

## A Framework for Conceptualizing Employee Performance on Hospital

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### Abstract

High employee performance can be achieved when every element in the organization is well integrated and capable on performing their role. Preliminary survey showed that employee performance had not been optimum. The purpose of this research is to know the influence of work life balance, happiness at work, work motivation on employee performance with job satisfaction as intervening variable. The study was conducted at Mother and Children Hospital "Bunda arif" Purwokerto, and mainly utilized quantitative data. The sample for the study were 129 employees. Hypotheses testing device was using Structural Equation Model (SEM). The result showed that work life balance and happiness at work has positive effect on job satisfaction, but work motivation has no positive effect. Work life balance has no positive effect on employee performance, but happiness at work and work motivation has positive effect on employee performance. Both Job satisfaction and work life balance has not positive effect on employee performance with job satisfaction as intervening variable. Happiness at work has not positive effect on employee performance with job satisfaction as intervening variable, and work motivation has not positive effect on employee performance with job satisfaction as intervening variable.

**Keywords:** work life balance, happiness at work, work motivation, employee performance, job satisfaction

## INTRODUCTION

Every company own part most important in support the activity process operational in reach objective company and maintain existence. Company must own strong ability in field finance, marketing, operational, and human resources. In 2019 Indonesia experienced problem health on a global scale because exists the spread of the corona virus or Covid-19 (coronavirus disease) which can take human lives. This virus makes all humans worry about getting infected with Covid-19. According to the Ministry of Health of The Republic Indonesia No.340/Menkes/PER/III/2010 states : "Hospital is a complete individual health service institution that provides inpatient, outpatient and emergency services". From this understanding that in its activities the hospital must provide maximum service. The existence of the Covid-19 virus still requires employees to provide good performance for the company. Hospital is one of the facilities carried out, where each activity aims to achieve optimal public health. Hospitals are required to provide quality services in accordance with established standards. Based on ownership, Act No.44 of 2009 hospitals in Indonesia divided into two types, that's public hospitals and private hospitals, where public hospitals are managed by the government and other legal entities, while private hospitals are managed by legal entities with a profit company.

Based on Table 1. general hospitals are the largest of health services in Indonesia with a total of 2.561 or 83,28% spread in each province until 2022. Meanwhile, there are only 511 special hospitals or 16,72%. Mother and Children Hospital "Bunda arif " Purwokerto is a type of special hospital in Central Java that specializes in services for mothers and children. As one of the institutions providing health

services, hospitals have an obligation to continuously carry out various efforts to improve service quality to achieve patient satisfaction, one of which is by increasing employee performance

Table 1. Hospitals in Indonesia 2022

Hospital Type	Amount	Percentage
General Hospital	2,561	83.28%
Special Hospital	511	16.72%
<b>Total</b>	<b>3,072</b>	<b>100%</b>

Source : Central Bureau of Statistics Indonesia (2022)

Mangkunegara (2017:67) stated that employee performance is the result of a persons work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Mother and Children Hospital "Bunda Arif" experiencing problem in increase employees performance. Whether or not the resulting employee performance can be seen through job satisfaction. Steven (2020) suggests that job satisfaction has a significant positive effect on employee performance. The higher job satisfaction so the better quality work done. However, Fauziek and Yanuar (2021) research finding suggest job satisfaction does not effect employee performance. Following table 2 below show employee satisfaction percentage of Mother and Children Hospital "Bunda arif":

Table 2. Percentage Satisfaction Employees of the Mother and Children Hospital "Bunda Arif " Purwokerto in 2018-2022

Year	Target	Realization
2018	65.00%	73.70%
2019	65.00%	87.88%
2020	80.00%	93.60%
2021	80.00%	85.50%
2022	80.00%	86.30%

Source : Quality Improvement Committee of Mother and Children Hospital "Bunda arif " (2022)

Based on Table 2. it can be seen percentage has fluctuated where there has been an increase and decrease. In 2020 it obtained the highest score but in the following year it experienced a decline again. If job satisfaction has a low value, this can trigger suboptimal work quality and indicates that employee performance is not optimal. According to Bataineh (2019) employee performance are also affected by work life balance. However Thamrin (2020) stated that work life balance has no significant positive effect on employee performance. Work life balance is a situation where individuals are able to organize and divide work responsibilities, family life and other responsibilities so that there is no conflict between family life and work careers (Greenhauss, 2003). Based on the result of the preliminary survey, there are problems by Mother and Children Hospital "Bunda arif" about work life balance that difficulty of managing time for work and time for family. This is due to the arrangement of working hours which are regulated by several shifts and arrangements for day off.

Besides work life balance , happiness at work also have positive influence on employee performance (Bataineh, 2019). However, this contradicts to research by Agustien (2020) which states that happiness at work has no positive and significant effect on employee performance. Happiness at

work is a positive feeling that an individual has at every work time, because the individual knows, manages and influences the world of work so that he is able to maximize performance and provide satisfaction for himself at work (Spector, 1997; Lee, et.all., 2000). Based on the results of the preliminary interview, there is a problem in Mother and Children Hospital "Bunda arif" when employees day off they must be ready to go to work if there is a duty call, that meaning employees those who are day off must be prepared to replace if there is an employee who is unable to work for certain reasons. This makes employees work compulsively, so they do not have happiness at work.

Work motivation can also be a factor that influences employee performance. Thamrin (2020) suggest that work motivation has a positive effect on employee performance. However, this contradicts to research by Rifa'i (2021) which suggests that work motivation has no effect on employee performance. Work motivation is an encouragement that becomes a persons strength to do or not an action, something that creates encouragement or enthusiasm at work (Sedarmayanti, 2017:154). The problem in Mother and Children Hospital "Bunda arif" is that there is no encouragement or enthusiasm for employees to work causing them to be lazy at work. Based on the background above, this research is developed from research conducted by Bataineh (2019) entitled "Impact of Work Life Balance, Happiness at Work, on Employee Performance" and research from Suyanto (2020) entitled "Job Satisfaction as an Intervening Variable in The Motivation on the Performance". So this research entitled **"A Framework For Conceptualizing Employee Performance on Hospital"** will be conducted on employees of Mother and Children Hospital "Bunda arif" Purwokerto.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Attribution Theory

Attribution theory is a theory that explains a person's behavior (Fritz Heider, 1958). Attribution theory explains the process of determining the motives or causes of one's behavior. This refers to how a person explains the causes of himself or others that are determined whether internal or external will influence one's behavior (Luthans, 2005). This theory explains the understanding of a person's reaction to events around them by knowing their reasons for the events that are experienced. In this study, researchers used attribution theory because researchers will conduct empirical studies to determine the factors that influence employee performance, especially on the personal characteristics of the employees themselves. Basically the personal characteristics of employees is one of the determinants of the performance to be carried out because it is an internal factor that encourages someone to carry out an activity.

### Influence of Work Life Balance on Job Satisfaction

Based on research (Puspitasari, 2020) work life balance affect job satisfaction. Employees tend to be happy when they are able to overcome their personal and work problems. When employees are able gain job satisfaction, employees will do their jobs more efficiently and will be committed to the workplace. Previous research conducted by Asari (2022) work life balance has positive effect on job satisfaction. Having work life balance will also increase employee job satisfaction. The employees needs have been met, making the mood at the company pleasant. The family supports the work carried out by employees so that it provides enthusiasm for work and has an impact on job satisfaction. Nurhasanah et al (2019), it is stated that work life balance has a positive and significant impact on job satisfaction which can significantly increase behavior change in work life balance and real positive impact on the role of encouraging increased employee job satisfaction.

***H<sub>1</sub>: Work life balance has effect on job satisfaction***

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### **Influence of Happiness at Work on Job Satisfaction**

Previous research by Huda (2021) stated that happiness at work has affect on job satisfaction. Happiness at work can be interpreted as a feeling of enthusiasim for work, have a good relationship with colleagues, have good performance. If they have satisfied and happiness at work, they are more likely to stay loyal to the company. Employees who feel more satisfied with the job will be more cooperatie, have a feeling to stay in the company rather than dissatisfied employees, resulting in happiness at work.

*H<sub>2</sub>: Happiness at work has effect on job satisfaction*

### **Influence of Work Motivation on Job Satisfaction**

Based on Sembiring (2022) there is a significant influence between work motivation on job satisfaction. It means that good work motivation will determine the comfort of employees in carrying out their work. If working conditions are good, it can increase job satisfaction in employees. Previous research conducted by Suyanto (2019) it is found that motivation has a positive and significant effect on employees job satisfaction. If the motivation given to employees is good, it will be able to increase the power of their work.

*H<sub>3</sub>: Work motivation has effect on job satisfaction*

### **Influence of Work Life Balance on Employee Performance**

Irsyad (2022) stated that work life balance has influence on employee performance. Personal life balance with work is a necessity fulfilled by employees so that they can create a conducive atmosphere inside carry out personal and work lfe for organizations. Employees with balance a good time and a social life pleasant will have order and high engagement will influence its performance. According Asari (2022) work life balance has positive influence on employee performance. This means that employees have maintained a good balance between work life and family life. With this, employees can still do the work expected of them on site work.

*H<sub>4</sub>: Work life balance has effect on employee performance*

### **Influence of Happiness at Work on Employee Performance**

Previous research by Syarifi (2019) there is influence between happiness at work on employee performance. Happiness at work is a feeling of enthusiasm that employees feel towards their work allows employees to maximize their performance at work. Mangowal (2020) happiness at work has influence on employee performance. This means every change in employee performance influenced by happiness at work. Agus (2023) stated that happiness at work has positive and significant effect on employee performance. Happiness at work has well established, it can be seen from wmployees who are optimistic at work.

*H<sub>5</sub>: Happiness at work has effect on employee performance*

### **Influence of Work Motivation on Employee Performance**

Kuswati (2020) this research results obtained that the effect of motivation on employee performance is influence. The results give meaning that the role of motivation becomes a supporting factor in an organization especially in improving performance. Wahyudi (2019) showed that the contribution of motivation to performance was significant. These findings illustrate that performance is not the result of no effort or unilaterally demanding performance without support is of course a big mistake.

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***H<sub>6</sub>: Work motivation has effect on employee performance*****Influence of Job Satisfaction on Employee Performance**

Suyanto (2019) show that job satisfaction affects the performance. It means that the company attention to aspects that can improve employee job satisfaction. Based on research Steven (2020) indicate that job satisfaction has a significant positive effect on the performance. That matter because the company has fulfilled and provided employee rights and needs in accordance with employee needs and in accordance with existing regulations set.

***H<sub>7</sub>: Job satisfaction has effect on employee performance*****Influence of Work Life Balance on Employee Performance Through Job Satisfaction**

The results of research Asari (2022) job satisfaction has successfully mediated the relationship between work life balance and employee performance. Work life balance is essential in determining employee performance related to work in company. With the business of the workplace, it isn't straightforward for employees to maintain a fair work life balance. Such a situation will have an impact on workers physiologically. Companies must strive to improve the welfare of workers in the work life balance of employees, such as implementing flexible schedules, equipping the workplace with facilities to relax, and holding activities related to employee hobbies so that employees feel comfortable and satisfied at work and can raise morale.

***H<sub>8</sub>: Work life balance has effect on employee performance through job satisfaction as intervening variable*****Influence of Happiness at Work on Employee Performance Through Job Satisfaction**

Previous research by Bataineh (2022) show that happiness at work has successfully mediated the relationship between happiness at work and employee performance. Happiness relates to how people experience and appraise their lives in total. Considering that a significant amount of time of most people is spent on working, having the understanding of the role played by employment and the workplace play is highly critical. This is because such understanding can assist in the creation of happiness for individuals and communities globally. As evidenced by recent studies, work and employment drive happiness which in turn can assist in shaping the outcomes of productivity and performance.

***H<sub>9</sub>: Happiness at work has effect on employee performance through job satisfaction as intervening variable*****Influence of Work Motivation on Employee Performance Through Job Satisfaction**

Based on research Suyanto (2019) indicate that motivation has a positive an significant effect on the employees through job satisfaction. This means that employees have fulfilled their needs both physiological needs, security, ownership (social), self-esteem, and self-actualiation. In addition, company can provide performance allowances, working conditions, and teamwork, opportunities to develop, rewards, sanctions, and fair and transparent dispositions so that employees will be motivated and this will have an impact on increasing job satisfaction which ultimately leads to achieving high performance.

***H<sub>10</sub>: Work motivation has effect on employee performance through job satisfaction as intervening variable***

## RESEARCH METHOD

This type of research is descriptive quantitative, which aims to test theories, build facts, show relationships and influences as well as comparisons between variables. Sugiyono (2019) stated that population is a general area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. The population in this study were all 166 employees of Mother and Children Hospital "Bunda arif" Purwokerto. The sampling technique uses is a non-probability sampling technique with a purposive sampling method, namely with certain criteria in accordance with the research designed, the criteria for respondents in this study are employees with a minimum of 3 months working time, employees with units that have a work schedule of 2-3 shifts, and not include elements of leaders and doctors as respondents. Based on these criteria, the sample in this study was 129 employees. The data analysis method used in this study uses the Partial Least Square (PLS) method.

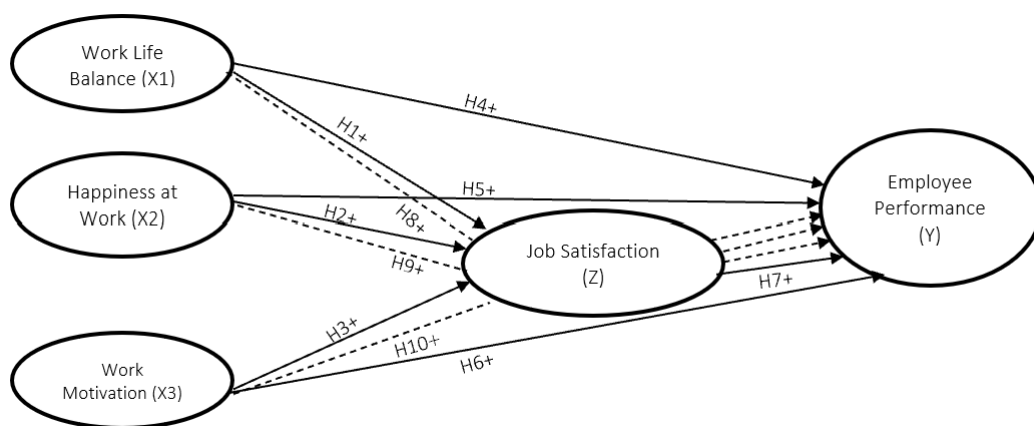


Figure 1. Research Model

## RESULTS AND DISCUSSION

### Respondents Overview

The responses to the questionnaire allowed for the compilation of a summary of respondents participated in the research, which is shown in Table 3. The majority of employees identify themselves as female and range in age from 26 to 35 years. There is a special explanation behind why there are less female actively participating in this research. As is generally known, the objects of this research are employees of mother and children hospital, so that patient are more comfortable being served by female.

Table 3. Respondents Characteristics

Characteristics	Amount	Percentage (%)
Sex		
Male	12	9.30
Female	117	90.7
Age		
17 – 25 Years	52	40.31

Characteristics	Amount	Percentage (%)
26 – 35 Years	60	46.51
36 – 45 Years	14	10.85
≥ 46 Years	3	2.33
Length of Work		
1 – 5 Years	80	62.01
6 – 10 Years	36	27.90
11 – 15 Years	9	6.97
≥ 15 Years	4	3.12
<b>Total</b>	<b>129</b>	<b>100</b>

Source : Data Processed (2023)

The variables being measured are described into several indicators and each indicator has a statement. This statement is used as a starting point for compiling instrument items in the form of statements in a questionnaire. The indicators used for the research questionnaire can be seen in table 4.

Table 4. Items of Indicators

Code	Indicators	Items
Indicators Work Life Balance by McDonald (2005)		
WLB1	Satisfaction Balance	I feel happy with my role in the family
WLB2	Satisfaction Balance	I feel happy with my role at work
WLB3	Time Balance	I can manage time for my family
WLB4	Time Balance	I can manage my time for work
WLB5	Involvement Balance	I play an active role in activities outside of work
WLB6	Involvement Balance	The roles of family and work support each other
Indicators Happiness at Work by Wulandari (2013:51)		
HAW1	Positive Relationship With Other People	I can establish good relationships with colleagues
HAW2	Achievement	I work at a high level of productivity
HAW3	Physical Work Environment	I feel that the facilities provided at work can support my work
HAW4	Compensation	I am satisfied with the compensation provided by the company
HAW5	Health	I have health insurance provided by the company
Indicators Work Motivation by Mangkunegara (2017:101)		
WM1	Physiological Needs	The salary I received is accordance with the work I do
WM2	Security Needs	I feel that security in the hospital environment is good



Code	Indicators	Items
WM3	Social Relationship Needs	I can establish good working relationships with colleagues
WM4	Recognition Needs	I feel the company has appreciated my work
WM5	Self Actualization Needs	I have good skills to do the job
Indicators Job Satisfaction by Robbins and Judge (2015)		
JS1	Work Itself	I feel satisfied with the work I am currently doing
JS2	Salary	I feel satisfied with salary I receive
JS3	Promotion Opportunities	I feel that the leadership provides equal opportunities for promotion
JS4	Leaders	I feel happy because my leader can provide good guidance to employees
JS5	Work Colleague	I feel happy with my colleagues who provide good support to me
Indicators Employee Performance by Mangkunegara (2017:67)		
EP1	Quality	The work I do is of good quality
EP2	Quantity	I am able to complete all activities at work
EP3	Timeliness	I am able to complete work on time
EP4	Effectiveness	I am able to complete work faster than the specified time
EP5	Responsibility	I can be responsible for the work done

Source : Data (2023)

### Outer Model Analysis

Analysis of the measurement model (outer model) aims to evaluate the construct variables studied. The results of the outer model analysis of this study are as follows :

Table 5. Variables, Indicators, Loading Factors, AVE, Composite Reliability and Criteria

Variables	Indicators	Loading Factor			AVE	Composite Reliability	Discriminant Validity	Criteria Accepted Variables
		Running 1	Running 2	Running 3				
Work Life Balance	WLB1	0.622	0.623	0.623	0.547	0.828	0.740	Accepted
	WLB 2	0.551	0.545	0.545				
	WLB 3	0.657	0.664	0.664				
	WLB 4	0.740	0.740	0.740				
	WLB 5	0.669	0.674	0.674				
	WLB 6	0.714	0.707	0.707				
Happiness at Work	HAW1	0.266	Rejected	Rejected	0.523	0.809	0.723	Accepted
	HAW2	0.630	0.570	0.570				



Variables	Indicators	Loading Factor			AVE	Composite Reliability	Discriminant Validity	Criteria Accepted Variables
		Running 1	Running 2	Running 3				
Work Motivation	HAW3	0.846	0.850	0.849	0.578	0.732	0.760	Accepted
	HAW4	0.811	0.846	0.846				
	HAW5	0.581	0.573	0.573				
	WM1	0.294	Rejected	Rejected				
	WM2	0.618	0.704	0.770				
	WM3	0.133	Rejected	Rejected				
	WM4	0.586	0.748	0.751				
Job Satisfaction	JS1	0.615	0.632	0.633	0.565	0.793	0.751	Accepted
	JS2	0.552	0.525	0.526				
	JS3	0.451	Rejected	Rejected				
	JS4	0.804	0.826	0.826				
	JS5	0.678	0.720	0.719				
Employee Performance	EP1	0.141	Rejected	Rejected	0.664	0.798	0.815	Accepted
	EP2	0.482	Rejected	Rejected				
	EP3	0.801	0.839	0.835				
	EP4	0.696	0.788	0.793				
	EP5	0.239	Rejected	Rejected				

Source : Data Processed (2023)

Based on the results of the loading factors of model 1 and 2, there is still an outer model value less than 0.5 so that value is removed from the model. The results of the loading factors of model 3 above show that the outer loading value of each indicator is greater than 0.5 so that all of these indicators are valid. The results show that the reliability value is greater than 0.70. Average Variance Extracted (AVE) test show that all variable are greater than 0.5. Internal consistency testing use a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.70. It can be concluded that the questionnaire used is consistent and has good reliability.

### Inner Model Analysis

Structural model analysis or inner model aims to test the research hypothesis. The parts that need to be analyzed in the structural model are the coefficient of determination (R-Square) and hypothesis testing. The coefficient of determination (R-Square) aims to evaluate the accuracy of the predictions of a model. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 6. Coefficient Determination (R-Square)

Variable	R Square	Adjusted R Square
Employee Performance	0.340	0.318
Job Satisfaction	0.328	0.312

Source : Data processed (2023)

Based on Table 6, the results obtained from the adjusted r square values showing influence of variables work life balance, happiness at work, and work motivation on the employee performance variable is 0.318 indicate that variations in the values of the employee performance variables can be explained by variations in the values of the variables work life balance, happiness at work, and work motivation of 31.8%. The results of the influence of the variable work life balance, happiness at work, and work motivation on the variable job satisfaction of 0.312 indicate that the variation in the value of the variable job satisfaction can be explained by the variation in the value of the variable work life balance, happiness at work, and work motivation of 31.2%. In testing the hypothesis there are two stages of testing, that are testing the hypothesis of direct influence and testing the hypothesis of indirect influence. Testing the direct influence hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the probability value (P-Value) < 0.05 then H0 is rejected, if the probability value (P-Value) > 0.05 then H0 is accepted.

Table 7. Direct Effect Results

Relationship	Original Sample (O)	T Statistics	P Value	Criteria Hypothesis
Work Life Balance → Job Satisfaction	0.513	7.706	0.000	Accepted
Happiness at Work → Job Satisfaction	0.147	2.058	0.042	Accepted
Work Motivation → Job Satisfaction	0.042	0.478	0.634	Not Accepted
Work Life Balance → Employee Performance	-0.284	3.690	0.000	Not Accepted
Happiness at Work → Employee Performance	0.542	7.407	0.000	Accepted
Work Motivation → Employee Performance	0.181	2.183	0.031	Accepted
Job Satisfaction → Employee Performance	0.049	0.681	0.497	Not Accepted

Source : Data processed (2023)

Based on Table 7 above, it can be explained as follows : the estimation results of the work life balance variable parameter on job satisfaction show a significant effect, indicated by p-value of 0.000 (less than 5%). The original sample value is 0.513 (positive), meaning that the more employees feel a good work life balance, the job satisfaction will increase. Thus, hypothesis 1 (H1) can be accepted. Likewise, testing on the happiness at work variable on job satisfaction shows a significant effect with p-value of 0.042 (smaller than 5%). The original sample value is 0.147 (positive), meaning that happiness at work can be increase job satisfaction. Thus, hypothesis 2 (H2) can be accepted. The result testing of the effect of work motivation shows there is no influence on job satisfaction. It is indicated by the p-value of 0.634 (greater than 5%). The original sample value is 0.042 (positive). Thus, employees agree to feel the work motivation, but this does not affect their level of satisfaction with their work, in other word

whether employees are satisfied with their work is not influenced by their work motivation. In this case, hypothesis 3 (H3) is rejected. Likewise, testing on work life balance shows there is no influence on employee performance. It can indicated by the p-value of 0.000 (less than 5%). The original sample value is -0.284 (negative), meaning that work life balance is not influenced by their employee performance. Thus, hypothesis 4 (H4) is rejected.

The parameter estimation of the happiness at work on employee performance shows a significant effect, indicated by p-value of 0.000 (less than 5%). The original sample value is 0.542 (positive), meaning that the more employees feel happiness at work, it will increase employee performance. Thus, hypothesis 5 (H5) can be accepted. Likewise, testing on work motivation on employee performance shows a significant effect, indicated by p-value of 0.031 (smaller than 5%). The original sample value is 0.181 (positive), meaning that the more employees feel work motivation, it will also increase their employee performance. Thus, hypothesis 6 (H6) can be accepted. Furthermore, the results of testing the effect of job satisfaction shows there is no influence on employee performance. It is indicated by the p-value 0.497 (greater than 5%). The original sample value is 0.049 (positive), meaning that employees agree to feel satisfaction, but this does not affect their employees performance. In this case, hypothesis 7 (H7) is rejected.

Table 8. Indirect Effect Results

Relationship	Original Sample (O)	T Statistics	P Value	Criteria Hypothesis
Work Life Balance → Job Satisfaction → Employee Performance	0.007	0.673	0.502	Not Accepted
Happiness at Work → Job Satisfaction → Employee Performance	0.025	0.663	0.509	Not Accepted
Work Motivation → Job Satisfaction → Employee Performance	0.002	0.235	0.815	Not Accepted

Source : Data processed (2023)

Table 8 above shows the p-value of the mediating relationship between work life balance, happiness at work, and work motivation on employee performance through job satisfaction is 0.502, 0.509, and 0.815 (greater than 5%). It means that work life balance, happiness at work, and work motivation can directly affect employee performance without job satisfaction variable as mediation. In this case, hypothesis 8, 9, and 10 (H8, H9, and H10) cannot be accepted.

## Discussion

### The effect of work life balance on job satisfaction

Based on Table 5, it can be seen that the work life balance affect job satisfaction where the effect of work life balance on job satisfaction has a P-Values (0.000) < (0.05) and original sample 0.513 (positive) so that H0 is rejected and Ha is accepted, so the first hypothesis is accepted. Presented the effect of work life balance on job satisfaction received. The results of this test can support previous research regarding the effect of work life balance on job satisfaction by Puspitasari (2020) and Asari (2022). This proves that Mother and Children Hospital "Bunda arif" employees are able to organize and manage work responsibilities, family life and other responsibilities so there are no conflicts between family life and work careers. With the influence of work life balance, it can increase employee job satisfaction.

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**The effect of happiness at work on job satisfaction**

Based on Table 5. it can be seen that the happiness at work affect job satisfaction where the effect of happiness at work on job satisfaction has a P-Values  $(0.042) < (0.05)$  and original sample 0.147 (positive) so that  $H_0$  is rejected and  $H_a$  is accepted, so the second hypothesis is presenting the effect of happiness at work on job satisfaction is accepted. The results of this test can support previous research regarding the effect of happiness at work on job satisfaction by Huda (2021). This proves that Mother and Children Hospital "Bunda arif" employees are able to create positive feelings at work, can manage and influence the world of work so that they are able to maximize performance and provide satisfaction for themselves at work. With the influence of work life balance, it can increase employee job satisfaction or job satisfaction.

**The effect of work motivation on job satisfaction**

Work motivation has no effect on the job satisfaction where the effect of work motivation on job satisfaction has a P-Values  $(0.634) > (0.05)$  and original sample 0.042 (positive) so that  $H_0$  is accepted and  $H_a$  is rejected, so the third hypothesis which represents the effect of work motivation on job satisfaction is rejected. The results of this test can support previous research regarding the effect of work motivation on job satisfaction by Hermingsih (2020). This proves that Mother and Children Hospital "Bunda arif" employees are able to create positive feelings at work, can manage and influence the world of work so that they are able to maximize performance and provide satisfaction for themselves at work. With the influence of work life balance, it can increase job satisfaction.

**The effect of work life balance on employee performance**

Based on Table 5, it can be seen that the work life balance variable has an effect on employee performance variables where the effect of work life balance on employee performance has a P-Values  $(0.000) < (0.05)$  and -0.284 (negative) so that  $H_0$  is accepted and  $H_a$  is rejected, so the fourth hypothesis is representing the effect of work life balance on employee performance is rejected. The results of this test can support previous research regarding the effect of work life balance on employee performance by Herlambang (2019) and Rahmawati (2021). This proves that Mother and Children Hospital "Bunda arif" employees cannot to create a balance of work life and family life so that this can improve employee performance.

**The effect of happiness at work on employee performance**

Based on Table 5. it can be seen that the happiness at work affect employee performance variables where the effect of happiness at work on employee performance has a P-Values  $(0.000) < (0.05)$  and 0.542 (positive) so that  $H_0$  is rejected and  $H_a$  is accepted, so that the fifth hypothesis is representing the effect of happiness at work on employee performance is accepted. The results of this test can support previous research regarding the effect of work life balance on employee performance by Bataineh (2019), Syarifi (2019), Jayata (2020), Huda (2021), and Agus (2023). This proves that Mother and Children Hospital "Bunda arif" employees are able to establish good relationships with colleagues, feel that the facilities provided by the company can support their work, and the compensation provided is in accordance with employee expectations so that this can create happiness at work and improve employee performance.

**The effect of work motivation on employee performance**

Based on Table 5. it can be seen that the work motivation affect employee performance where the effect of work motivation on employee performance has a P-Values  $(0.031) < (0.05)$  and original sample 0.181 (positive) so that  $H_0$  is rejected and  $H_a$  is accepted, so that the sixth hypothesis which represents the effect work motivation on employee performance is accepted. The results of this test can support previous research regarding the effect of work motivation on employee performance by Suyanto

(2019), Wahyudi (2019), Harahap (2020), Sadat (2020), Hustia (2020), Kuswati (2020), Parta (2021), and Sembiring (2022). This proves that the work motivation possessed by Mother and Children Hospital "Bunda arif" employees is able to improve employee performance. This motivation can be obtained from the compensation with employee expectations, encouragement from employees, as well as encouragement from other people who can affect performance.

#### **The effect of job satisfaction on employee performance**

Job satisfaction has not positive effect on the employee performance where the effect of job satisfaction on employee performance has a P-Values  $(0.497) > (0.05)$  and original sample 0.049 (positive) so that  $H_0$  is accepted and  $H_a$  is rejected, so the seventh hypothesis which represents the effect of job satisfaction on employee performance is rejected. The results of this test can support previous research regarding the effect of job satisfaction on employee performance by Sembiring (2022). This proves that job satisfaction for Mother and Children Hospital "Bunda arif" employees is not able to improve employee performance. This is because employees feel that they are not given promotion opportunities by the leadership and there is a lack of good guidance from the leadership to employees. So that job satisfaction cannot increase employee performance.

#### **The effect of work life balance on employee performance through job satisfaction as intervening variable**

The indirect effect hypothesis concludes that work life balance on employee performance p-value is 0.509 (greater than 5%) and original sample 0.025, then the intervening variable does not mediate the relationship between work life balance variables on employee performance through job satisfaction variables. So that the eighth hypothesis which presents the effect of work life balance on employee performance through job satisfaction as an intervening variable is rejected. The results of this test can support previous research regarding the effect of work life balance on employee performance through job satisfaction by Puspitasari (2020) and Asari (2022). Therefore, in achieving better employee performance, priority is given to improving or implementing a better work life balance, which does not have to be mediated by job satisfaction.

#### **The effect of happiness at work on employee performance through job satisfaction as intervening variable**

The indirect effect hypothesis concludes that happiness at work on employee performance p-value of 0.502 and original sample 0.007, so the intervening variable does not mediate the relationship between happiness at work and employee performance through the job satisfaction variable. So that the ninth hypothesis which represents the effect of happiness at work on employee performance through job satisfaction as an intervening variable is rejected. Therefore, in achieving better employee performance it is prioritized to increase happiness at work which is better without having to be mediated by job satisfaction.

#### **The effect of work motivation on employee performance through job satisfaction as intervening variable**

The indirect effect hypothesis concludes that work motivation on employee performance p-value of 0.815 and original sample 0.002, so the intervening variable does not mediate the relationship between work motivation and employee performance through the job satisfaction variable. So that the tenth hypothesis which presents the effect of work motivation on employee performance through job satisfaction as an intervening variable is rejected. The results of this test can support previous research regarding work motivation on employee performance through job satisfaction by Kharisma (2021) and Anwar (2021). Therefore, in achieving better employee performance it is prioritized to increase better work motivation without having to be mediated by job satisfaction.

## CONCLUSION

Based on the test results, it can be concluded that work life balance affects on job satisfaction, happiness at work affects on job satisfaction, happiness at work affects on employee performance, work motivation affects on employee performance, work motivation doesn't affects on job satisfaction, work life balance doesn't affect on employee performance, job satisfaction doesn't affect on employee performance, work life balance doesn't affect on employee performance through job satisfaction as an intervening variable, happiness at work doesn't affect on employee performance through job satisfaction as an intervening variable, and work motivation doesn't affect on employee performance through a job satisfaction as an intervening variable. Several managerial or practical recommendations can be formulated from the conclusions above to improve work life balance, happiness at work, and work motivation on employee performance through job satisfaction. These recommendations are as follows: the company can improve the conditions of the work environment in order to obtain better job satisfaction, leaders can increase a sense of concern for the condition of their employees by visiting when they are sick and visiting units during working hours, leaders can provide motivation to employees by motivational training, create harmonious relationships at work by holding family gathering and psychological services, companies can pay more attention to salary eligibility, promotion opportunities by increasing positions for employees who have worked for a long time or who have increased their competence. To obtain good employee performance, it is prioritized to improve work-life balance, happiness at work, and work motivation directly without having to go through or be mediated by job satisfaction.

The theoretical recommendations that can be given for future research is expected to include variables other than work life balance, happiness at work, work motivation which can influence employee performance through job satisfaction. Future researchers can use variable self efficacy, work culture, organizational commitment or other variables which can influence employee performance through job satisfaction. To obtain a good research model that is supported by a strong theory in further research, it is recommended to increase the number of research references that are able to support the topic being researched. Several limitations were found in this study. These limitations which includes collecting the distributin of questionnaires that have been distributed on mother and children "Bunda arif" hospital, so observations made by researchers to be limited. This research has limitations that several indicators are measured invalid variables so they must be excluded from the research model. This study only focuses on employees who have worked 2-3 shifts and worked for at least 3 months at the Mother and Children Hospital "Bunda arif" Purwokerto. The sample used was only 129 employees, the results may be different if you use a larger sample.

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