

From Balance to Performance: The Mediating Effect of Job Satisfaction on Work-Life Balance over Job Performance

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ABSTRACT

This study investigates the relationship between work-life balance, job satisfaction, and in-role job performance among Malaysian employees. Work-life balance is conceptualized as a multidimensional construct comprising six factors: nature of work, work flexibility, workload, compensation, organizational support, and personal life. Using a quantitative explanatory design, data were collected from 96 full-time employees across various industries through an online survey and analyzed using descriptive statistics, Pearson correlation, and multiple regression. The findings reveal that work flexibility ($\beta = 0.122$, $p < 0.05$), workload ($\beta = 0.145$, $p < 0.01$), organizational support ($\beta = 0.148$, $p < 0.01$), and personal life ($\beta = 0.325$, $p < 0.001$) significantly enhance job performance, while compensation ($\beta = 0.251$, $p < 0.01$), organizational support ($\beta = 0.186$, $p < 0.05$), and personal life ($\beta = 0.567$, $p < 0.001$) significantly improve job satisfaction. Conversely, the effects of the nature of work, work flexibility, workload, and compensation on job satisfaction, as well as the nature of work and compensation on job performance, were not significant. Job satisfaction positively influences job performance ($\beta = 0.850$, $p < 0.001$). The models explained 53.3% of the variance in job satisfaction and 77.7% in job performance. These findings highlight the importance of supportive, flexible, and holistic work environments while identifying the limits of purely structural or financial motivators in enhancing employee outcomes.

Keywords: Employee Performance; Job Satisfaction; Organizational Support; Personal Life; Work-Life Balance

INTRODUCTION

In the rapidly evolving landscape of the Southeast Asian economies, Malaysia stands as a compelling exemplar of transformation, where the traditional organizational structures intersect with the contemporary workplace dynamics to create the unique challenges and opportunities for human resource management (Paeno & Ramdani, 2023). The nation's journey from a resource-based economy to a knowledge-driven society has fundamentally altered the nature of work, employee expectations, and organizational imperatives, positioning Malaysian organizations at the crossroads of cultural heritage and modern business practices.

The Malaysian workforce embodies a distinctive blend of cultural diversity, reflecting the nation's multicultural fabric comprising Malay, Chinese, Indian, and indigenous communities, each bringing unique perspectives on work, authority, and organizational commitment. This sort of cultural tapestry from certain perspectives creates a complex organizational environment, where the traditional Asian values of hierarchy, collectivism, and long-term orientation coexist with emerging demands for flexibility, autonomy, and work-life integration. Such cultural complexity necessitates a nuanced understanding of how various workplace factors influence employee satisfaction and performance within this specific context.

Contemporary Malaysian organizations face unprecedented challenges in attracting, retaining, and optimizing talent in an increasingly competitive regional market. The nation's Vision 2030 aspirations demand enhanced productivity and innovation, placing significant pressure on organizations to maximize employee potential while maintaining cultural sensitivity and organizational harmony (Ashari & Farouk, 2022; Nga et al., 2025). This imperative becomes particularly acute as Malaysia competes with neighboring economies for skilled professionals, making employee satisfaction and performance optimization critical strategic priorities.

Recent economic transformations have introduced new dimensions to Malaysian employment. The proliferation of multinational corporations, the emergence of knowledge-intensive industries, and the growing influence of digital technologies have created work environments that differ substantially from traditional Malaysian organizational contexts. These changes have generated new employee expectations regarding work flexibility, career development, compensation structures, and organizational support systems, challenging conventional management approaches and necessitating an evidence-based understanding of contemporary workplace dynamics. Prior studies have highlighted the critical role of high-performance work systems and job resources in shaping work-life balance and reducing withdrawal behaviors, particularly within the knowledge workforce (Mathur et al., 2024). Similarly, research on academicians in Egypt emphasizes how job demands and resources interact with personal attributes to affect work-life balance, providing insights relevant to similar emerging economies like Malaysia (Selim & Kee, 2020; 2023). Recent findings also suggest that psychosocial safety climate plays a crucial role in enhancing employee engagement and satisfaction through its effect on job demands (Gan & Kee, 2024; Teoh et al., 2021b). Moreover, perceived organizational injustice has been shown to negatively affect job satisfaction and increase turnover intention in Malaysian multinational corporations, reinforcing the importance of fair and supportive workplace practices (Kee & Chung, 2021). Research also points to the influence of leadership recognition on job performance and voice behavior (Wu et al., 2021), as well as the significance of proactive personality and work engagement in enhancing employee performance, particularly in sectors such as banking (Zahra & Kee, 2022).

The theoretical foundation for examining job satisfaction and performance relationships in Malaysia requires careful consideration of the cultural context. While Western organizational behavior theories provide valuable frameworks, their applicability to Malaysian settings demands empirical validation, given the unique cultural, economic, and social factors that shape employee attitudes and behaviors. The collectivistic orientation prevalent in Malaysian culture, combined with high power distance characteristics, may influence how employees perceive and respond to various workplace factors differently than their Western counterparts (Gupta et al., 2002; Koo & Park, 2018; Tehseen et al., 2021). Moreover, Malaysia's rapid technological advancement and increasing integration with global markets have created a generation of employees who possess hybrid expectations, combining traditional cultural values with contemporary workplace demands (Zhao et al., 2022). This demographic shift presents organizations with the challenge of designing work environments that honor cultural heritage while meeting evolving employee needs for flexibility, recognition, and professional growth.

The significance of this research extends beyond academic inquiry to address practical challenges facing Malaysian organizations. As the nation strives to achieve high-income status and maintain regional competitiveness, understanding the drivers of employee satisfaction and performance becomes crucial for organizational sustainability and national economic development. The relationship between various workplace factors and employee outcomes in Malaysia remains underexplored, creating a knowledge gap that limits evidence-based human resource practices and organizational development initiatives. Furthermore, the post-pandemic workplace evolution has introduced additional complexities to Malaysian organizational contexts. Remote work arrangements, digital collaboration tools, and changed employee priorities have fundamentally altered traditional workplace dynamics, creating new imperatives for understanding how contemporary workplace factors influence satisfaction and performance outcomes.

Accordingly, this study addresses these critical knowledge gaps by examining the relationships between key workplace factors, including the nature of work, work flexibility, workload, compensation, organizational support, and personal life integration, and their influence on job satisfaction and in-role job performance among Malaysian employees. By employing rigorous empirical methods within the Malaysian cultural context, this research aims to contribute both theoretical insights and practical guidance for organizations seeking to optimize employee outcomes in this dynamic and culturally rich environment.

LITERATURE REVIEW

Definition of Work-Life Balance

Modern workplace conditions that overflow with increased competitive pressure and emerging technologies have materialized the belief of work-life balance (Ioanna, 2025). Work-life balance is a stable relationship between work and non-work domains, which includes work and personal life roles (Brough et al., 2020). Meanwhile, work-life balance is also interpreted as immersion in work and non-work roles that develop a consistent degree of fulfillment over vocation and life outside of work. Limited key resources such as time, perception, and energy are crucial to be allocated adequately to succeed in the implementation of work-life balance (Aiswarya & Perwez, 2023). Work-life balance plays an essential role in assembling job satisfaction and superior in-role job performance, upholding the growth of the organization (Wong et al., 2020).

Hypotheses Development

Relationship Between Work-Life Balance and Job Satisfaction

The nature of work refers to the characteristics that determine a task or a job, including its complexity, the experience, and the physical or mental exertion placed on employees. These factors influence how a job is perceived and how it affects motivation and satisfaction. One of the central theories in understanding the effect of the nature of work is [Hackman and Oldham's \(1976\)](#) Job Characteristics Model, which states that when workers are able to see the immediate effects of their work and are able to exercise control over their work, they feel much more engaged and motivated in their respective fields. A well-structured work environment also plays a vital role in enhancing job satisfaction and loyalty ([Rubel et al., 2023](#)). Additionally, motivation and job design significantly shape employee performance and commitment. When workers feel valued and empowered, they are more likely to perform effectively and remain dedicated to their organization ([Qing et al., 2020](#)). Thus, this study poses that:

H1: Nature of work has a positive influence on job satisfaction.

Work flexibility outlined the adjustability of workers to modify their working style. It shows the ability of workers to determine the work environment and conditions. Working trials, such as location, duration, and work hours, can be arranged by workers based on their preferences ([Dale et al., 2021](#)). The autonomy of workplace arrangement is widely introduced by organizations within any business sector ([Gill & Siddiqui, 2020](#)), to lower burnout by 20% and raise job satisfaction with the percentage of 62% ([Ray & Pana-Cryan, 2021](#)). Workers who have the ability to construct impressive arrangements and plan behavior will give rise to job satisfaction. This statement is supported by a study that illustrates, freedom to work arrangements have an impact on the job satisfaction of workers ([Aura & Desiana, 2023](#)). With this, this study hypothesizes that:

H2: Work Flexibility has a positive influence on job satisfaction.

Workload is defined as task intensity ([Inegbedion et al., 2020](#)). It specifies the average occurrence of activities that are assigned to a worker for a specific duration. Suitable workloads that are assigned to the workers should be coordinated with the abilities of workers to ensure strong well-being in the workplace ([Herawati et al., 2023](#)). Employees who have a well-suited workload seem to have their job satisfaction boosted by 20% higher based on research conducted in Latin America ([Arana-De las Casas et al., 2021](#)). A study also demonstrates that workload substantially helps shape the increase in job satisfaction between employees ([Syahbana & Anwar, 2025](#)). Based on this, this study makes a hypothesis that:

H3: Workload has a positive influence on job satisfaction.

In the context of a job, compensation is the monetary payment given to employees in exchange for their services. It is widely recognized that a competitive and costly compensation package is imperative to keep employees satisfied, as well as attracting high-performing candidates and reducing turnover rates, especially in extremely high-pressure industries ([Milkovich et al., 2017](#)). Numerous studies have also shown a positive correlation between compensation and job satisfaction, indicating that employees who feel adequately compensated are more likely to experience higher levels of commitment and morale towards their organization ([Jiang et al., 2017](#)). Thus, organizations that are not afraid to offer big compensation plans for the sake of increasing profit margins are more likely to enhance job satisfaction. Accordingly, this study proposes that:

H4: Compensation has a positive influence on job satisfaction.

Organizational support reveals the level of attention from the organization to employees. The variables constructing organizational support, such as salary, reward, and job security, aim to indicate the recognition and appreciation of employees' contribution as well as create the well-being of employees (Alam et al., 2022). An empowering organizational culture with compassionate sustenance acts as a supportive environment to enhance the growth of job satisfaction (Hariri et al., 2024). This is supported by a study that justified that organizational support has a positive correlation with the well-being of employees (Maan et al., 2020). This study would like to hypothesize that:

H5: Organizational support has a positive influence on job satisfaction.

Balancing personal life with the workplace involves establishing clear boundaries, prioritizing well-being, and managing time effectively. It is about creating a harmonious relationship between work responsibilities and personal interests, hobbies, and family time. This balance positively influences job satisfaction, as individuals feel more in control of their lives and less overwhelmed by work-related demands (Greenhaus & Allen, 2011). Research has also consistently shown that work-life balance is a key predictor of job satisfaction, particularly when employees have the flexibility and support needed to meet both personal and professional commitments (Haar et al., 2014). Organizations that promote flexible working arrangements and respect employees' personal time often see increased work motivation, lower burnout, and higher retention rates. Consequently, this study hypothesizes that:

H6: Personal life has a positive influence on job satisfaction.

Relationship Between Work-Life Balance and In-Role Job Performance

When jobs are designed to be meaningful, fulfilling, and aligned with an employee's skills and interests, individuals are more likely to perform effectively and consistently. According to Hackman and Oldham's (1976) Job Characteristics Model, elements of work such as task variety and autonomy enhance job satisfaction, which in turn leads to improvement in in-role job performance (Bakker & Demerouti, 2017). Additionally, when work is designed to offer clear goals, regular feedback, and opportunities for skill development, employees show greater focus, efficiency, and adaptability (Knight et al., 2019). As such, this study poses that:

H7: Nature of work has a positive influence on in-role job performance.

Job performance has a deep and favorable connection with the flexibility of work arrangement (Çivilidağ & Durmaz, 2024). Employees with the independence to decide job structure are always willing to improve their engagement on the job and provide higher contributions to the organization (Idowu, 2020). This is supported by a study that concludes work flexibility is an ideal choice to be provided by employers to increase the in-role job performance of workers (Chukwudi et al., 2022). For instance, a worker who is given the authority to schedule his own working time results in the strengthening of his performance (Mustakim, 2022). Thus, the hypothesis for work flexibility is:

H8: Work flexibility has a positive influence on in-role job performance.

Workload used to be a significant factor in influencing job performance. For the workers who desire self-improvement, workload is likely to create higher productivity among them (Herawati et al., 2023). A precise workload can always lead to superb work performance from workers who are delivering impressive performance in their job. High volume of

work operates as a motivation for the high performers to undertake their duties and achieve good performance (Spagnoli et al., 2020). Employers should be aware of the capability of workers to confirm that the workload attributed to employees can be done within their ability, and thus leads to the upholding of in-role job performance (Niere et al., 2024). Based on these statements, this study hypothesizes that:

H9: Workload has a positive influence on in-role job performance.

A good and competitive compensation plan signals to its employees recognition and appreciation, which contributes to stronger psychological engagement and performance. Recent research highlights that performance-based compensation systems are linked to increased job performance as workers strive to increase their income. Therefore, this study knows that fair compensation serves as both a reward and an incentive, reinforcing desired behaviors and encouraging better in-role job performances. Based on this, this study poses that:

H10: Compensation has a positive influence on in-role job performance.

Perceived organizational support serves as motivation to employees (Salau, 2023), and motivation leads to an increase in job performance (Ali et al., 2020). Supports such as organizational rewards and organizational culture play an essential role in creating satisfying organizational support (Teoh et al., 2021a). A nice working environment that is comfortable for employees on a daily routine also motivates employees to perform well (Zahra et al., 2020). Organizational support shows the recognition and loyalty of employers to employees who contribute to the organization, and this results in great job performance (Nijhawan et al., 2023). This is supported by an article which concludes that organizational support has an impact on job performance because the employees are satisfied with the support from employers and willing to work harder for better contribution (Uçar & Kerse, 2022).

H11: Organizational support has a positive influence on in-role job performance.

When employees are able to have fulfilling relationships, pursue hobbies, and maintain a healthy private life outside of work, they are less likely to go through burnout and mental exhaustion. Research shows that work-life balance significantly enhances job performance by preventing burnout and promoting a more sustainable engagement with work tasks (Ilies et al., 2017). Moreover, organizations that support employees' personal lives through flexible schedules or remote work options often see improved productivity and reduced absenteeism (Allen et al., 2020). Employees who feel that their employers respect their non-work life tend to demonstrate greater loyalty, commitment, and job performance. Thus, this study hypothesizes that:

H12: Personal life has a positive influence on in-role job performance.

The Interplay Between Work-Life Balance, Job Satisfaction, and In-Role Job Performance

In conclusion, the three variables are closely linked to one another, whereby a healthy work-life balance positively influences job satisfaction, and employees who are satisfied with their jobs are more likely to exhibit high in-role performance. This is because achieving work-life balance reduces burnout and stress, leading to higher productivity and better job performance (Allen et al., 2020). Other than that, workers who experience high job satisfaction are more likely to exhibit high in-role performance, as they are more motivated, engaged, and committed to their tasks. Organizations that promote work-life balance through flexible policies and supportive environments tend to see improved

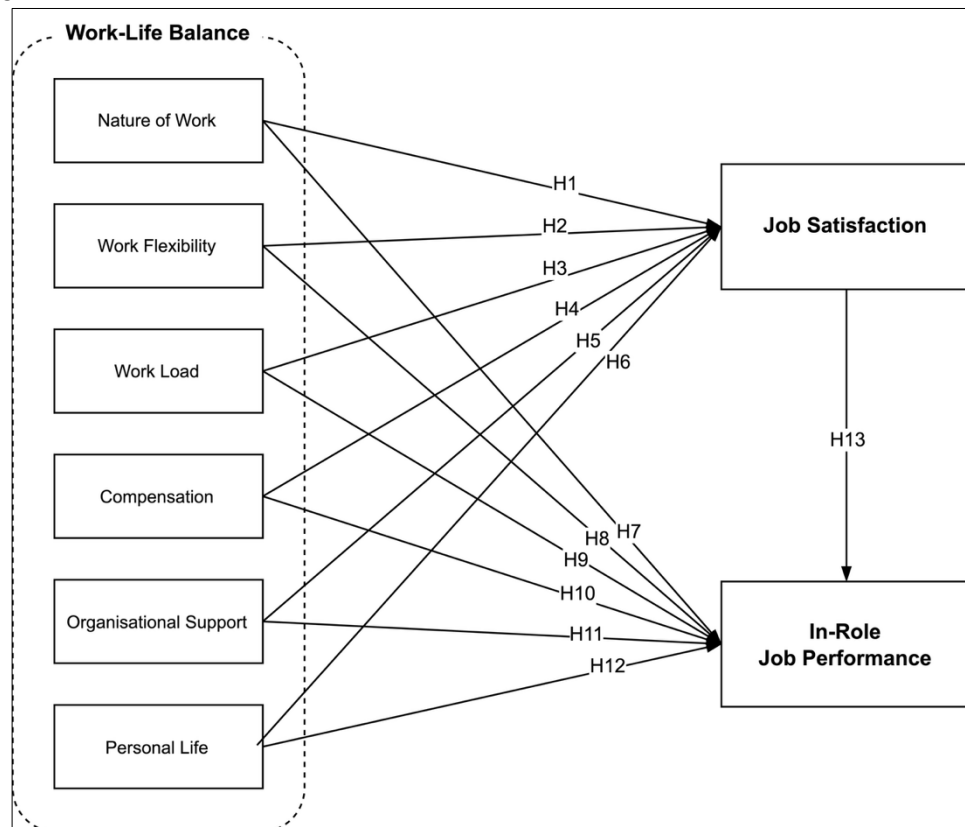
employee satisfaction, which ultimately results in enhanced job performance and organizational outcomes. Thus, cultivating a balance between personal life and work responsibilities is not only beneficial for employees' well-being but also a strategic approach to boosting job performance.

H13: Job satisfaction has a positive influence on in-role job performance.

Conceptual Framework

Comprised of the hypotheses developed above, this theoretical framework is illustrated in Figure 1.

Figure 1. Theoretical Framework



RESEARCH METHOD

Participants and Procedure

Quantitative research approach with explanatory design is used for data collection in this study. Qualitative method, such as journal review, is conducted to gather the factors of work-life balance that influence job satisfaction as well as job performance. Quantitative method is implemented with the distribution of an online survey form among full-time workers with different industrial backgrounds in Malaysia. The survey form was mainly distributed through online channels, which as WhatsApp and Telegram, due to the convenience and suitability for full-time workers.

Measurements

This study adopted Avadhani and Menon's (2022) 5-point scale to measure work-life balance (1 = strongly disagree, 5 = strongly agree). This scale is comprised of six dimensions, including the nature of work, work flexibility, workload, compensation, organizational support, and personal life. A sample question for each dimension was "I am happy with the nature of work assigned by the organization" (Cronbach's alpha =

0.960), “my superior is not empathetic to understand whenever I need time off” (reverse coded, Cronbach’s alpha = 0.864), “the work pressures make it difficult for me to fulfil family responsibilities” (reverse coded, Cronbach’s alpha = 0.904), “the organization provides medical benefit to me and my dependents” (Cronbach’s alpha = 0.860), “the organization offers personal counselling for enhancing mental health” (Cronbach’s alpha = 0.889), and “I am able to make myself free to attend the social gatherings” (Cronbach’s alpha = 0.935), respectively. To measure job satisfaction, this study employed the three-item scale developed by Brayfield and Rothe (1951). This 5-point scale (1 = strongly disagree, 5 = strongly agree) is widely adopted in organizational behavior studies. Sample questions include “I find real enjoyment in my work”. The Cronbach’s alpha of this scale was 0.797. Moreover, which comprises five items rated between one (strongly disagree) to five (strongly agree). A sample question was “I never neglect any part of the job that I am obligated to perform”. This scale’s Cronbach’s alpha was 0.858.

Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis to test the proposed hypotheses (H1–H13). The descriptive statistics were used to summarize respondents’ demographic characteristics and the distribution of key variables. Pearson correlation analysis examined the direction and strength of relationships among variables, while regression analysis was performed to test the causal influence of each work-life balance dimension on job satisfaction and in-role job performance. The significance level was set at 0.05, and all statistical analyses were conducted using SPSS version 26.

RESULTS

Table 1. Summary of Respondents’ Demographic Information (N = 96)

Response	Frequency	Percentage (%)
Gender		
Female	32	33.3
Male	64	66.7
Age		
≤ 25	46	47.9
26 - 30	16	16.7
31 - 35	11	11.5
36 - 40	5	5.2
41 - 45	7	7.3
46 - 50	5	5.2
51 - 55	4	4.2
56 - 60	0	0.0
≥ 61	2	2.1
Race		
Chinese	59	61.5
Indian	10	10.4
Malay	27	28.1
Educational Level		
Primary School	4	4.2
Secondary School	58	60.4
High School Diploma or Equivalent	18	18.8
Bachelor’s Degree	11	11.5
Master’s Degree	4	4.2
Doctorate Degree	1	1.0
Employment Status		
Full Time	96	100

Monthly Income Level		
B40 (Below RM5,249)	72	75.0
M40 (Between RM5,250 and RM11,819)	21	21.9
T20 (Above RM,820)	3	3.1

In this study, 96 valid responses were collected. This study presents the participants' demographic profile in Table 1. The demographic characteristics of the study sample reveal several notable patterns across key variables. Gender distribution demonstrates a pronounced male predominance, with males comprising 66.7% (n=64) of the sample compared to 33.3% (n=32) females, indicating a 2:1 male-to-female ratio. Age distribution exhibits a markedly young demographic profile, with participants aged ≤ 25 years constituting the largest segment at 47.9% (n=46). The 26-30 age group represents 16.7% (n=16), while older age categories show progressively declining representation. No participants were recorded in the 56-60 age bracket, and only 2.1% (n=2) were aged ≥ 61 years. Chinese participants formed the majority at 61.5% (n=59), followed by Malays at 28.1% (n=27) and Indians at 10.4% (n=10). Educational attainment data reveal that secondary school completion represents the modal category at 60.4% (n=58), with high school diploma holders comprising 18.8% (n=18). Higher education representation remains modest, with bachelor's degree holders at 11.5% (n=11) and minimal postgraduate representation.

Employment status shows complete full-time employment (100%, n=96), while income distribution demonstrates economic stratification consistent with Malaysian socioeconomic classifications. The majority (75.0%, n=72) fall within the B40 category (below RM5,249), with 21.9% (n=21) in the M40 bracket and minimal T20 representation at 3.1% (n=3), indicating a predominantly lower-middle-income sample composition.

Table 2. Descriptive Statistics, Cronbach's Coefficient Alpha, and Zero-order Correlations for All Study Variables

Variables	1	2	3	4	5	6	7	8
1 NW	0.960							
2 WF	0.133	0.864						
3 WL	0.478***	0.405***	0.904					
4 CP	0.750***	0.289**	0.699***	0.860				
5 OS	0.213*	0.004	0.087	0.165	0.889			
6 PL	0.132	0.101	0.241*	0.291**	0.431***	0.935		
7 JS	0.201	0.166	0.262**	0.359***	0.445***	0.688***	0.797	
8 JP	0.250*	0.323	0.390***	0.428***	0.425***	0.416***	0.814***	0.858
Mean	3.7180	3.2226	3.5665	3.5639	3.5333	3.5187	3.6151	3.7368
SD	0.38317	0.75097	0.49192	0.43988	0.41630	0.46021	0.56490	0.43230

Note: N = 96; *p < 0.05, **p < 0.01, ***p < 0.001. The diagonal entries represent Cronbach's coefficient alpha. Abbreviation: nature of work (NW); work flexibility (WF); workload (WL); compensation (CP); organizational support (OS); personal life (PL); job satisfaction (JS); in-role job performance (JP).

The results presented in Table 2 summarize the descriptive statistics, Cronbach's alpha coefficients, and zero-order correlations among all study variables. As indicated, all constructs demonstrate strong internal consistency, with Cronbach's alpha values ranging from 0.797 to 0.960, exceeding the recommended threshold of 0.70. This confirms that the measurement instruments were reliable and appropriate for further analysis. The correlation analysis reveals that job satisfaction is positively associated with organizational support ($r = 0.445$, $p < 0.001$) and personal life ($r = 0.688$, $p < 0.001$), implying that employees who perceive greater organizational support and maintain healthy personal life integration report higher satisfaction. Similarly, job performance is positively correlated with compensation ($r = 0.428$, $p < 0.001$), organizational support (r

= 0.425, $p < 0.001$), and personal life ($r = 0.416$, $p < 0.001$), indicating that supportive and balanced environments contribute to enhanced employee performance outcomes.

The result in Table 2 indicates the descriptive statistics, Cronbach's alpha, and zero-order correlations for all study variables. All constructs show good reliability with strong internal consistency ranging from 0.797 to 0.960.

The correlation analysis shows that job satisfaction is positively correlated with organizational support ($r = 0.445$, $p < 0.001$) and personal life ($r = 0.688$, $p < 0.001$), suggesting that employees who perceive greater support from their organizations and maintain a balanced personal life tend to report higher levels of job satisfaction. Likewise, job performance is positively correlated with compensation ($r = 0.428$, $p < 0.001$), organizational support ($r = 0.425$, $p < 0.001$), and personal life ($r = 0.416$, $p < 0.001$), implying that supportive organizational climates and a well-balanced lifestyle are associated with improved performance outcomes.

Table 3. Regression Analysis

Variables		Job Satisfaction	In-Role Job Performance
1	NW	0.064 (0.094)	0.064 (0.063)
2	WF	0.068 (0.076)	0.122* (0.050)
3	WL	0.060 (0.126)	0.145** (0.083)
4	CP	0.251** (0.150)	0.113 (0.101)
5	OS	0.186* (0.080)	0.148** (0.055)
6	PL	0.567*** (0.087)	0.325*** (0.070)
7	JS		0.850*** (0.070)
8	R ²	0.533	0.777

Note: N = 96; Standardized estimates were reported. Standard errors were in parentheses. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

The regression analysis results shown in Table 3 were used to test H1–H13. The findings indicate that H1, which proposed a positive influence of the nature of work on job satisfaction, and H7, which examined its influence on job performance, were both rejected, as the effects were not significant. Similarly, H2, predicting a positive relationship between work flexibility and job satisfaction, was not supported, while H8, proposing a positive relationship between work flexibility and in-role job performance, was supported ($\beta = 0.122$, $p < 0.05$). This result implies that flexible work arrangements improve employees' performance rather than their immediate satisfaction.

Workload also demonstrated a significant positive effect on in-role job performance ($\beta = 0.145$, $p < 0.01$), supporting H9, though its influence on job satisfaction was not significant. Compensation demonstrated a significant positive influence on job satisfaction ($\beta = 0.251$, $p < 0.01$), supporting H4, but its effect on in-role job performance was not significant, resulting in the rejection of H10. Organizational support showed significant positive effects on both job satisfaction ($\beta = 0.186$, $p < 0.05$) and job performance ($\beta = 0.148$, $p < 0.01$), supporting H5 and H11. Personal life exhibited strong positive effects on both job satisfaction ($\beta = 0.567$, $p < 0.001$) and job performance ($\beta = 0.325$, $p < 0.001$), supporting H6 and H12. Finally, job satisfaction was confirmed to have a significant positive influence on in-role job performance ($\beta = 0.850$, $p < 0.001$), thus supporting H13.

The explanatory power of the models was substantial, with $R^2 = 0.533$ for job satisfaction and $R^2 = 0.777$ for job performance. This indicates that the predictors collectively explained 53.3% of the variance in job satisfaction and 77.7% of the variance in job performance, signifying a strong and well-fitted model.

DISCUSSION

The Nature of Work and Employee Outcomes (H1 and H7)

The results revealed that both H1 and H7, which proposed positive influences of the nature of work on job satisfaction and in-role job performance, respectively, were not supported. These nonsignificant effects indicate that, contrary to the Job Characteristics Model (Hackman & Oldham, 1976) and prior evidence emphasizing the motivational potential of meaningful job design (Qing et al., 2020; Rubel et al., 2023), employees in this context may perceive the nature of their work as routine or standardized. The increasing use of structured and automated work systems could have reduced the perceived autonomy and task variety that traditionally drive satisfaction and performance. Thus, while job design remains theoretically central to motivation, its practical impact may diminish when employees operate under highly regulated or technology-driven environments.

Work Flexibility, Satisfaction, and Performance (H2 and H8)

The results showed that H2, which proposed that work flexibility positively affects job satisfaction, was not supported, while H8, proposing its positive effect on in-role job performance, was supported ($\beta = 0.122$, $p < 0.05$). This dual outcome suggests that flexible work arrangements may enhance performance outcomes without necessarily increasing satisfaction levels. Although earlier research (Dale et al., 2021; Gill & Siddiqui, 2020; Ray & Pana-Cryan, 2021) found that flexibility improves satisfaction through autonomy and reduced burnout, the present finding implies that employees may view flexibility more as a tool for productivity than as a source of emotional fulfillment. Drawing on Self-Determination Theory, flexibility likely enhances intrinsic motivation and engagement, leading to superior performance outcomes (Çivilidağ & Durmaz, 2024; Idowu, 2020). This supports the idea that, post-pandemic, flexibility has evolved into a performance enabler rather than merely a satisfaction driver.

Workload and Its Paradoxical Effects (H3 and H9)

The analysis revealed that H3, predicting a positive relationship between workload and job satisfaction, was not supported, whereas H9, predicting a positive relationship between workload and in-role job performance, was supported ($\beta = 0.145$, $p < 0.01$). This presents a nuanced finding that challenges traditional assumptions about workload being detrimental to employee outcomes. Consistent with challenge–hindrance stressor theory, an optimal workload may function as a challenge stressor that enhances motivation and capability (Herawati et al., 2023; Spagnoli et al., 2020). Previous studies have also noted that when employees perceive workload as manageable and aligned with their competencies, it stimulates higher performance and engagement (Niere et al., 2024). However, its lack of effect on satisfaction suggests that even productive workloads may not necessarily translate to positive emotional responses, reinforcing the distinction between motivational and affective outcomes.

Compensation, Satisfaction, and Performance (H4 and H10)

The findings demonstrated that H4, proposing a positive influence of compensation on job satisfaction, was supported ($\beta = 0.251$, $p < 0.01$), whereas H10, proposing its influence on in-role job performance, was not supported. This pattern aligns with Herzberg's Two-Factor Theory, which distinguishes between hygiene and motivator factors (Jiang et al., 2017; Milkovich et al., 2017). Compensation satisfies employees' basic expectations and prevents dissatisfaction, leading to higher satisfaction but not necessarily to superior performance. Although previous studies have found links between competitive pay and productivity, the present result reinforces that financial

incentives alone cannot sustain high performance without complementary intrinsic motivators such as recognition, professional growth, and empowerment.

Organizational Support and Dual Impacts (H5 and H11)

Both H5 and H11, which posited that organizational support positively affects job satisfaction and in-role job performance, were supported ($\beta = 0.186$, $p < 0.05$; $\beta = 0.148$, $p < 0.01$). These findings are consistent with Organizational Support Theory, which holds that employees who perceive strong support reciprocate with higher affective commitment and performance (Hariri et al., 2024; Maan et al., 2020). Prior studies (Ali et al., 2020; Teoh et al., 2021a; Uçar & Kerse, 2022) similarly confirm that recognition, rewards, and a supportive culture foster emotional well-being and behavioral engagement. The dual influence observed here emphasizes that supportive organizational mechanisms are fundamental drivers of both satisfaction and performance, highlighting their central role in cultivating productive and motivated employees.

Personal Life Integration and Work Outcomes (H6 and H12)

The results strongly supported H6 and H12, which proposed that personal life positively influences job satisfaction and in-role job performance, respectively ($\beta = 0.567$, $p < 0.001$; $\beta = 0.325$, $p < 0.001$). These findings extend the work-life spillover model, where positive personal experiences generate emotional resources that enhance workplace behavior (Greenhaus & Allen, 2011; Haar et al., 2014; Ilies et al., 2017). Employees with fulfilling personal lives are less likely to experience burnout and more likely to demonstrate enthusiasm and productivity (Allen et al., 2020). The present results underscore the strategic value of fostering holistic well-being through supportive policies, such as flexible scheduling and wellness initiatives, as pathways to both satisfaction and performance.

Job Satisfaction and In-Role Job Performance (H13)

Finally, H13, which posited that job satisfaction positively influences in-role job performance, was strongly supported ($\beta = 0.850$, $p < 0.001$). This finding reinforces the happy-productive worker hypothesis and aligns with Broaden-and-Build Theory, suggesting that positive emotional states expand cognitive resources and behavioral capabilities (Bakker & Demerouti, 2017). Prior empirical studies (Allen et al., 2020; Knight et al., 2019) also confirm that satisfied employees exhibit stronger commitment and productivity. The substantial explanatory power of the models ($R^2 = 0.533$ for job satisfaction and $R^2 = 0.777$ for performance) further indicates that the examined factors collectively offer a robust framework for understanding how work-life dynamics shape employee outcomes.

Theoretical and Practical Implications

These findings collectively suggest that effective performance management requires a multifaceted approach that simultaneously addresses flexibility, workload optimization, compensation adequacy, organizational support, and personal life integration. The results demonstrate that job satisfaction and performance are interconnected processes that reinforce each other within a complex organizational ecosystem, providing evidence-based guidance for organizations seeking to optimize employee outcomes through strategic workplace design and management practices.

CONCLUSION

The primary objective of this study was to examine how key workplace factors, namely, nature of work, work flexibility, workload, compensation, organizational support, and personal life, affect job satisfaction and in-role job performance. In addition, this research

aimed to assess the mediating role of job satisfaction in linking work-life balance dimensions to performance outcomes. By empirically testing thirteen hypotheses (H1–H13), this study provides a comprehensive understanding of the mechanisms that shape employee well-being and effectiveness within organizational contexts.

The results reveal a nuanced pattern of relationships across the proposed hypotheses. The influence of the nature of work (H1, H7) on both job satisfaction and performance was not significant, suggesting that task design and job characteristics alone do not guarantee improved employee outcomes without the presence of complementary motivational and contextual supports. This finding contrasts with the Job Characteristics Model, implying that modern employees may prioritize autonomy and balance over task structure.

Work flexibility demonstrated no significant effect on job satisfaction (H2) but showed a significant positive effect on in-role job performance (H8). This indicates that flexible work arrangements enhance productivity and engagement by increasing autonomy and reducing stress, even if they do not immediately translate into greater satisfaction. Such a result aligns with self-determination theory, emphasizing performance gains from autonomy-driven motivation.

The findings regarding workload indicate a non-significant relationship with job satisfaction (H3) but a positive influence on performance (H9). This supports the challenge–hindrance stressor perspective, where moderate levels of workload act as performance stimulants without necessarily increasing satisfaction.

Compensation exhibited a significant positive relationship with job satisfaction (H4) but not with performance (H10). This aligns with Herzberg’s two-factor theory, confirming that compensation serves as a hygiene factor that prevents dissatisfaction but does not inherently boost performance.

In contrast, organizational support (H5, H11) and personal life balance (H6, H12) showed strong and consistent positive effects on both job satisfaction and performance. These results underscore the importance of supportive workplace climates and work-life harmony in fostering psychological well-being and productivity. Finally, job satisfaction (H13) was found to significantly enhance in-role job performance, validating the happy–productive worker hypothesis and highlighting satisfaction as a critical mediator between workplace factors and performance outcomes.

Theoretically, this study enriches the job satisfaction–performance literature by disentangling the varying impacts of structural, psychological, and contextual work factors. Methodologically, it demonstrates the utility of integrated modeling in capturing complex relationships among work-life variables.

Practically, the findings emphasize that sustainable organizational success depends on cultivating holistic HR strategies that combine flexible arrangements, fair rewards, supportive environments, and well-being initiatives. Managers should not rely solely on financial incentives but should also invest in emotional and developmental support systems to sustain motivation and performance.

Future research is encouraged to adopt longitudinal and cross-cultural designs to explore potential moderators such as organizational culture, industry context, and generational differences. Such efforts will deepen understanding of how satisfaction and performance evolve within diverse and dynamic work environments.

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