The Influence of Good Government on Employee performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Good Government does not affect Employee performance at the Kalisari Village Office, East Jakarta, as shown, meaning  $H_0$  is accepted and  $H_a$  is rejected. However, the study's results indicate that implementing good governance does not have a significant effect on employee performance through job satisfaction. This indicates that although the principles of good government have been implemented, these conditions have not been able to form a strong enough job satisfaction to mediate improvements in employee performance. Theoretically, high job satisfaction is expected to lead to increased productivity, higher-quality work, and greater employee loyalty. The results of research conducted by Harma, A. et al. (2020) indicated that good government influences employee performance through job satisfaction. In contrast, research by Kristansi (2020) found that good government does not influence employee performance through job satisfaction.

#### **The Influence of Public Trust Perception on Employee Performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Perception of Public Trust has no significant effect on Employee performance for employees at the Kalisari Village Office, East Jakarta, as indicated by the p-value, which is not significant, meaning  $H_0$  is accepted and  $H_a$  is rejected. This indicates that although public trust can create a positive image, it is not always a direct driver of improved employee performance. Thus, in the context of this study, employee performance improvements are more influenced by internal factors or other organizational factors than by perceptions of public trust, so job satisfaction does not act as a significant mediating variable. The results of research conducted by Umamy (2021) and Hakim (2022) indicated that perceptions of public trust influence employee performance through job satisfaction. In contrast, other research found that perceptions of public trust do not influence employee performance through job satisfaction.

## 6. Conclusion

The results of this study show that Work-Life Balance and Good Governance have a significant effect on Job Satisfaction, while Perceived Public Trust does not. This means that employees' satisfaction is more influenced by internal factors such as balanced workloads and transparent governance than by public perception. Furthermore, Job Satisfaction significantly affects Employee performance, indicating that satisfied employees tend to work more effectively and productively. However, Work-Life Balance and Good Governance do not directly influence performance, and Job Satisfaction does not mediate the relationship between these variables and performance. Interestingly, Perceived Public Trust has a direct positive effect on performance, suggesting that when employees feel trusted by the public, they are more motivated to perform better.

### Implications:

In practice, the Kalisari Village Office should uphold sound governance principles, implement a fair workload system, and ensure a supportive work environment to enhance satisfaction and performance. Leaders also need to maintain public trust by providing transparent and responsive services. Academically, this study contributes by combining internal and external factors to explain employee performance in local government institutions.

### Recommendation

Based on the research results, it is recommended that the Kalisari Village Government implement concrete programs to support Work-Life Balance, such as setting clear work schedules, limiting excessive overtime, and providing mental health support or short wellness sessions to reduce stress. To strengthen Good Governance, the village should hold regular transparency meetings, publish performance reports on its website, and establish a digital complaint system to improve accountability and public responsiveness. In addition, the government should increase Public Trust by holding periodic community forums where citizens can give direct feedback and by publicly recognizing high-performing employees. These efforts can enhance job satisfaction, motivation, and overall employee performance while fostering a stronger relationship between the village office and the community.

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