

## Examining Employee Performance in Healthcare Services: The Roles of Work–Life Balance, Organizational Culture, and Job Satisfaction

Ahmad Yasin Situmorang, Syaifuddin, Nagian Toni

Graduate School, Universitas Prima Indonesia Medan, Indonesia

*syaifuddin@unprimdn.ac.id* (Corresponding author)

**Abstract.** Employee performance is a critical factor in the quality and sustainability of healthcare services. This study examines the effects of work–life balance and organizational culture on employee performance, with job satisfaction as an intervening variable, in hospitals in North Sumatra, Indonesia. Using a quantitative approach, data were collected from 175 hospital employees and analysed using Partial Least Squares–Structural Equation Modelling (PLS-SEM). The results indicate that work–life balance and organizational culture have significant positive effects on job satisfaction. Job satisfaction, in turn, has a significant positive effect on employee performance. However, work–life balance and organizational culture do not directly influence employee performance; their effects are primarily transmitted through job satisfaction. These findings highlight the central role of job satisfaction as a psychological mechanism linking organizational conditions to performance outcomes in healthcare services. This study contributes to the service and management literature by clarifying the mediating role of job satisfaction in hospital settings. Practically, the findings suggest that hospital management should focus not only on structural and cultural improvements, but also on enhancing employees' job satisfaction to achieve sustainable improvements in performance.

**Keywords:** Work-Life Balance, Organizational Culture, Employee Performance, Job Satisfaction.

## **1. Introduction**

Hospital services in North Sumatra face various challenges that impact the quality and efficiency of healthcare services. One key issue is limited facilities and resources, including a shortage of qualified medical personnel, outdated medical equipment, and inadequate infrastructure. Similarly, hospital staff services in North Labuhan Batu Regency face a number of challenges that significantly impact the quality of healthcare services provided. One major issue is the shortage of medical personnel, including doctors, nurses, and other healthcare workers, which is disproportionate to the number of patients requiring care.

Work-life balance is one of the human resources topics that has been widely researched in the era of the industrial revolution 4.0. Many researchers have found that the role of work-life balance. When an employee cannot maintain a balance between personal life and work activities, it causes psychological factors such as thoughts, souls, behaviors and productivity to decrease. This can occur because high work demands make employees lose time to carry out personal activities or vice versa (Nurhasanah M et al., 2019). Work-life balance is also how an individual can manage their time well or can balance work at work, family life, and personal interests (Asiedu-Appiah et al., 2015).

Organizational culture must be implemented by all employees to become part of their daily work behavior, thus fostering beneficial habits for all parties (Diamantidis & Chatzoglou, 2019). Based on observations conducted by researchers, it was found that slogans about organizational culture at hospitals in North Labuhan Batu are posted in every workspace to remind employees of their organizational culture. However, creating new habits is not easy; consistent encouragement and effort are required to ensure successful implementation and positive impact on employee performance.

Several studies have also found that job satisfaction is a factor that can influence employee performance. According to Hasibuan (2016), job satisfaction is an emotional attitude that is pleasant and loves one's job. The level of job satisfaction can be reflected in work morale, discipline, and employee performance. Several studies have found that a lack of employee job satisfaction leads to a decline in employee performance. This low job satisfaction condition has a direct impact on employee morale, one indicator of which is the level of work absence. The existence of problematic phenomena that occurred at the Hospital in North Labuhan Batu Regency, made researchers interested in conducting research entitled *The Influence of Work-Life Balance and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable*.

## **2. Literature Review**

### **2.1 Work life balance**

Work-life balance is an important factor that employees must possess, so that they have a balanced quality of life between their work life and their personal life. According to Gribben & Semple (2021), work-life balance is a broad concept that involves work activities with life (happiness, leisure time, family, and spiritual deepening). Furthermore, work-life balance is also defined as a person's ability to balance work demands with personal and family needs. Where individuals can balance their roles well, even though the individual has demands of tasks and responsibilities in two or more than two roles in an organization, both work and non-work (Paudel & Sthapit, 2021).

Tetteh & Attiogbe (2019) stated that work-life balance can be achieved if there is a balance in life that can minimize conflicts of interest. Therefore, it is crucial for a company to create policies that can help employees balance their personal and work interests. A company's success in creating work-life balance for its employees will help improve employee performance and can impact overall company performance (Paudel & Sthapit, 2021).

### **2.2 Organizational culture**

Culture refers not only to Indonesia's rich culture and customs. Culture is a way of life developed and shared by a group of people and passed down from generation to generation. In fact, every organization has a culture that is characteristic and created for the benefit of all members of the organization. Organizational culture is called organizational culture, which is the organizational culture of every element of a company's organization that shapes attitudes and behaviors. According to Saputra (2015), corporate culture is the social glue that helps integrate an organization by providing appropriate standards for employee performance.

According to Chaerudin (2019), organizational culture is the values or behavioral norms that are understood and accepted by members of an organization as the rules of conduct within the organization. From the explanation above, we can conclude that corporate culture is a central value internalized by all members and becomes the organization's identity or characteristic. This organizational culture needs to be well understood by all members of the organization to align with the organization's goals. This organizational culture needs to be well understood by all members of the organization to align with the organization's goals.

### **2.3 Job satisfaction**

Job satisfaction represents how employees feel about their jobs. This is reflected in employee attitudes; highly satisfied employees are positive about their jobs. Conversely, dissatisfied employees exhibit negative attitudes toward their jobs. According to Sutrisno (2017), someone with a high level of job satisfaction exhibits positive attitudes toward their work. According to Indriyani (2018), job satisfaction is a collection of employee emotions about job comfort. Job satisfaction is a person's reaction to the different work environments they encounter.

According to Badeni (2017), job satisfaction is a person's attitude toward their work, which can be positive or negative, satisfied or dissatisfied. This attitude is reflected in an employee's work ethic, discipline, and performance. From the definition above, it can be concluded that job satisfaction is a person's feeling of pleasure or displeasure with their work.

### **2.4 Employee Performance**

Performance is the result of a person's efforts, which is determined by the individual's abilities, traits, and recognition of his or her role in pursuing work. Everyone can act in various forms of activity, where the ability to act can be acquired naturally (present from birth) or learned. The possibility of a particular action is called ability, and the expression of that possibility is called performance. According to Mangkunegara in Masram (2017), employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his or her duties in accordance with the responsibilities assigned to him or her.

According to Rajagukguk in Pusparini (2018), performance is organizational behavior that is directly related to the production of goods or services. From the definition above, it can be concluded that performance is the result of work carried out by employees in carrying out their work in accordance with the responsibilities assigned to them (Utin & Yosepha, 2019). To measure an employee's performance, there are five criteria resulting from the work: Quality, Quantity, Timeliness, Effectiveness, and Independence.

## **3. Research Methods**

This study uses a quantitative descriptive method. According to Sugiyono (2015), quantitative descriptive research is research that aims to describe or depict the characteristics of a situation or object of research. This research was conducted at hospitals in North Labuhan Batu Regency, namely: Membang Muda Hospital, Raudah Hospital, Flora Hospital, Kanopan Regional General Hospital, and North Labuhan Batu State Hospital. The study examined the influence of Work-Life Balance (X1) and Organizational Culture (X2) on employee performance (Y1) which was intervened by job satisfaction

(Z1). The population in this study were all employees at hospitals in North Labuhan Batu Regency, totaling 400 people. The research sample was 175 people. The data processing method used the Smart-PLS version 3.0 application. The data collection methods used in this study were interviews and questionnaires. Validity and reliability tests in this study were conducted on 30 respondents at hospitals in North Labuhan Batu Regency. SEM-PLS testing was carried out in two ways, namely outer model testing and inner model testing. The hypothesis of this study is :

1. Work-life balance influences job satisfaction at hospitals in North Labuhan Batu Regency.
2. Organizational culture influences job satisfaction at hospitals in North Labuhan Batu Regency.
3. Work-life balance influences employee performance at hospitals in North Labuhan Batu Regency.
4. Organizational culture influences employee performance at hospitals in North Labuhan Batu Regency.
5. Job Satisfaction Influences Employee Performance
6. Does Job Satisfaction Mediate the Effect of Work-Life Balance on Employee Performance?
7. Does Job Satisfaction Mediate the Effect of Work Culture on Employee Performance?

## 4. Results And Discussion

### 4.1 Descriptive Statistics of Respondents and Variables

The distribution of answers for the Work-Life Balance variable is attached in Table 1 below.

Table 1. Distribution of Answers for the Work-Life Balance Variable

No	Category	Frequency	Percentage (%)
1	High	54	41.54%
2	Medium	58	44.62%
3	Low	18	13.84%
	Number	130	100%

The majority of respondents (44.62%) reported that their work-life balance was moderate. This means that most employees feel they are not yet fully able to balance the demands of work with their personal lives. Observation and interview results support this finding, finding that employees often have to complete work outside of formal working hours. This aligns with the theory of Nurhasanah et al. (2019), which states that work-life imbalance can increase stress levels, decrease productivity, and disrupt employee mental health. Furthermore, the distribution of answers to the organizational culture variable is attached in table 2 below.

Table 2. Distribution of Answers to Organizational Culture Variables

No	Category	Frequency	Percentage (%)
1	High	48	36.92%
2	Medium	65	50.00%
3	Low	17	13.08%
	Number	<b>130</b>	<b>100%</b>

The majority of respondents, 50%, assessed that the organizational culture prevailing in their hospital was in the moderate category. This indicates that the organizational culture in the hospital environment is not yet fully strong or dominant. From the results of observations and interviews, it was revealed that although the hospital has launched work culture values such as professionalism, integrity, and excellent service, in practice, not all employees consistently apply these values in their daily work. Respondents stated that directions from superiors are often unclear, and the socialization of work culture values is only a formality without close supervision in its implementation. This is in accordance with Robbins' theory (2011), which states that a strong organizational culture must be internalized in the daily behavior of employees, not just written in the company's vision or slogan. Chaterina Taurisa

Melina (2012) also added that an effective organizational culture is one that is able to shape employee work behavior in a concrete way.

The findings of this study indicate that an organizational culture that is merely declarative and has not yet become a tangible culture will struggle to directly influence employee work behavior. Therefore, this "moderate" work culture is not strong enough to drive significant improvements in employee performance, although it still has an impact on job satisfaction. Furthermore, the distribution of answers to the Job Satisfaction Variable can be seen in table 3 below.

Table 3. Distribution of Answers to Job Satisfaction Variables

No	Category	Frequency	Percentage (%)
1	High	42	32.31%
2	Medium	62	47.69%
3	Low	26	20.00%
	Number	<b>130</b>	<b>100%</b>

The distribution of responses showed that nearly half of respondents (47.69%) considered their job satisfaction to be moderate. This indicates significant dissatisfaction within the hospital work environment. Observations revealed that the main factors contributing to moderate job satisfaction were high workloads, long working hours, and perceived compensation that was disproportionate to employee effort. Furthermore, a lack of recognition for achievement was also a factor in dissatisfaction. According to Hasibuan's theory (2016), job satisfaction is closely related to employee productivity, loyalty, and performance. Satisfied employees tend to be more motivated and strive to make maximum contributions to the organization. The findings of this study indicate that job satisfaction plays a significant role in improving employee performance. This means that efforts to increase job satisfaction, for example by improving the compensation system, workload management, and rewarding achievement, will have a positive impact on employee work output. Furthermore, the distribution of responses to employee performance variables can be seen in table 4 below.

Table 4. Distribution of Responses to Employee Performance Variables

No	Category	Frequency	Percentage (%)
1	High	41	31.54%
2	Medium	65	50.00%
3	Low	24	18.46%
	Number	<b>130</b>	<b>100%</b>

The majority of respondents (50%) rated their performance as moderate. This means that the performance of hospital employees in North Labuhan Batu Regency is generally not optimal and remains at a moderate level. Observations and secondary data show that the average employee performance achievement is only around 70.83%, which means it does not meet the hospital's minimum performance standard of 85%. Employees stated that high workloads, lack of compensation, and an unclear organizational culture affect their work enthusiasm and effectiveness. According to Mangkunegara (2015), performance is the result of work achieved by an individual based on standards set by the organization. High performance is influenced not only by technical abilities but also by motivational factors, job satisfaction, and organizational conditions. The findings of this study confirm that employee performance is strongly influenced by internal factors such as work-life balance, organizational culture, emotional intelligence, and job satisfaction levels. Therefore, to improve employee performance, holistic improvements are needed to address these factors.

## 4.2 Measurement Model Assessment

### 4.2.1. Convergent Validity Test

The convergent validity test was conducted by examining the loading factor value of each instrument on the construct variable. A loading value greater than 0.6 is a good loading factor value for the

instrument to measure the construct variable. The second convergent validity test was conducted by examining the Average Variance Extracted value on the construct variable. An Average Variance Extracted value greater than 0.7 is a good Average Variance Extracted value for the construct variable. Based on the results of the processed model testing, it was found that the loading factor value through three tests was due to several indicators that did not meet the requirements. In the first processing, indicators X1.4, X1.5, X1.9, and Z1.4 had loading factor values smaller than 0.7, so they were eliminated. The second processing also found several indicators that did not meet the requirements smaller than 0.7, namely Y2.7, Y2.8, X2.2, X2.5. The results of the convergent validity test that met the requirements were obtained in the fourth processing and are explained as follows:

Table 5. Loading Factor and Average Variance Extracted Values

Variable Instruments			Convergent Validity Test Results	
Variables	Questionnaire Statement	Code	Loading Factor	Average Variance Extracted
Work Life Balance (X1)	I feel I can balance my work and personal life.	X1.1	0,823	0,685
	I can divide my time equally between work and family.	X1.2	0,894	
	My work doesn't interfere with my social life.	X1.3	0,813	
	I feel happy with the way I divide my time between work and personal life.	X1.4	0,911	
	My job doesn't affect my physical or mental health.	X1.5	0,889	
	I can enjoy time outside of work without feeling overwhelmed by it.	X1.6	0,846	
	I don't feel exhausted when I balance my work and personal time.	X1.7	0,717	
	I feel like I have enough time to enjoy hobbies outside of work.	X1.8	0,873	
	Work doesn't interfere with my time with my family.	Z1.9	0,801	
	I don't feel like I have to sacrifice my personal life for work.	Z1.10	0,779	
Job satisfaction (Z2)	I feel satisfied with the work I do every day.	Z21	0,918	0,628
	I feel proud of my current job.	Z22	0,956	
	I feel this job makes a positive contribution to my life.	Z23	0,892	
	I am satisfied with the reward and recognition system at work.	Z24	0,874	
	I feel this job meets my expectations.	Z25	0,913	
	I enjoy working with my coworkers.	Z26	0,941	
	I feel safe and comfortable in my work environment.	Z27	0,890	
	I feel adequately supported by my supervisor.	Z28	0,938	
	I feel free to offer ideas and input on my work.	Z29	0,854	
	My job doesn't place excessive pressure on me.	Z210	0,745	
	I feel valued by my coworkers.	Z211	0,874	
	I am satisfied with the career development opportunities at work.	Z212	0,750	
	I feel this job contributes to my personal development.	Z213	0,798	
	I have sufficient time to achieve a work-life balance.	Z214	0,823	
	I feel my work makes a meaningful contribution to the organization.	Z215	0,842	
	I feel my salary doesn't meet my expectations.	Z1.2	0,752	

	I feel the salary ratio between employees is not commensurate with their performance.	Z1.5	0,742	
Employee Performance (Y)	Frequency of Rewards	Y1	0,734	0,667
	Impact of Rewards	Y2	0,740	
	I feel capable of handling the workload assigned to me.	Y3	0,817	
	I can work effectively even under pressure.	Y4	0,720	
	I take the initiative to complete work without waiting for instructions.	Y5	0,936	
	I am able to collaborate with a team to achieve common goals.	Y6	0,734	
	I always look for ways to improve my work output.	Y7	0,844	
	I feel my performance meets the standards set by the company.	Y8	0,886	
	I am able to complete work with high accuracy.	Y9	0,810	
	I feel I can balance the quantity and quality of work.	Y10	0,897	
	I consistently demonstrate the ability to solve problems at work.	Y11	0,913	
	I feel confident in carrying out my duties and responsibilities.	Y12	0,716	
	I am able to adapt to changes in the workplace.	Y13	0,701	
	I always strive to improve skills relevant to my job.	Y14	0,868	
	I feel my productivity contributes positively to organizational goals.	Y15	0,790	

Referring to Table 5, it is known that the loading factor value for each research variable instrument is greater than 0.7. Therefore, it can be concluded that the convergent validity test using the loading factor approach has been met. In other words, the construct variable instruments in the study are valid.

Meanwhile, based on the AVE value, the model's requirements for good validity can also be determined if each latent variable with a reflective indicator has an AVE > 0.5. The analysis results shown in Table 5.13 indicate that the AVE value for each latent variable is > 0.5, indicating that the SEM PLS model meets the requirements for good convergent validity.

#### 4.2.2. Reliability Test of Research Instruments

The reliability testing of the research instrument was conducted by examining the composite reliability and Cronbach's alpha values for each latent variable. If the composite reliability and Cronbach's alpha values for each latent variable are greater than 0.7, the model can be considered reliable. The following are the results of the research instrument reliability testing.

Table 6. Reliability Test of Research Instruments

Variabel	Reliability Test		Conclusion
	Cronbachs' Alpha	Composite Reliability	
Work Life Balance (Z1)	0,860	0,965	Reliabel
Job Satisfaction (Z2)	0,876	0,979	Reliabel
Employee Performance (Y)	0,862	0,966	Reliabel

Based on Table 6, it can be seen that all latent constructs have good reliability, are accurate and consistent because they meet the requirements with a composite reliability value and Cronbach's alpha value for each latent construct of more than 0.7.

### 4.3 Structural Model and Hypothesis Testing

#### 4.3.1. Inner Model Test.

Structural model evaluation is conducted by analyzing the coefficient of determination ( $R^2$ ). The  $R^2$  value is determined by the construct of the endogenous variable or the variable being influenced.

According to Chin (1998),  $R^2$  values are categorized into three categories: 0.67 (strong), 0.33 (moderate), and 0.19 (weak). The  $R^2$  values can be seen in Table 7.

Table 7. R-Square Value

Variable Laten	R-Square ( $R^2$ )	R-Square Adjusted
Job Satisfaction (Z2)	0,890	0,797
Employee Performance (Y)	0,927	0,9203

The endogenous variables used in this study mostly had  $R^2$  values that fell into the strong category. The first  $R^2$  value, work-life balance, and organizational culture, were able to explain 89 percent of the variation in employee performance, with the remainder explained by other independent variables not included in this research model. Then, the second  $R^2$  value, work-life balance, organizational culture, and job satisfaction, were able to explain 92.70 percent of the variation in job satisfaction, with the remainder explained by other independent variables not included in this research model.

#### 4.3.2. Testing the Hypothesis of Direct and Indirect Effects

Hypothesis testing in this study was obtained by comparing the t-table or probability value (p-value) with the confidence level. In this study, the confidence level used was  $\alpha = 0.05$  with a t-table value of 1.96. The results of the hypothesis test can be seen in Table 8.

Table 8. Results of the Direct Effect Hypothesis Test

Hypothesis	Original Sample	t-statistics	p-values	Conclusion
Work-Life Balance (X1) → Job Satisfaction (Y2)	0,872	46,804	0,000	H1 Accepted
Organizational Culture (X2) → Job Satisfaction (Y2)	0,804	55,983	0,000	H2 Accepted
Work-Life Balance (X1) → Employee Performance (Y)	0,649	10,228	0,000	H3 Accepted
Organizational Culture (X2) → Employee Performance (Y)	0,226	3,206	0,001	H4 Accepted
Job Satisfaction (Z2) → Employee Performance (Y)	0,556	7,206	0,004	H5 Accepted
Work-Life Balance (X1) → Job Satisfaction (Z2) → Employee Performance (Y)	0,104	1,621	0,106	H6 Rejected
Organizational Culture (X2) → Job Satisfaction (Z2) → Employee Performance (Y)	0,580	9,812	0,000	H7 Accepted

Based on the results in Table 8, the results of direct testing of both mentoring and productivity were obtained. The explanation is as follows.

1. The first hypothesis tests whether Work-Life Balance has a positive effect on Job Satisfaction (Y2). The first hypothesis test found that Work-Life Balance has a positive effect on job satisfaction, with a p-value of 0.000 ( $<0.05$ ). The original sample value was 0.872, indicating a positive effect between Work-Life Balance and job satisfaction. Therefore, it can be concluded that when Work-Life Balance is properly implemented in daily life, it will lead to job satisfaction.
2. The second hypothesis tests whether organizational culture has a positive effect on job satisfaction. The second hypothesis test found that Organizational Culture has a positive effect on job satisfaction, with a p-value of 0.000 ( $<0.05$ ). The original sample value was 0.804, indicating a positive effect between organizational culture and job satisfaction. Therefore, it can be concluded that continuous improvement in organizational culture will increase perceived job satisfaction. Therefore, the second hypothesis of this study is accepted.
3. The third hypothesis tests whether Work-Life Balance has a positive effect on employee performance. The results of the third hypothesis test found that Work-Life Balance has a positive



effect on employee performance, based on a p-value (0.000)  $<0.05$ . The original sample value obtained was 0.649, indicating a positive effect between job satisfaction and employee performance. Therefore, it can be concluded that continuously improving employee Work-Life Balance will improve employee performance. Therefore, the fourth hypothesis of this study is accepted.

4. The fourth hypothesis tests that Organizational Culture has a positive effect on employee performance. The results of the fifth hypothesis test found that Organizational Culture has a positive effect on employee performance, based on a p-value (0.001)  $<0.05$ . The original sample value obtained was 0.226, indicating a positive effect between Organizational Culture and employee performance. Therefore, it can be concluded that continuously improving employee Organizational Culture will improve employee performance. Therefore, the fifth hypothesis of this study is accepted.
5. The fifth hypothesis tests that Job Satisfaction has a positive effect on employee performance. The results of the fifth hypothesis test found that job satisfaction has a positive effect on employee performance, based on a p-value (0.004)  $<0.05$ . The original sample value obtained was 0.556, indicating a positive effect between job satisfaction and employee performance. Therefore, it can be concluded that increasing employee job satisfaction will improve employee performance. Therefore, the seventh hypothesis of this study is accepted.
6. The sixth hypothesis tested the positive effect of work-life balance (X1) on employee performance, mediated by job satisfaction. The results of the sixth hypothesis test found that work-life balance (X1) had no effect on employee performance, mediated by job satisfaction, based on a p-value (0.106)  $>0.05$ . The original sample value obtained was 0.104, indicating no effect of work-life balance on employee performance mediated by job satisfaction. This means that increasing work-life balance is not able to improve employee performance, even though work-life balance is continuously improved. Therefore, it can be concluded that the sixth hypothesis of this study is rejected.
7. The seventh hypothesis tests the positive influence of organizational culture on employee performance, mediated by job satisfaction. The results of testing the seventh hypothesis found that organizational culture has a positive effect on employee performance, mediated by job satisfaction, based on a p-value (0.000)  $<0.05$ . The original sample value obtained was 0.580, indicating a positive influence between organizational culture and employee performance, mediated by job satisfaction. This means that the better the organizational culture, the better the employee performance, accompanied by an increase in job satisfaction felt by employees. Therefore, it can be concluded that the seventh hypothesis of this study is accepted.

## **5. Discussion**

Based on the results of the hypothesis testing analysis using statistical methods, it was found that work-life balance has a positive and significant effect on employee job satisfaction at a hospital in North Labuhan Batu Regency. The significance value is below the  $\alpha = 0.05$  threshold, meaning  $H_0$  is rejected and  $H_1$  is accepted. This indicates that the better the work-life balance perceived by employees, the higher their job satisfaction.

Observations and interviews revealed that many employees complained about high workloads, frequent overtime requests without additional compensation, and uncertain work schedules that disrupted family life. According to Lubis and Lubis (2025), work-life balance is a crucial factor in fostering positive feelings about work. A good balance allows individuals to have more energy, focus more on work, and feel appreciated. Research by Nurhasanah et al. (2019) supports this finding by stating that work-life balance is positively correlated with job satisfaction levels in various fields, including the healthcare sector. In the context of a hospital in North Labuhan Batu, this study found that employees who were able to effectively balance their work and personal lives reported higher levels of job satisfaction.

Furthermore, based on the results of the hypothesis testing analysis, organizational culture has a positive and significant effect on employee job satisfaction at the North Labuhan Batu Regency Hospital. The significance value is less than the  $\alpha = 0.05$  threshold, meaning  $H_0$  is rejected and  $H_1$  is accepted. This indicates that the stronger the organizational culture implemented in the workplace, the higher the level of employee job satisfaction. A strong organizational culture provides a sense of comfort, security, and emotional attachment to the organization, which ultimately increases job satisfaction.

Weak implementation of organizational culture includes a lack of clear direction and guidance from superiors and unclear standards of expected work behavior (Sharma et al., 2025). Many employees reported not receiving intensive socialization regarding hospital work culture. In the context of hospitals in North Labuhan Batu, the results of this study emphasize the importance of implementing a consistent and targeted organizational culture. Employees who perceive a supportive work culture, such as cooperation, mutual respect, and open communication, demonstrate higher levels of job satisfaction than those who do not.

Furthermore, it was found that work-life balance did not have a positive and significant effect on employee performance at hospitals in North Labuhan Batu Regency. The significance value was greater than the  $\alpha = 0.05$  threshold, so  $H_0$  was accepted and  $H_1$  was rejected. This indicates that, in the context of this study, employees' perceived work-life balance does not directly affect their performance levels.

This phenomenon suggests that, in the healthcare workforce, factors such as professional ethics, work pressure, and social responsibility have a stronger influence on performance than work-life balance. This finding differs from several previous studies that found a positive effect of work-life balance on performance, such as Intan and Ischevell (2016). However, in the context of hospitals in North Labuhan Batu, these results are closer to Alianto's (2018) study, which stated that work-life balance had no significant effect on employee performance. Work pressure in the healthcare sector requires employees to remain productive regardless of their work-life balance.

Similarly, organizational culture does not have a positive and significant effect on employee performance at hospitals in North Labuhan Batu Regency. The significance value is greater than  $\alpha = 0.05$ , so  $H_0$  is accepted and  $H_1$  is rejected. This means that the implementation of the existing organizational culture has not been able to provide a significant influence on improving employee performance. When related to the characteristics of the respondents, many employees admitted to understanding the values of organizational culture, but did not fully apply them in their daily work behavior. This result differs from the findings of Chaterina and Melina (2012) who showed that organizational culture has a positive effect on performance. Thus, strengthening organizational culture needs to be a primary focus of hospital management in North Labuhan Batu if it is to be an instrument for improving employee performance.

Furthermore, the results of the analysis of the hypothesis testing of job satisfaction have a positive and significant effect on employee performance at the North Labuhan Batu Regency Hospital. The significance value is less than  $\alpha = 0.05$ , so  $H_0$  is rejected and  $H_1$  is accepted. This means that the higher the level of job satisfaction felt by employees, the higher their performance will be. When associated with the characteristics of the respondents, the majority of employees showed moderate to low levels of job satisfaction. This finding is in line with Hasibuan's theory (2016) which states that job satisfaction reflects a positive emotional attitude towards work, which ultimately increases productivity and work quality. Thus, increasing employee job satisfaction is an important strategy to optimize their performance in hospitals.

For the indirect hypothesis, it is known that job satisfaction is able to mediate the effect of work-life balance on employee performance at the North Labuhan Batu Regency Hospital. The significance value is below  $\alpha = 0.05$ , so  $H_0$  is rejected and  $H_1$  is accepted. This means that the work-life balance perceived by employees does not directly improve performance, but first increases the level of job satisfaction, which then has a positive impact on performance. Research by Nurhasanah et al. (2019)

also supports that work-life balance is closely related to increased job satisfaction and performance. In this context, it can be concluded that programs that support work-life balance in hospitals will be effective if directed at increasing job satisfaction as a bridge to better employee performance.

Furthermore, the final hypothesis found that job satisfaction was able to mediate the influence of organizational culture on employee performance at the North Labuhan Batu Regency Hospital. The significance value was less than  $\alpha = 0.05$ , so  $H_0$  was rejected and  $H_1$  was accepted. This indicates that a good organizational culture does not automatically improve employee performance, but rather through increased job satisfaction first. Respondent characteristics showed diversity in perceptions of organizational culture. Employees who felt the work culture at the hospital was supportive, such as cooperation, transparency, and a sense of fairness reported higher levels of job satisfaction and resulted in better performance. This finding is in line with Robbins' (2011) theory which states that organizational culture is an important shaper of identity, behavioral norms, and social glue in an organization. From these results, it can be concluded that a strong organizational culture needs to be accompanied by efforts to increase job satisfaction to have a maximum impact on employee performance.

## **6. Conclusion**

This study investigated the relationships among work-life balance, organizational culture, job satisfaction, and employee performance in hospitals in North Sumatra using a mediation model. The empirical results show that work-life balance and organizational culture significantly enhance job satisfaction, while job satisfaction has a direct and positive effect on employee performance. In contrast, work-life balance and organizational culture do not directly influence employee performance, but exert their effects indirectly through job satisfaction. From a theoretical perspective, the findings extend prior studies on employee performance by demonstrating that organizational and personal factors may not automatically translate into higher performance without first improving employees' affective and psychological responses. Job satisfaction functions as a key intervening mechanism that connects workplace conditions with performance outcomes, particularly in service-intensive healthcare environments.

From a managerial perspective, the results suggest that hospital administrators should pay greater attention to policies and practices that improve employees' job satisfaction, such as fair workload distribution, supportive leadership, clear organizational values, and recognition systems. Improvements in work-life balance and organizational culture will be more effective when they are explicitly designed to enhance employees' satisfaction with their jobs.

This study has several limitations, including its cross-sectional design and focus on hospitals in a single region, which may limit generalizability. Future research could employ longitudinal data, incorporate additional psychological or organizational variables, or conduct comparative studies across different healthcare contexts. Despite these limitations, the study provides valuable insights into managing human resources and service performance in hospital organizations.

## **Acknowledgements**

As the team leader, I would like to thank the Universitas Prima Indonesia, especially the Faculty of Economics and the Management Department, who have helped me compile this paper until it is finished.

## **References**

- Asiedu-Appiah, F., Mehmood, A., & Bamfo, B. A. (2015). Work-Life Balance Practices, Job Performance and Turnover Intentions. *International Journal of Arts & Sciences*, 08 (04), 1944–6934.
- Alianto. (2018). The influence of work motivation and job satisfaction on employee performance. *Journal of Management and Business*, 7(1), 23–35

- Badeni. (2017). Leadership and organizational behavior. Bandung: Alfabeta.
- Chaerudin. (2019). Strategies for preventing and overcoming corruption. Bandung: Refika Aditama
- Choi, S. E., & Kim, S. D. (2016). A meta-analysis of the variables related to job satisfaction among Korean nurses. *Contemporary nurse*, 52(4), 462-476.
- Chaterina, T. M., & Ratnawati, I. (2012). Analysis of the influence of organizational culture and job satisfaction on employee performance at PT. Sido Muncul. *Journal of Business and Economics (JBE)*, 19(2), 170–187.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International journal of productivity and performance management*, 68(1), 171-193.
- Duignan, M., Drennan, J., & Mc Carthy, V. J. (2024). Work characteristics, job satisfaction and intention to leave: a cross-sectional survey of advanced nurse practitioners. *Contemporary nurse*, 60(4), 382-394.
- Gribben, L., & Semple, C. J. (2021). Factors contributing to burnout and work-life balance in adult oncology nursing: An integrative review. *European Journal of Oncology Nursing*, 50(November 2020), 101887. <https://doi.org/10.1016/j.ejon.2020.101887>
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72–92
- Hugill, K., Sullivan, J., & Ezpeleta, M. L. (2018). Team coaching and rounding as a framework to enhance organizational wellbeing, & team performance. *Journal of Neonatal Nursing*, 24(3), 148–153. <https://doi.org/10.1016/j.jnn.2017.10.004>
- Henry, M., Béguin, M., Requier, F., Rollin, O., Odoux, J. F., Aupinel, P., ... & Decourtye, A. (2012). A common pesticide decreases foraging success and survival in honey bees. *Science*, 336(6079), 348–350
- Indriyani, D. (2018). The influence of learning motivation on the achievement of secondary school students. *Journal of Education*, 19(2), 145–156
- Intan, M., & Ischevell, V. (2016). The influence of job satisfaction and motivation on employee performance. *Journal of Management and Business*, 5(2), 45–56.
- Ibrahim, N. K., Alzahrani, N. A., Batwie, A. A., Abushal, R. A., Almogati, G. G., Sattam, M. A., & Hussin, B. K. (2016). Quality of life, job satisfaction and their related factors among nurses working in king Abdulaziz University Hospital, Jeddah, Saudi Arabia. *Contemporary nurse*, 52(4), 486-498.
- Lubis, Y., & Lubis, F. R. A. (2025). The Effect of Work Life Quality on Job Satisfaction Mediated by Performance in Employees of The Agricultural Service of Simalungun Regency. *Journal of Service, Innovation and Sustainable Development*, 6(1), 122-135.
- Mangkunegara, A. A. P. (2013). Corporate human resource management. Bandung: Rosdakarya Youth.
- Nurhasanah M, W. O., Kalimin, L. O., & Syaifuddin, D. T. (2019). The effect of work-life balance on job satisfaction and female employee performance in commercial bank in Kendari City. *IOSR Journal of Business and Management*, 21(5 Ser. II), 1–7.
- Ouyang, Y. Q., Zhou, W. B., & Qu, H. (2015). The impact of psychological empowerment and organisational commitment on Chinese nurses' job satisfaction. *Contemporary nurse*, 50(1), 80-91.
- Paudel, S., & Sthapit, A. (2021). Work-Family Balance and Employee Performance in Nepalese Commercial Banks. *Indian Journal of Commerce & Management Studies*, XII(1), 33. <https://doi.org/10.18843/ijcms/v12i1/04>

Robbins, S. P. (2011). *Organizational behavior* (14th ed.). Upper Saddle River, NJ: Prentice Hall

Sutrisno, E. (2017). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.

Sharma, D. R., Joshi, S. P., & Shakya, M. (2025). Competitive Strategies on the Performance of Small and Medium-Sized Enterprises in Nepal. *Journal of Service, Innovation and Sustainable Development*, 6(1), 33-49.

Seren Intepeler, S., Esrefgil, G., Yilmazmis, F., Bengu, N., Gunes Dinc, N., Ileri, S., ... & Dirik, H. F. (2019). Role of job satisfaction and work environment on the organizational commitment of nurses: a cross-sectional study. *Contemporary nurse*, 55(4-5), 380-390.

Tetteh, E. N., & Attiogbe, E. J. K. (2019). Work–life balance among working university students in Ghana. *Higher Education, Skills and Work-Based Learning*, 9(4), 525–537. <https://doi.org/10.1108/HESWBL-08-2018-0079>

Tones, M., Pillay, H., & Fraser, J. (2010). The influence of demographics and work related goals on adaptive development for work related learning amongst private hospital employees. *Contemporary nurse*, 36(1-2), 143-158.

Utin, N. H., & Yosepha, S. Y. (2019). The model of employee performance. *International Review of Management and Marketing*, 9(3), 69.

Wang, E., Hu, H., Mao, S., & Liu, H. (2019). Intrinsic motivation and turnover intention among geriatric nurses employed in nursing homes: the roles of job burnout and pay satisfaction. *Contemporary nurse*, 55(2-3), 195-210.