Analysing the Influence of Job Stress and Work-Life Balance on DGT Employees' Performance, with Job Satisfaction as Mediating Factor

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Abstract

This study seeks to examine the influence of workplace stress as well as work-life balance on employees' performance at the Directorate General of Taxes (DGT) through the mediation of job satisfaction. This research aims to investigate the effect of implementing remote work at DGT during the COVID-19 epidemic, specifically focusing on the potential effects of increased stress, work-life imbalance, as well as decreased employee performance. This study employed a quantitative approach, involving 504 employees of DGT, who were selected as respondents from diverse backgrounds in terms of age, education, marital status, length of service, as well as position. The respondents were located across several regions of Indonesia. Multiple linear regression as well as path analysis are employed for analysis, along with statistical testing utilizing the t-test as well as F-test. The results of the hypothesis test indicated a significant as well as unfavorable effect of job stress on both job satisfaction as well as performance. The equilibrium among work as well as personal life has a notable as well as beneficial influence on both job contentment as well as productivity. Job satisfaction could serve as a mediator in the connection among job stress as well as work-life balance, influencing the job performance of DGT personnel.

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1 INTRODUCTION

The Directorate General of Taxes (DGT) is a unit that is responsible for formulating as well as implementing taxation-related policies. The DGT collects revenue from taxes annually through the State Revenue as well as the Expenditure Budget (APBN). Table 1 shows data for 2013-2022, where the tax revenue target contributes an average of 82% of total target state revenue as well as grants. Table 1 also shows that the average achievement of this target is only 94%. Only in 2021 as well as 2022 will DGT achieve the target above 100%.

Table 1. Tax Revenue Target as well as Realization During 2013-2022

Year	Target of State Income and Grants	Target of Tax Revenue	%	Tax Revenue (Realization)	%
2022	1.846.136.669.813.000	1.510.001.200.000.000	82%	1.716.800.000.000.000	114%
2021	1.743.648.547.327.000	1.444.541.564.794.000	83%	1.547.841.051.644.620	107%
2020	1.699.948.459.678.000	1.404.507.505.772.000	83%	1.285.136.317.135.790	92%
2019	2.165.111.815.814.000	1.786.378.650.376.000	83%	1.546.141.893.392.190	87%
2018	1.894.720.327.977.000	1.618.095.493.162.000	85%	1.518.789.777.151.030	94%
2017	1.736.060.149.915.000	1.472.709.861.675.000	85%	1.343.529.843.798.510	91%
2016	1.786.225.025.908.000	1.539.166.244.581.000	86%	1.284.970.139.927.480	83%
2015	1.761.642.817.235.000	1.489.255.488.129.000	85%	1.240.418.857.626.370	83%
2014	1.635.378.485.045.000	1.246.106.955.600.000	76%	1.146.865.769.098.250	92%
2013	1.502.005.024.993.000	1.148.364.681.288.000	76%	1.077.306.679.558.270	94%
Average			82%		94%

As is well known, the COVID-19 pandemic is affecting every country from 2020 to 2022. As a result, new working practices, commonly called working from home (WFH), are being implemented. From the human resource management view, working from home raises several issues, including high stress levels, low work-life balance, decreased job satisfaction, as well as decreased superiors' trust in subordinates (Song & Gao, 2020). However, in 2021-2022, the job performance of DGT employees has increased, as evidenced by the achievement of the tax revenue target exceeding 100%.

The researcher aims to perform a study named Examining the Effect of Job Stress as well as Work-Life Balance on the Performance of DGT Employees, with Job Satisfaction as a Mediating Factor, based on the aforementioned conditions as well as occurrences.

2 LITERATURE REVIEW

Human Resource Management
Siagian (2009) defines *management* as the ability or skill to obtain a particular result in achieving the goals set through activities carried out by other people. Meanwhile, Fayol (2010) defines *management* as planning, organising, as well as controlling existing resources to achieve effective as well as efficient goals. Flippo (Samsuni, 2017) refers to human resource management as personnel management, which involves planning, organizing, directing, developing compensation/remuneration, ensuring integrity, maintaining relationships, as well as terminating employment with the aim of achieving individual, organizational, and community goals.

Job Stress
Job stress is the emotional response that employees have to challenging situations, actions, or events arising from factors related to the environment, the organization, and the individual. These factors affect how employees handle their tasks as well as responsibilities at work, as well as could lead to physical, mental, as well as behavioral consequences (Mangkunegara, 2015). As per Robbins & Judge (2013), stress is a constantly changing state in that an individual or employee encounters unclear as well as equally significant opportunities, demands, as well as resources related to their aspirations as well as outcomes. Stress is a psychological response to external factors that exceed an individual's personal limits (Yang *et al.*, 2021). Research conducted by Rambe *et al.* (2022) implies that employees who encounter stress often exhibit subpar performance.

Work-Life Balance
Work-life balance refers to a state in that the demands of one's job as well as personal life are evenly balanced (Lockwood & Nancy R, 2003). Work-life balance entails effectively prioritizing work-related responsibilities, such as a career alongside objectives, with personal aspects of life, such as leisure, family, happiness, and spiritual demands (Singh & Khan in Darmawan, 2023).

Job Satisfaction
Job satisfaction is a subjective assessment of an employee's favorable emotions towards their employment, that stems from evaluating its

inherent qualities. Workers who have poor job satisfaction generally have negative feelings towards their occupations, whereas those with high job satisfaction tend to have good feelings towards their jobs (Robbins & Judge, 2013). Employee performance is significantly influenced by job satisfaction (Weiss *et al.*, 2022).

Job Performance
Job performance, also known as employee performance, is examined by the extent to that an individual's work aligns with the aims as well as strategies of the organization, the level of customer satisfaction achieved, as well as the economic effect of their job (Wibowo in Hamdani *et al.*, 2022). According to Susilo Wahyudin (2020), job performance is the outcome of the level of excellence as well as amount of work that employees do in performing their duties as well as obligations.

Hypothesis

H1   Job stress has a negative effect on the job satisfaction of DGT's employees.
H2   Work-life balance positively affects the job satisfaction of DGT's employees.
H3   Job stress as well as work-life balance affect the job satisfaction of DGT's employees.
H4   Job stress has a negative effect on the job performance of DGT's employees.
H5   Work-life balance positively affects the job performance of DGT's employees.
H6   The job satisfaction has a positive effect on DGT employees' job performance.
H7   Job stress, work-life balance, as well as job satisfaction affect the job performance of DGT's employees.
H8   Job satisfaction could mitigate/mediate the effect of job stress on job performance.
H9   Job satisfaction could mediate the effect of work-life balance on job performance.

3 METHOD, DATA, AND ANALYSIS

This study utilizes a quantitative approach and follows the subsequent research methodology:
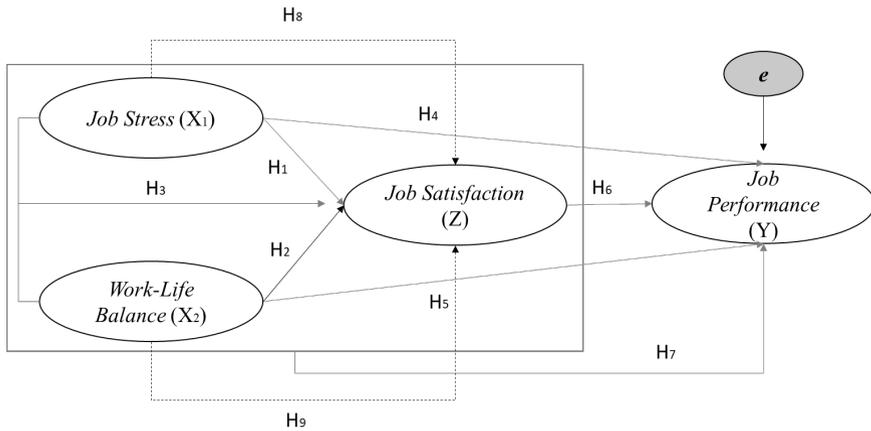
The researcher's objective is to investigate the correlation among workplace stress as well as work-life balance as independent variables, as well as job performance as the dependent variable in the DGT. This will be done by examining job satisfaction as a mediation variable, using a sample size of 504 individuals. This study utilized a well organized, self-administered questionnaire to gather data. To ensure consistency of responses, it is essential to design the questionnaire in a manner that minimizes discrepancies in the interpretations of the questions. Questionnaires will be distributed to employees at various hierarchical levels. The instrument consists of three distinct sections: Section One collects data on employees' biodata; Section Two gathers information on employees' years of service; Section Three focuses on the educational background. Section Four consists of open-ended questions designed to assess the influence of job stress as well as work-life balance on job satisfaction as well as job performance.

The measurement value equalisation model requires several stages: data transformation using SPSS ver.27 as well as testing for normality using the probability plot method. To examine the correlation test, using the correlation method. The final part of the experiment involves testing the significant hypotheses using path analysis as well as a correlation testing approach after the value variable has been transformed.

4 RESULT AND DISCUSSION

RESULT

Validity & Reliability (Pre-Test)

The validity test employed the Pearson product-moment correlation formula, while the reliability test utilized Cronbach's alpha value. The pre-test utilized a sample size of 30, resulting in an obtained r table value of 0.361 with a 5% margin of error. In order to assess dependability, an indicator is considered reliable if its Cronbach's alpha is equal to or > 0.60. The assessment of validity as well as reliability was conducted using SPSS V.27 software. The validity test findings indicate that all indicators have an r count > the r table value, thus confirming their validity. The reliability test results are displayed in the subsequent table.

Table 2. Pre-Test

Variable	Number of Questions	Cronbach Alpha	Information
X_1	13 Questions	0.782	Reliable
X_2	7 Questions	0.779	Reliable
Z	5 Questions	0.792	Reliable
Y	5 Questions	0.804	Reliable

According to the test findings conducted using SPSS V.27, none of the Cronbach's Alpha test results were found to be statistically significant below the threshold level of 0.6.

Normality Test

Fig 1. Normality Test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Job Performance
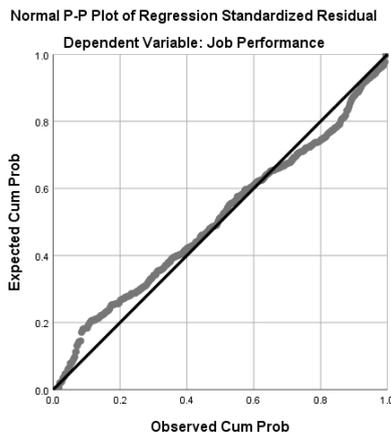
The results of the normality test, as indicated by the Probability Plot graph above, demonstrate that the data points are distributed closely along the diagonal line. Therefore, the data exhibits a normal distribution, allowing for further analysis of the sample.

Multicollinearity Test

Table 3. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.863	1.158
	X2	.528	1.895
	Z	.545	1.835

The tolerance value is > 0.1, as well as the VIF value is < 10. Therefore, it could be inferred that the regression model in this study does not exhibit multicollinearity, that is a prerequisite for a high correlation or relationship among two or more independent variables in a multiple regression model.

Heteroscedasticity Test

Fig 2. Heteroscedasticity Test
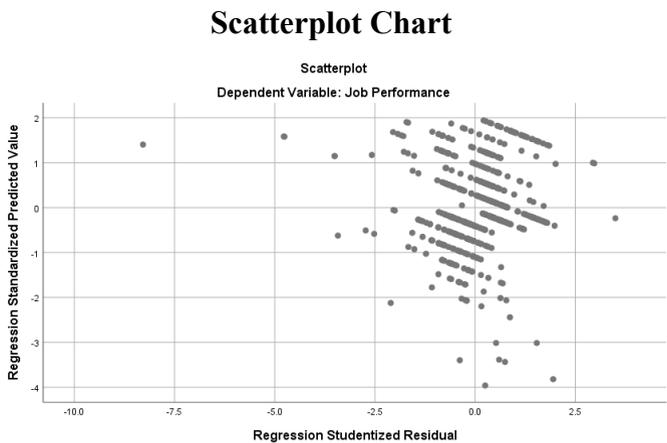
Scatterplot Chart

By employing a scatter plot to illustrate the outcomes of the heteroscedasticity test, one could observe that the data points are distributed both above as well as below the zero point. Based on the research model, it could be inferred that there is no issue of heteroscedasticity.

Based on the results of the assumption test provided, it could be inferred that this regression model is suitable for the upcoming testing phase since it has passed normality, multicollinearity, as well as heteroscedasticity tests.

Regression Test

Based on the research design, two structural equations will be tested in this study:

Structural Equation 1

Fig 3. Structural Equation 1
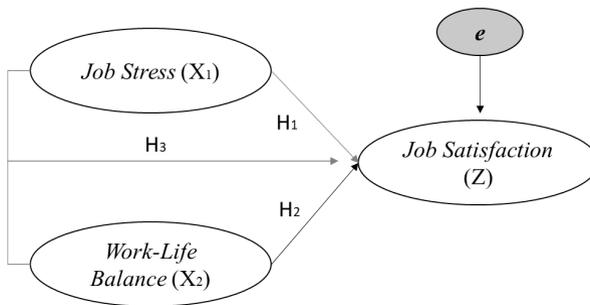
Based on the regression test, structural equation 1 is obtained as follows:

$$Z = 17{,}229 - 0{,}072\ X_1 + 0{,}362\ X_2 + e$$

The variables in question are as follows: X1 denotes job stress, X2 denotes work-life balance, Z denotes job satisfaction, and e is the standard error.

a. The equation has a constant term of 17.229, that means that if all other variables are set to 0, the employee work satisfaction will be equal to 17.229.

b. The variable X1, that represents job stress, has a coefficient of -0.072. This suggests that there is a negative correlation among job stress as well as job performance, with a decrease of 0.072 units in job performance for every unit increase in job stress.

c. The coefficient of variable X2 (work-life balance) is 0.362, that means that a one-unit increase in work-life balance will lead to a corresponding increase of 0.362 in the employee's job performance.

Structural Equation 2

Fig 4. Structural Equation 2
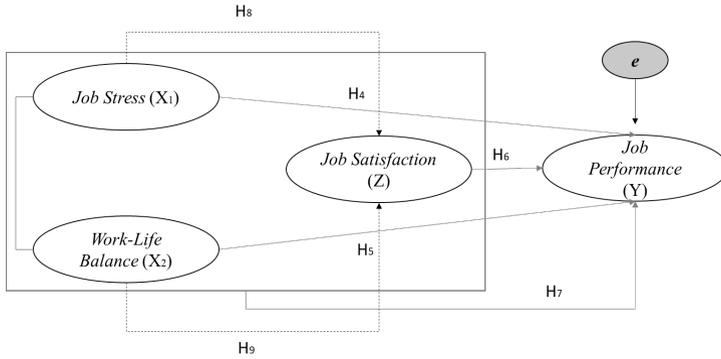
According to the regression test, the structural equation 2 could be expressed as:

$Y = -0.968 - 0.37X1 + 0.52X2 + 1.001Z + e$.

The variables in question are as follows: Y represents job performance, X1 represents job stress, X2 represents work-life balance, Z represents job satisfaction, as well as e represents the standard error.

a. The equation has a constant term of -0.968, indicating that when all other variables are set to 0, the employee's work performance will be -0.968.

b. The variable X1, representing job stress, has a coefficient of -0.37. This implies that a one-unit rise in job stress results in a 0.37 increase in the employee's job performance.

c. The variable X2, representing work-life balance, has a coefficient of 0.52. This implies that for each one-unit rise in work-life balance, the employee's job performance will increase by 0.52 units.

d. The variable Z, representing job satisfaction, has a coefficient of 1.001. This implies that a one-unit rise in job satisfaction will result in a 1.001 improvement in the employee's job performance.

Hypothesis testing

The hypothesis was tested using path analysis as well as statistical testing, including t-tests, R^2, as well as F-tests. The outcomes of the

hypothesis test are stated below:

1. *Structural Equation 1*

Path analysis:

Table 4. Path Analysis on Structural Equation 1

Variable	Path Coefficient	t_{count}	P-value	R^2
Job stress (X_1)	-0.248	-7.362	0.000	0,455
Work-life balance (X_2)	0.681	20.191	0.000	

Based on the provided table, it could be observed that the overall effect of R2 on job satisfaction (Z) is 0.455 or 45.5%. This influence is exerted through the variables of employees' job stress (X1) as well as employees' work-life balance (X2). By contrast, the remaining 54.5% represents the influence of other factors that were not taken into account in the analysis of the two independent variables. The path coefficient for job stress is 0.248, indicating a negative correlation. This implies that an increase in job stress will lead to a drop in job satisfaction. The work-life balance coefficient has a value of 0.681, indicating a positive link among work-life balance as well as job satisfaction. This means that job satisfaction is likely to increase when an individual has a strong work-life balance.

Following the completion of path analysis, the subsequent test examines the partial or simultaneous importance of the effect. The t-test is employed to do a hypothesis test, with the t value being compared to a critical value of 1.96 from the t table. It could also examine the magnitude of the p-value (sig) in relation to 0.05 (significance threshold $\alpha = 5\%$). The test criteria employed are as follows: if the p-value is > 0.05, the null hypothesis (H0) is accepted; conversely, if the p-value is ≤ 0.05, the null hypothesis (H0) is rejected.

   a. *Partial Effect Tests*

      1) *The Effect of Job Stress on Job Satisfaction*

Table 5. The Effect of Job Stress on Job Satisfaction

		ρ	t_{count}	p-value	Label
Job stress	*Job satisfaction*	-0.248	-7.362	0.000	Significant

Hypothesis 1
H01=ρ=0: The correlation coefficient (ρ) among job stress as well as job satisfaction is equal to zero, indicating that there is no statistically significant effect of job stress on job satisfaction.
Ha1=ρ≠0: The presence of job stress has a notable effect on job satisfaction, with ρ being a non–zero value.

According to Table 5, the p-value is examined to be 0.000, indicating that the p-value is below the significance level α of 0.05. As a consequence, the null hypothesis H01 is rejected as well as the alternative hypothesis Ha1 is accepted, indicating a substantial correlation among job stress as well as job satisfaction. Therefore, the hypothesis asserting a substantial correlation among job stress as well as job satisfaction could be confirmed.

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

Table 6. The Effect of Work-Life Balance on Job Satisfaction

			ρ	t_{count}	p-value	Label
Work-life balance		*Job satisfaction*	0.681	20.191	0,000	Significant

Hypothesis 2
H02=ρ=0: There is no statistically significant relationship among work-life balance as well as job satisfaction
Ha2=ρ≠0: There is statistically significant relationship among work–life balance as well as job satisfaction.

According to Table 6, the p-value is examined to be 0.000, indicating that the p-value is below the significance level α of 0.05. This suggests that

there is a strong as well as meaningful connection among work-life balance as well as job happiness, as evidenced by the rejection of H02 as well as acceptance of Ha2. Therefore, the hypothesis asserting a substantial correlation among work-life balance as well as job satisfaction could be confirmed.

b. *Simultaneous Effect Test: Investigating the effect of occupational stress as well as work-life balance on job satisfaction*

Hypothesis testing is conducted using the F test statistic. If the calculated F value (Fcount) is larger than the critical F value (Ftable), the null hypothesis (H0) is rejected. Conversely, if the calculated F value is ≤ the critical F value, the null hypothesis is accepted.

Hypothesis 3

H03=ρ1=ρn=0: there is no significant effect of workplace stress as well as work-life balance on job satisfaction.

Ha3=ρ1≠ρn≠0: The presence of job stress as well as the level of work–life balance have a substantial effect on job satisfaction.

Table 7. The effect of job stress as well as work-life balance on job satisfaction

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1628.195	2	814.097	209.089	.000ᵇ
	Residual	1950.662	501	3.894		
	Total	3578.857	503			

a. Dependent Variable: Level of satisfaction with one's job
b. Predictors: (Constant), Worklife Balance, Job Stress

Using a significance level of $\alpha = 5\%$, the F table yields a value of 3.01. According to the calculations, the Fcount is 209.089, that is more statistically significant than the F table. Given that Fcount = 209.089 is statistically more significant than Ftable = 3.01, we could conclude that Ha3 is accepted as well as H03 is rejected at a significance level of $\alpha = 5$ percent. Therefore, it could be asserted that the equilibrium among work as well as personal life, as well as the level of stress experienced in a job, have a substantial influence on job satisfaction, whether independently or in combination.

2. Structural Equation 2

Path analysis:

Table 8. Path Analysis on Structural Equation 2

Variable	Path Coefficient	t_{count}	P-value	R^2
Job stress (X₁)	-0.110	-6.976	0.000	0.893
Work-life balance (X₂)	0.085	4.221	0.000	
Job satisfaction (Y)	0.874	44.140	0.000	

The table shows that the combined effect of workplace stress (X1), work-life balance (X2), as well as job satisfaction (Z) on job performance (Y) is 0.893 or 89.3%. Simultaneously, the remaining 10.7% represents the influence of additional factors that were not accounted for in the three independent variables. The path coefficient value of job stress is 0.110, indicating a negative correlation. This means that a rise in job stress will lead to a drop in job performance, as well as vice versa. The path coefficient value for work-life balance is 0.085, indicating a positive association. This means that job performance will improve when work-life balance is well implemented. Simultaneously, the path coefficient for job satisfaction is 0.874, indicating a positive relationship. This implies that when job happiness grows, job performance will also increase.

Following route analysis, the subsequent test examines the partial or simultaneous importance of the effect. The hypothesis test is conducted using the t–test method, with a known t value of 1.96 obtained from the t table. It could also examine the magnitude of the p–value (sig) in relation to 0.05 (significance threshold α = 5%). The test criteria employed are as follows: if the p–value is > 0.05, the null hypothesis (H0) is accepted; if the p–value is ≤ 0.05, the null hypothesis (H0) is rejected.

    a. Partial effect tests
       1) The Effect of Job Stress on Job Performance

Table 9. The Effect of Job Stress on Job Performance

		ρ	tcount	p-value	Label
Job stress	*Job performance*	-0.110	-6.976	0.000	Significant

The table implies a negative correlation among job stress (X1) as well as job performance (Y), with a ρ value of -0.110. This means that as job stress (X1) increases, job performance (Y) decreases, as well as vice versa, when job stress (X1) decreases, job performance (Y) increases.

Hypothesis 4
H04=ρ=0: There is no statistically significant effect of occupational stress on job performance
Ha4=ρ≠0: There is a notable effect of job stress on job performance

According to the given criteria, it is evident that the p-value of 0.000 is < 0.05. Therefore, H04 is rejected, while Ha4 is approved. There is a strong correlation among job stress as well as job performance. Therefore, we could accept the hypothesis that asserts job stress has a substantial effect on job performance.

2) *The Effect of Work-Life Balance on Job Performance*
Table 10. The Effect of Work-Life Balance on Job Performance

		ρ	thitung	p-value	Label
Worklife balance	*Job performance*	0.085	4.221	0.000	Significance

Hypothesis 5
H05=ρ=0: There is no statistically significant effect of work–life balance on job performance Ha5=ρ≠0: A substantial effect of work–life balance on job performance.

Based on the given table, the p-value is 0.000, that signifies that it is < 0.05. Therefore, the null hypothesis H05 is refuted, whereas the alternative hypothesis Ha5 is affirmed. Thus, it may be inferred that there exists a robust as well as advantageous correlation among work-life balance as well as job success. Thus, the hypothesis suggesting a significant correlation among work-life balance as well as job success could be confirmed.

3) The Effect of Job Satisfaction on Job Performance

Table 11. The Effect of Job Satisfaction on Job Performance

			ρ	Tcount	p-value	Label
Job satisfaction		Job performance	0.874	44.140	0.000	Significant

Hypothesis 6
H06=ρ=0: There is no statistically significant effect of work satisfaction on job performance
Ha6=ρ≠0: There is a notable effect of job satisfaction on job performance.

Based on the given table, the p-value is 0.000, that signifies that it is < 0.05. Thus, the null hypothesis H06 is refuted, but the alternative hypothesis Ha6 is supported, showing a positive as well as statistically significant correlation among job satisfaction as well as performance. Thus, the hypothesis suggesting a significant correlation among job satisfaction as well as job performance could be confirmed.

b. Simultaneous Effect Test: The Effect of Job Stress, Work-Life Balance, as well as Job Satisfaction on Job Performance

Hypothesis 7
H07=$\rho1$=ρn=0: When job stress, work-life balance, as well as job satisfaction are at a level of zero, they do not have a substantial effect on job performance.
Ha7=$\rho1$≠ρn≠0: There is a significant effect on job performance from workplace stress, work–life balance, as well as job happiness, where

ρ1, ρn, as well as 0 are not equal.

**Table 12. The Effect Of Job Stress, Work-Life Balance, as well as Job Satisfaction On Job Performance**

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4189.323	3	1396.441	1393.250	.000ᵇ
	Residual	501.145	500	1.002		
	Total	4690.468	503			

a. Dependent Variable: Job Performance
b. Predictors: (Constant), Job Satisfaction, Job Stress, Worklife Balance

The F test outcomes are reported in Table 12. Given a significance level of $\alpha = 5\%$, the F table yields a critical value of 2.62. The calculation of Fcount yields a value of 1,396.441, that is more statistically significant than Ftable. The input "Ha7" is accepted, whereas the input "H07" is rejected. Therefore, it could be concluded that work-life balance, job stress, as well as job satisfaction all have a significant influence on job performance simultaneously.

The overall path analysis test results are as follows:

Fig 5. Path Analysis Result
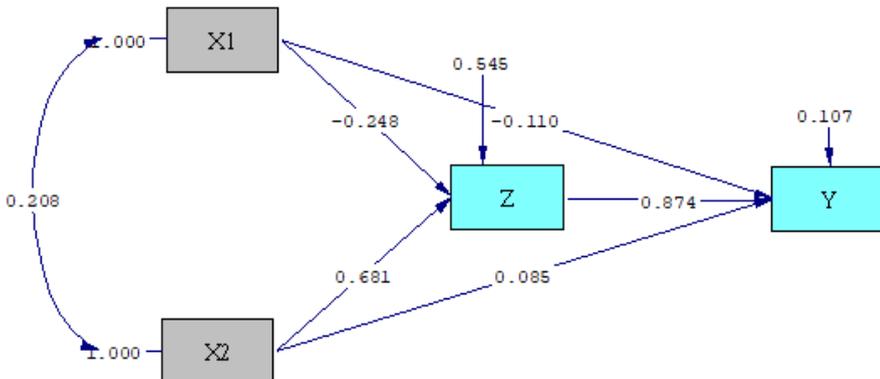
3. *The Mediation Effect of Job Satisfaction*
A Sobel test has been conducted using the online calculator to calculate

the effect of a mediated variable.

a. The effect of job stress on job performance via job satisfaction
Hypothesis 8
H08=ρ=0: There is no significant relationship among job stress as well as job performance mediated by job satisfaction.
Ha8=ρ≠0: There is a significant relationship among job stress as well as job performance, that is mediated by job satisfaction

Fig 6. The Effect Of Job-Related Stress On Job Performance Via Job Satisfaction

Input:		Test statistic:		p-value:
t_a -7.362		Sobel test:	7.26168973	0
t_b 44.140		Aroian test:	7.25987729	0
		Goodman test:	7.26350353	0
	Reset all		Calculate	

The calculated t-value for testing the effect of mediation on this hypothesis is 7.262, as examined by the calculation results. If the significance level α is set to 0.05, the critical value from the t-table is 1.97. The computation above clearly implies that the value of t, that is 7.262, is more statistically significant than the critical value of t, that is 1.97, at a significance level of 0.05. Therefore, it could be inferred that job happiness plays a role in mediating the relationship among job stress as well as job performance. Therefore, hypothesis 8 could be confirmed, as well as the mediation of job satisfaction is classified as partial mediation, meaning that job stress continues to have a considerable effect on job performance, regardless of the presence of job satisfaction.

The computation of both direct as well as indirect effects is as outlined below:

Table 13. Quantifying the Direct as well as Indirect Effects

Variable	Direct	Indirect	Total
Job Stress	0.110	0.217	0.327

According to the table, the direct effect of job stress on job performance is 11.0%, while the indirect effect is 21.7%. Therefore, job happiness plays a crucial role in influencing the connection among job stress as well as job performance.

   b. *The effect of achieving a harmonious equilibrium among work as well as personal life on the level of performance in one's job, mediated by the level of contentment as well as fulfillment experienced in the job*

Hypothesis 9
The hypothesis tested is:
H09=ρ=0: There is no significant relationship among work-life balance as well as job performance when considering job satisfaction
Ha9=ρ≠0: When work as well as personal life are balanced, job performance is influenced by job satisfaction, with the assumption that the correlation coefficient (ρ) is not equal to zero

Fig 7. The Effect Of Achieving A Harmonious Equilibrium Among Work and Personal Life on an Individual's Job Performance by Means of Job Satisfaction

Input:		Test statistic:	p-value:
t_a 20.191	Sobel test:	18.36119878	0
t_b 44.140	Aroian test:	18.35730336	0
	Goodman test:	18.36509669	0
	Reset all	Calculate	

The calculated t-value for analyzing the effect of mediation on this hypothesis is 18.361, as examined by the calculation results. If the significance level α is set to 0.05, then the critical value from the t-table is 1.97. Based on the computation provided, it is evident that the value of t, that is 18.361, is more statistically significant than the value of t from the table, that is 1.97, at a significance level of 0.05. Therefore, it may be inferred that job satisfaction plays a role in mediating the relationship among work-life balance as well as job performance. Therefore, hypothesis 9 could be confirmed, as well as the kind of job satisfaction mediation is classified as partial mediation. This means that regardless of

whether there is job satisfaction or not, work-life balance still has a major effect on job performance.

The computation of both direct and indirect effects is as follows

Table 14. Computing the Direct as well as Indirect Effects

Variable	Direct	Indirect	Total
Work-life balance	0.085	0.595	0.680

According to the table, work-life balance has a direct effect of 8.5% on job performance, while the indirect effect is 59.5%. Therefore, job satisfaction plays a crucial role in influencing the connection among work-life balance as well as job performance.

DISCUSSION

1. The Influence of Job Stress on Job Satisfaction

The findings from the study examining the effect of job stress on job satisfaction indicate a clear as well as statistically significant inverse correlation among the two variables. The obtained p-value is 0.000, that is below than the significance level $\alpha = 0.05$. Therefore, we could accept the hypothesis that there is a substantial influence among job stress as well as job satisfaction. Consequently, there is an inverse relationship among an employee's level of job stress as well as their level of job happiness.

These findings align with the studies conducted by Yang *et al.* (2021) as well as Irawanto *et al.* (2021), that similarly concluded that there is a negative correlation among stress as well as job satisfaction. Contrary to the findings of Kurniasari as well as Bahjahtullah's (2022) study, our data indicate a discrepancy, as they suggest that job stress is positively correlated with job satisfaction.

2. The Influence of Work-Life Balance on Job Satisfaction

The study's findings on the relationship among work-life balance as well as job satisfaction reveal a robust as well as statistically significant association among these two factors. The calculated p-value is 0.000, which is below the pre-determined significance level of $\alpha = 0.05$. Thus, we could confirm the hypothesis that there is a significant correlation among work-life balance as well as job satisfaction. Therefore, there exists a direct relationship among an employee's ability to balance their

work as well as personal life as well as their level of satisfaction with their   employment.
These results align with the research conducted by Kurniasari & Bahjahtullah (2022) as well as Irawanto *et al.* (2021), that similarly found a positive relationship among work-life balance as well as job satisfaction.

3. The Influence of Job Stress as well as Work-Life Balance on Job Satisfaction
The F test results indicate that the computed F value is 209.089, that exceeds the critical F value of 3.01 from the F table. This hypothesis posits that the presence of workplace stress as well as a healthy work-life balance have a significant effect on job satisfaction, thus making it a valid proposition.

4. The Influence of Job Stress on Job Performance
The results of the study on job stress as well as job performance reveal a robust as well as statistically significant inverse association among the two variables. The computed p-value is 0.000, that is below the preset significance level $\alpha = 0.05$. Thus, we could confirm the hypothesis that there is a significant correlation among job stress as well as job performance. Therefore, there exists a negative correlation among the level of job stress experienced by an individual as well as their job performance.
The results align with the research conducted by Yang *et al.* (2021) as well as Kurniasari & Bahjahtullah (2022), that also demonstrate a negative association among stress as well as job performance.

5. The Influence of Work-Life Balance on Job Performance
The study's empirical findings demonstrate a strong as well as statistically significant association among work-life balance as well as job performance. The computed p-value is 0.000, indicating that it is <0.05. Thus, we could confirm the premise that there is a significant correlation among work-life balance as well as job performance. It could be deduced that there is a direct relationship among an employee's work-life balance as   well   as   their   job   performance.
The results align with the study conducted by Kurniasari & Bahjahtullah (2022), that likewise affirms a beneficial association among work-life balance as well as career success.

6. The Influence of Job Satisfaction on Job Performance

The results of the study on job satisfaction as well as job performance demonstrate a robust as well as statistically significant association among these two variables. The computed p-value is 0.000, that is lower than the significance level $\alpha = 0.05$. Thus, we could confirm the hypothesis that there is a significant correlation among job satisfaction as well as job effectiveness. Therefore, a rise in employee job satisfaction results in enhanced job performance. According to the research conducted by Yang *et al.* (2021), Koo *et al.* (2020), as well as Kurniasari & Bahjahtullah (2022), it has been consistently noted that there is a favorable correlation among job performance as well as job satisfaction.

7. The Influence of Job Stress, Work-Life Balance, as well as Job Satisfaction on Job Performance

The concurrent examination assessing the relationship among workplace stress, work-life balance, as well as job satisfaction on job performance resulted in a F value of 1,396.44. The value exceeds the critical F value of 2.62 obtained from the F table. The hypothesis, that suggests that workplace stress, work-life balance, as well as job happiness have a significant influence on job performance, could be confirmed.

8. The Influence of Job Stress on Job Performance through Job Satisfaction

The Sobel test yielded a t statistic of 7.262, that surpassed the crucial t value of 1.97, indicating a higher level of statistical significance. Job satisfaction could function as an intermediary among job stress as well as job performance, with the specific type of mediation being seen as a component of mediation. Irrespective of job satisfaction, job-related stress significantly impairs job performance. The job stress variable exerts an 11% direct influence on job performance, accompanied by an additional indirect influence of 21.7%. This could imply the importance of job happiness in mitigating job stress. Talukder *et al.* (2018) discovered that job happiness could act as a mediator in the relationship among job stress as well as job performance. Unlike the findings of Kurniasari & Bahjahtullah (2022), this study shows that job happiness does not operate as a mediator in the relationship among job stress as well as job performance.

9. The Influence of Work-Life Balance on Job Performance through Job Satisfaction

The Sobel test yielded a t statistic of 18.361, indicating a higher level of statistical significance compared to the crucial t value of 1.97. Job satisfaction could act as a mediator in the connection among work-life balance as well as job performance, either through partial mediation or complete mediation. Irrespective of whether job satisfaction is present or not, maintaining a healthy work-life balance significantly harms job performance. The work-life balance variable exerts a significant influence of 8.5% on job performance, with an additional indirect influence of 59.5%. This might be seen as the significant effect of job satisfaction on work-life balance. The findings of Kurniasari & Bahjahtullah's (2022) study refute the notion that job satisfaction acts as a mediator in the connection among job performance as well as work-life balance.

5 CONCLUSION AND SUGGESTION

1. Work-related stress frequently reduces job satisfaction. The inverse correlation among job stress as well as job satisfaction is apparent in the regression analysis coefficient of -0.248, signifying that job stress has a detrimental effect of 24.8% on job satisfaction. Moreover, the statistical analysis demonstrates that the t-score for occupational stress is 7.362, that implies a substantial disparity. The t-score exceeds the crucial value of 1.96, indicating a significant opposing effect. The statistical test implies that the job stress variable has a p-value of 0.000, that is <0.05.

2. Work-life balance significantly influences work happiness. The coefficient of path analysis for the work-life balance variable on job satisfaction is 0.681, indicating a positive effect of this variable on job satisfaction with a value of 68.1%. Moreover, the statistical analysis reveals that the t-score for job stress is 20.191, showing a significant positive correlation as the value above the essential t-value of 1.96. The statistical test implies that the job stress variable has a p-value of 0.000, that is <0.05.

3. Job stress as well as the equilibrium among work as well as personal life significantly influence job happiness. The concurrent test (F test) produced a F value of 209.089, that is statistically more significant

than the F table value of 3.014. Job stress significantly impairs job performance. The coefficient of the path analysis for the job stress variable on job performance is 0.110, indicating a positive effect. Nevertheless, the job stress variable exerts a detrimental effect of 11.0% on job satisfaction.

4. In addition, the statistical analysis shows that the t-score for occupational stress is -6.976, suggesting a substantial divergence from the predicted value. The negative t-score implies that the observed value is significantly below what would be anticipated by random chance. Moreover, the t-score's magnitude exceeds the critical value of 1.96, providing additional evidence that the observed difference is statistically significant. The statistical test implies that the job stress variable has a p-value of 0.000, that is <0.05.

5. The equilibrium among work as well as personal life has a significant influence on one's professional success. The path analysis coefficient for the work-life balance variable on job performance is 0.085, that signifies a positive effect of 8.5% on job performance. In addition, the statistical analysis shows that the t-score for job stress is 4.221, showing a significant positive correlation as the value surpasses the essential t-value of 1.96. The statistical test implies that the job stress variable has a p-value of 0.000, that is <0.05.Job happiness significantly enhances job performance.

6. The path analysis coefficient for the job satisfaction variable on job performance is 0.874, showing a strong positive influence with a value of 87.4%. Moreover, using statistical analysis, the t-score for job satisfaction is calculated to be 44.140, that signifies a substantial positive effect as it exceeds the crucial threshold of the t-table (1.96). The statistical test implies that the job stress variable has a p-value of 0.000, that is <0.05.

7. Job stress, work-life balance, and job satisfaction significantly affect performance. The simultaneous test (F test) yields a F value of 1393.250, that is statistically more significant than the F table value of 2.62.

8. Job stress significantly affects job performance when it is influenced by job satisfaction. The Sobel test produced a t value of 7.262, that is statistically more significant than the critical t value of 1.97

obtained from the t table. Partial mediation is a form of mediation in that the influence of job satisfaction characteristics as well as stress on job performance remains significant. The Sobel test implies that there is a 21.7% indirect effect of occupational stress on job performance, that is mediated by job satisfaction. The direct effect, unaffected by work satisfaction metrics, is 11%, leading to a total effect of 32.7%. Job satisfaction plays a crucial role in regulating the relationship among work-related stress as well as job performance.

9. The correlation among work-life balance as well as job performance is significantly influenced by job satisfaction. The Sobel test produced a t value of 18.361, that is statistically more significant than the critical t value of 1.97 from the t table. Partial mediation is a form of mediation where the factors of job satisfaction as well as work-life balance still have a significant influence on job performance.

10. Based on the Sobel test, the relationship among work-life balance as well as job performance, that is influenced by job satisfaction, accounts for 59.5% of the total effect. The direct effect (excluding the influence of work satisfaction variables) is 8.5%, resulting in a total effect of 68%. Job satisfaction has a substantial effect on the link among work-life balance as well as job performance.

6 RESTRICTION

Several significant constraints are linked to this study as well as should be acknowledged for future research. The variables that account for workplace performance are restricted to job stress, work-life balance, as well as job happiness. Exploring additional characteristics such as job motivation, work perception, as well as behaviors remains to be investigated. Furthermore, the surveys were disseminated using digital communication platforms such as WhatsApp as well as Telegram chat groups. While these groups exclusively consist of DGT personnel, it does not completely eliminate the possibility of non-DGT employees completing the questionnaire. To enhance future research, it is advisable to distribute the questionnaires individually to respondents to ensure that only the appropriate individuals complete the survey.

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