



The Role of Job Satisfaction as Mediation on the Influence of Work Life Balance and Training on Job Performance

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

Aims: Human resource performance management is essential in supporting the achievement of organizational goals. This study examines the effect of work-life balance and training on work performance, with job satisfaction as a mediating factor and gender as a control variable. This research will provide insight into companies' policies and management of human resources.

Study Design: This research is quantitative research using a survey method. The research was conducted at the Indonesian Red Cross (PMI) Banyumas Regency from September to October 2023.

Methodology: The population in this study was 180 employees. The sample used was 119 employees, with sample takers using the purposive sampling method. The analytical tool used in this research is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. An outer model analysis technique was used to test the validity and reliability of the measurements

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used, followed by an inner model analysis technique to test the relationship between latent constructs and hypothesis testing.

Results: This research found that work-life balance and job satisfaction influence performance, but training does not influence performance. This research also found that training affected job satisfaction, but work-life balance did not affect job satisfaction. Even though training does not have a direct effect on performance, if it is mediated by job satisfaction, training will affect performance. In contrast, work-life balance has a direct impact on performance, but job satisfaction is not strong enough to mediate the relationship between work-life balance and performance. Apart from that, this research also found that gender as a control variable did not influence performance.

Keywords: Work-life balance; training; job satisfaction; job performance; human resource; employee performance; crucial tool.

1. INTRODUCTION

Human resources play an important role in the organization [1]. In this era of globalization, quality human resources are needed to support organizations in achieving their goals. Considering the important role of human resources, organizations need to pay attention to and maintain the quality of the performance of their human resources. Performance is the result of quality work by employees in carrying out the duties and responsibilities given to them [2]. According to Gibson [3], employee performance is influenced by three factors: individual factors, psychological factors, and organizational factors. In the context of this research, work-life balance, training, and job satisfaction are a combination of these three factors.

Work-life balance has become increasingly important in human resource management literature in recent years. Schermerhorn [4] define the concept of work-life balance as an individual's ability to find a balance between the demands of their job and their personal and family obligations. This shows that when an individual has good time management skills, he can fulfill his professional commitments and still have time for his personal and family life. If this balance is not achieved, tensions will arise across all responsibilities, and work effectiveness may be compromised. Research by Ingsih, et al. [5] and Susanto, et al. [6], found that work-life balance has an influence on performance, but this is contrary to the findings of Herlambang and Murniningsih [7], where work-life balance has no influence on performance.

Another factor that can influence performance is training. Training is a crucial tool in the further development of human resources. According to Milkovich and Boudreau [8], training is a systematic process aimed at changing

employees' behavior, knowledge, and motivation to improve the match between the employee's qualities and job requirements. Productivity gains are one advantage of holding training sessions [9]. This is supported by the findings of Abbas, et al. [10] and Mumakinah, et al. [11], which show that training has an influence on performance, but this is contrary to the findings of Ingsih, et al. [1] where training has no influence on performance.

Apart from that, another factor that can influence performance is job satisfaction. Job satisfaction is interesting because it has been proven to impact employees and organizations significantly [9]. According to Robbins and Judge [12], job satisfaction is an employee's positive feelings toward their work resulting from an evaluation of their characteristics. Job satisfaction has a moderate correlation with performance; employees who are satisfied with their jobs will be better able to perform the duties listed in their job descriptions [13]. This is supported by the findings of Abbas, et al. [10] and Ingsih, et al. [5] which show that job satisfaction has an effect on performance, but this is contrary to Bataineh's [14] findings where job satisfaction has no effect on performance. In this study, job satisfaction was also used as mediation. Job satisfaction as mediation is used to explain the indirect relationship between the independent variable, namely work-life balance, and training on the dependent variable, namely performance.

Gender is included as a control variable in this research to compare whether gender differences can influence employee performance. Artika, et al. [15] found a significant difference in the performance of male and female employees, suggesting that gender as a control variable also had an impact on performance. This is supported by the findings of Fathonah, et al. [16] and

Soelistyoningrum [17], but is different from the findings of Nurudin, et al. [18] where gender as a control variable has no influence on performance.

PMI (Indonesian Red Cross) Banyumas Regency is a national association active in social and humanitarian areas, such as helping victims of conflict and war, helping victims of natural disasters, helping with blood transfusion services, and providing community health services. To support organizational goals, PMI requires employees to perform well. The results of the preliminary survey show that there are employees who feel they are unable to achieve a balance between work and family life, while at PMI Banyumas Regency, most employees work in a shift system. Additionally, there is a perception that training is not evenly distributed across several departments; employee job satisfaction has not been measured because there has never been a job satisfaction survey at PMI Banyumas Regency. This research aims to investigate the influence of work-life balance and training on the performance of PMI Banyumas Regency employees through job satisfaction as mediation.

This research is important considering PMI Banyumas Regency's role in ensuring the safety of people's lives. It is hoped that this research can contribute to PMI Banyumas Regency's management of employee performance so that they can provide good services to the community. This research also contributes to expanding knowledge regarding human resource management, especially employee performance.

2. MATERIALS AND METHODS

2.1 Literature Review

Attribution theory, proposed by Heider in 1958, is a theory that explains how we consider people differently, depending on the meaning we attribute to certain behaviours. If we observe individual behaviour, we will consider whether internal or external factors cause the behaviour. Internal factors are factors that are still under the control of the individual, while external factors are factors that outside parties influence; a person is forced to behave in this way because of the existing situation [13]. Attribution theory will be used in this research because it is relevant to the study. Variables in this research, such as work-life balance, training and job

satisfaction, can be internal or external factors that influence a person's performance.

Work-life balance influences performance [6]. According to Greenhaus et al; Khateeb[19], work-life balance is the extent to which a person is equally involved and equally satisfied in their work and family roles. From the employee's perspective, work-life balance is how they can manage work obligations and personal/family responsibilities in a balanced way. Meanwhile, from an organizational perspective, work-life balance can create a company culture that supports employees to focus on their work while working [20]. Naithani; Susanto, et al. [6] argues that if an organization ignores the work-life balance of its employees, it will have an impact on organizational productivity and employee performance. This is supported by the findings of Ingsih, et al. [5] and Bataineh [14] that work-life balance influences performance. Therefore, the following proposition has been developed:

H1: Work-life balance has a positive and significant effect on performance

Training is proven to have an influence on performance [21]. According to Kasmir [22], training is an activity process that equips employees with competence, knowledge, and attitude. Investment in training is no less important than investment in equipment and capital [8]. In attribution theory, training combines internal and external factors in employees showing good performance. The internal factor within the employee is how they follow the training well and implement it at work. Meanwhile, external factors are how the organization can facilitate training that suits the needs of its employees. According to Hasibuan [23], holding training can shape and improve employee abilities and knowledge, so it is hoped that with more intense training, employee performance will improve. This is supported by the findings of Abbas, et al. [10] and Mumakinah, et al. [11] that there is an influence between training and performance. Therefore, the following proposition has been developed:

H2: Training has a positive and significant effect on performance

Koo, et al. [24] found that job satisfaction can influence performance. Job satisfaction is an emotional attitude that makes someone happy and loves their job [23]. According to Robbins & Judge [12], employees who feel satisfied with their life at work tend to show higher levels of

productivity. This is supported by the findings of Ingsih, et al. [5] and Susanto, et al. [6] that there is an influence between job satisfaction and performance. Therefore, the following proposition has been developed:

H3: Job satisfaction has a positive effect on performance

Work-life balance is proven to have an influence on job satisfaction [25]. According to Susi; Jyothi, et al. [26], the main factor that ensures that employees are satisfied with their work is balance in their work life. The relationship between personal life and work influences each other; for example, unpleasant work experiences will impact and be associated with problems in individual and family life. Conversely, happiness and achievement in individual or family life can arise when happiness in work is achieved and fulfilled [27]. Victoria, et al. [28] found that satisfaction at work can be obtained when an employee feels satisfaction and success in his family life. This is supported by the findings of Ingsih et al. [5] and Mercado [29] that there is an influence between work-life balance and job satisfaction. Therefore, the following proposition has been developed:

H4: Work-life balance has a positive effect on job satisfaction

Ingsih, et al. [1] found that training influence job satisfaction. Two-factor theory, also known as Herzberg's theory, bases job satisfaction on Maslow's hierarchy of needs formulation; job satisfaction will be achieved if a person's physiological and psychological needs are met. Psychological needs are a person's need to develop themselves [9]. Training is something that employees need in their self-development process; therefore, when these psychological needs are met, employee job satisfaction will emerge. This is supported by the findings of Abbas, et al. [10], Mumakinah, et al. [11], and Ingsih et al. [1], which show that there is an influence of training on job satisfaction. Therefore, the following proposition has been developed:

H5: Training influences job satisfaction

Haider, et al. [30] found that work-life balance can encourage employee performance through its influence on psychological well-being. Job satisfaction is one of the main components of

psychological well-being at work. Dousin, et al. [31] stated that employee satisfaction is influenced by how the organization is committed to their work-life balance, and employees with a good level of job satisfaction will tend to put more effort into working well in organizational development. This statement is supported by the findings of Ingsih, et al. [5] and Herlambang and Murniningsih [7], which show that job satisfaction can mediate the relationship between work-life balance and performance. Therefore, the following proposition has been developed:

H6: Job satisfaction can mediate the relationship between work-life balance and performance

Mumakinah, et al. [11] consider job satisfaction as a way to improve employee performance and conclude, based on their findings that job satisfaction can mediate the relationship between training and job performance. The training program provided can increase the level of job satisfaction which in turn increases the employee's ability to carry out their duties [32]. This is supported by the findings of Abbas et al. [10] and Halilintar and Sobirin [33], which show the relationship between training and performance through job satisfaction. Therefore, the following proposition has been developed:

H7: Job satisfaction can mediate the relationship between training and performance

Gender as a control variable can influence performance [16]. Two gender concept models provide a gender perspective in companies described by Broadbridge and Fielden [34]; the first is the equality model, which assumes that there is equality between men and women in their work. Second, the stereotypical model assumes that men and women in the workplace they will be grouped and given attributes that suit their characteristics. This is supported by the findings of Fathonah, et al. [16] and Sulistyoningrum [17], which show that gender as a control variable influences performance. Therefore, the following proposition has been developed:

H8: Gender as a control variable can influence performance

Based on the hypothesis formulation above, the framework for this research can be seen in Fig. 1.

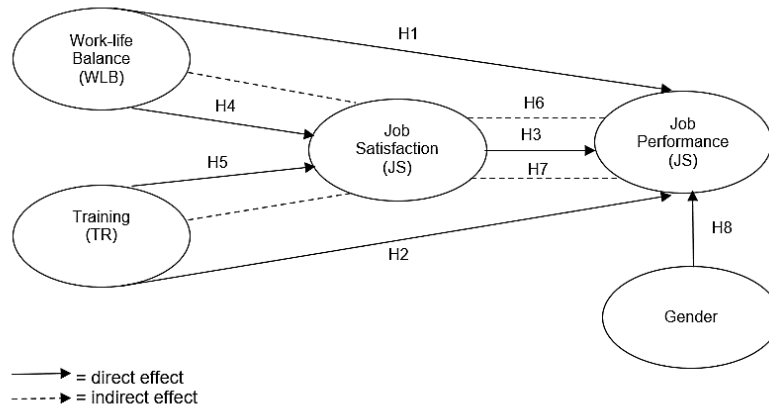


Fig. 1. Research framework

2.2 Methodology

This research is quantitative research using survey methods. Quantitative research is based on positivism, in order to study a certain population or sample, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses [35]. The population in this study consisted of permanent employees of the Indonesian Red Cross (PMI) Banyumas Regency, totaling 180 employees. The sampling method in this research used non-probability sampling with a purposive sampling technique. The criteria used were employees who had worked for at least six months and had attended training appropriate to their field of work, so the sample in this study was 119 employees.

Researchers used 36 scale items that were adapted from previous related research. The work-life balance variable uses a 5-item scale in the study of Aruldoss et al. (2020). Then, the training variable uses 11 items adopted from Abbad [36]. The job satisfaction variable uses a 12-item scale in the research of Aruldoss, et al. [37]. The performance variable uses an 8-item scale developed by William and Anderson [38]. These statements will be detailed on the appendix page.

In this study, data collection was carried out using a questionnaire because the data collected can measure the level of opinions, attitudes, and responses of respondents to the questions given by the researcher. In the questionnaire, respondents' answers were measured on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree".

The analytical tool used in this research is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach because PLS is able to describe latent variables (not directly measurable) and is measured using indicators [39]. The analysis technique used is as follows: outer model analysis technique to test the validity and reliability of the measurements used. The criteria used are: for indicator reliability, the loading indicator must be greater than 0.7. Furthermore, for convergent validity of the indicator, the AVE (Average Variance Extracted) value must be greater than 0.5. Then, for internal consistency reliability of indicators, the composite reliability value must be greater than 0.7. and for discriminant validity of indicators using the Fornell-Larcker criteria [40]. The next analysis technique is an inner model to test the relationship between latent constructs and hypothesis testing. The criteria used are as follows: the significance used is 5%, which means the p-value must be no greater than 0.05 and the t-statistic value must be greater than 1.96 [40].

3. RESULTS AND DISCUSSION

3.1 Results

This research was conducted on employees of the Indonesian Red Cross (PMI) Banyumas Regency with a research sample of 119 respondents. Table 1 shows the characteristics of the respondents are; 46.2% are men and 53.8% are women, 47% of employees are between 26 and 35 years old, 88.2% of employees are married, 52.9% of employees have a Diploma 3 (D3) education, 47.1% of employees have worked for over ten years and 72.3% of employees work on a shift system.

Table 1. Characteristics of respondents

Respondents	Frequency	Percentage
Gender		
Male	55	46.22%
Female	64	53.78%
Age		
<25 years	7	5.88%
26 s.d 35 years	56	47.06%
36 s.d 45 years	41	34.45%
46 s.d 55 years	13	10.92%
>55 years	2	1.68%
Marital Status		
Married	105	88.24%
Unmarried	14	11.76%
Education		
Junior high school	5	4.20%
Senior high school	23	19.33%
Diploma	63	52.94%
Bachelor	27	22.69%
Master	1	0.84%
Working Period		
<1 years	3	2.52%
1 s.d 5 years	27	22.69%
6 s.d 10 years	33	27.73%
>10 tahun	56	47.06%
Work Unit		
PMI Banyumas Regency Headquarters	7	5.88%
Kalibener Clinic	2	1.68%
Adhyaksa Clinic	21	17.65%
Sokaraja Clinic	9	7.56%
Blood donation unit (UDD)	80	67.23%
Working hours		
Shift	86	72.27%
Non-shift	33	27.73%

Table 2. Average score of respondents' responses

Variable	Indicators	Score	Variable	Indicators	Score
Work-life Balance (WLB)	WLB1	4.07	Job Satisfaction (JS)	JS3	3.94
	WLB2	4.08		JS4	3.82
	WLB3	3.99		JS5	3.79
	WLB4	4.08		JS6	3.95
	WLB5	4.11		JS7	3.95
Training (TR)	TR1	3.76	Job Performance (JP)	JS8	3.82
	TR2	3.76		JS9	3.58
	TR3	3.79		JS10	3.84
	TR4	3.89		JS11	3.86
	TR5	3.90		JS12	3.82
	TR6	3.66		JP1	4.20
	TR7	3.77		JP2	4.18
	TR8	3.80		JP3	4.17
	TR9	3.77		JP4	4.13
	TR10	3.72		JP5	4.03
	TR11	3.66		JP6	4.07
	JS1	4.02	JP7	4.23	
	JS2	4.12	JP8	4.29	

Table 2 shows the average score of respondents' answers. Respondents' perceptions of work-life balance, training, job satisfaction, and performance have an average score of 3.58 – 4.29, a fairly high score. Respondents felt they could achieve work-life balance at PMI Banyumas Regency. Even though the average score on the training and job satisfaction variables is not as high as on the work-life balance and performance variables, this is enough to show that employees feel the benefits of the training and sufficient job satisfaction at PMI Banyumas Regency.

Based on the results of the validation test on the questionnaire, two statement items have an outer loading value smaller than 0.7, namely TR6 (0.641) on the training variable and JS9 (0.566) on the job satisfaction variable. The steps then taken were to delete the two statement items and carry out the test a second

time, the test results of which are in Fig. 2 and Table 3.

Fig. 2 and Table 3 shows that all statement items for each variable have a value above 0.7, indicating that all statement items in this study are valid.

Based on the test results shown in Table 4, each research variable has an AVE value of more than 0.5, cronbach alpha value of more than 0.6, and a composite reliability value of more than 0.7. Thus, it can be concluded that all statement items used in this research are reliable.

The results of the Fornell Larcker test in Table 5 show that the AVE square root value for all variables is greater than the variable correlation value, so it can be concluded that all statement items used in this research are valid. value, so it can be concluded that all statement items used in this research are valid.

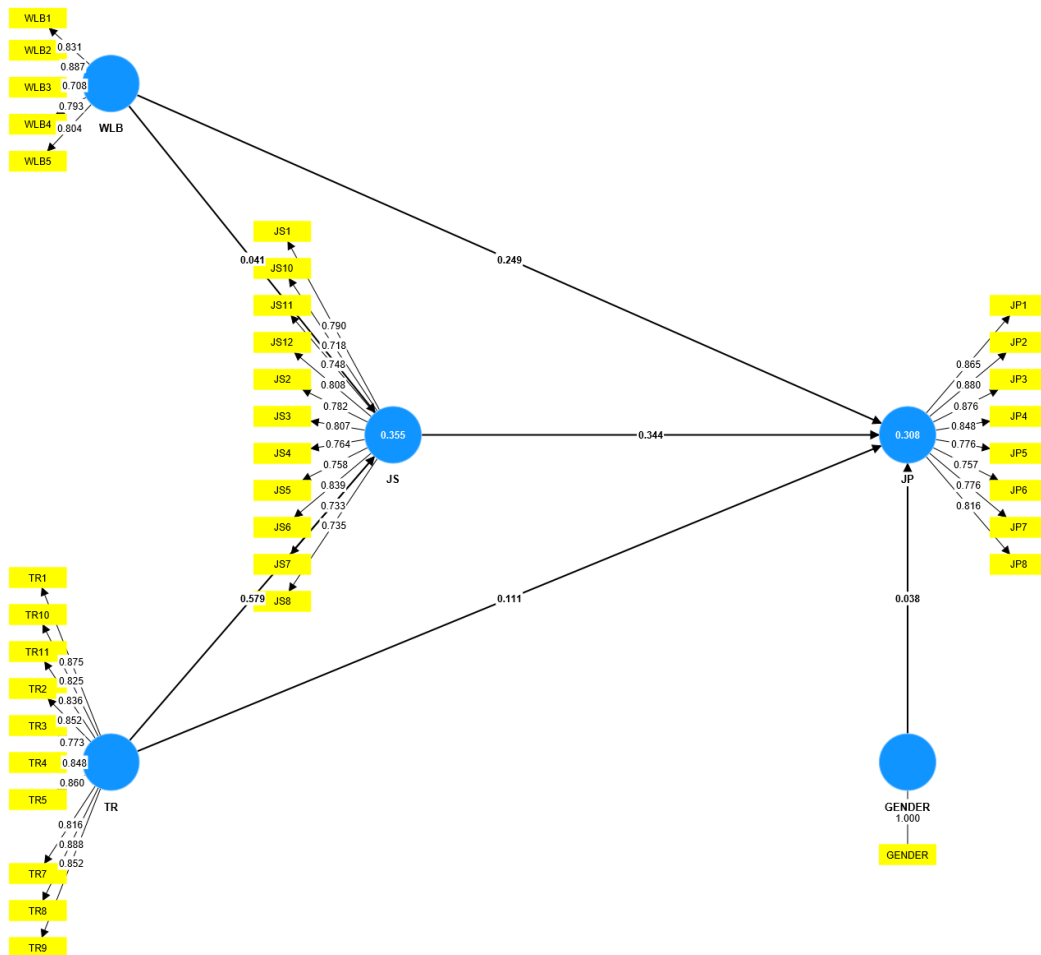


Fig. 2. Research model

Table 3. Outer model test results

	Gender	JP	JS	WLB	TR
Gender	1.000				
JP1		0.865			
JP2		0.880			
JP3		0.876			
JP4		0.848			
JP5		0.776			
JP6		0.757			
JP7		0.776			
JP8		0.816			
JS1			0.790		
JS2			0.782		
JS3			0.807		
JS4			0.764		
JS5			0.758		
JS6			0.839		
JS7			0.733		
JS8			0.735		
JS10			0.718		
JS11			0.748		
JS12			0.808		
WLB1				0.831	
WLB2				0.887	
WLB3				0.708	
WLB4				0.793	
WLB5				0.804	
TR1					0.875
TR2					0.852
TR3					0.773
TR4					0.848
TR5					0.860
TR7					0.816
TR8					0.888
TR9					0.852
TR10					0.825
TR11					0.836

Table 4. Measurement model test results

Variable	AVE	Cronbach Alpha	Composite Reliability
WLB	0.651	0.869	0.899
TR	0.711	0.955	0.959
JS	0.596	0.932	0.937
JP	0.682	0.933	0.933

Table 5. Discriminant validity-fornell larckel

Variable	WLB	TR	JS	JP
WLB	0,392	0,274	0,396	0,807
TR	0,418	0,603	0,843	
JS	0,467	0,774		
JP	0,826			

Table 6. Path coefficients test results

Hypothesis	Relationship	Original Sample	T Statistic	P-Value
Dirrect Effect				
H1	WLB → JP	0.249	2.996	0.003
H2	TR → JP	0.111	1.183	0.237
H3	JS → JP	0.344	2.887	0.004
H4	WLB → JS	0.041	0.477	0.633
H5	TRN → JS	0.579	8.903	0.000
Mediating Effect				
H6	WLB → JS → JP	0.014	0.430	0.667
H7	TR → JS → JP	0.199	2.670	0.008
Control Effect				
H8	Gender → JP	0.038	0.483	0.629

Table 7. R-square test results

	R-square	R-square Adjusted
JP	0.308	0.284
JS	0.355	0.344

Based on the results of the hypothesis test shown in Table 6, the significance value used for the t-statistic is 1.96 and the p-value is 0.05; a) H1 is accepted, work-life balance influences performance (t statistics $2,996 > 1.96$ and p-value $0.003 < 0.05$). b) H2 is rejected; training has no effect on performance (t statistic $1.183 < 1.96$ and p-value $0.237 > 0.05$). c) H3 is accepted, job satisfaction affects performance (t statistic $2.887 > 1.96$ and p-value $0.004 < 0.05$). d) H4 is rejected, work-life balance does not affect job satisfaction (t statistic $0.477 < 1.96$ and p-value $0.633 > 0.05$). e) H5 is accepted, and training affects job satisfaction (t-statistic $8.903 > 1.96$ and p-value $0.000 < 0.05$). f) H6 is rejected; job satisfaction cannot mediate the relationship between work-life balance and performance (t statistic $0.667 < 1.96$ and p-value $0.667 > 0.05$). g) H7 is accepted, job satisfaction can mediate the relationship between training and performance (t statistical value $2,670 > 1.96$ and p-value $0.008 < 0.05$). h) H8 is rejected; gender has no effect on performance (t statistic $0.483 < 1.96$ and p-value $0.629 > 0.05$).

The R-square test results shown in Table 7 show that the adjusted R-square value for the performance variable of 0.284, meaning that the work-life balance, training, and job satisfaction variables influence performance by 28.4%. The adjusted R-square value for the job satisfaction variable is 0.344, meaning that the work-life balance and training variables influence job satisfaction by 34.4%.

3.2 Discussion

The research results show that work-life balance influences employee performance. Mendis and Weerakkody [41] stated that maximum performance can be achieved if employees feel happy, and one source of happiness comes from family and personal life. The research results also prove that employees at PMI Banyumas Regency are able to implement work-life and family-life balance well. Apart from employee involvement in implementing work-life balance, PMI Banyumas Regency is, of course, still needed as an organization to foster a positive work environment and implement policies that make it easier for employees to achieve work-life balance. The results of this study are consistent with previous research by Ingsih, et al. [5], Bataineh [14], and Susanto, et al. [6].

The research results show that there is no relationship between training and employee performance. The average response to the training variable obtained a score of 3.66 – 3.90. Even though this score is quite good, PMI Banyumas Regency employees feel that the training provided has not been able to encourage them to show good performance. This can happen if the training provided is less relevant to employee training needs. The results of this study are in line with the findings of Ingsih, et al. [1] and Mundingsari, et al. [42].

The results of the research show that job satisfaction influences employee performance. This indicates that there is a moderate correlation between job satisfaction and performance, supporting the idea of Wibowo [13], who says that job satisfaction is a predictor of performance. Employees who have a high level of satisfaction will certainly produce better performance, in contrast to employees who have a low level of satisfaction. The results of the research show that PMI Banyumas Regency employees feel quite a lot of job satisfaction, with the average response being a score of 3.58 - 4.12. The results of this study are consistent with previous research by Abbas, et al. [10], Loan[43], Ingsih, et al. [5], and Mohamud [25].

The research results show that there is no relationship between work-life balance and job satisfaction. As can be seen again in Table 2, the highest average score for responses regarding job satisfaction is found in the statement (JS2), "I am happy with the work itself". So even though PMI Banyumas Regency employees can achieve work-life balance, this does not make them feel job satisfaction. The results of this research are in line with the findings of Endeka, et al. [44] and Maharani, et al. [45].

The research results show that training affects employee job satisfaction. Providing good training will increase employees' knowledge, skills and abilities; this will make them feel satisfied with their various jobs [1]. This is in line with Herzberg's job satisfaction theory which states that job satisfaction will be achieved if a person's desire to continue to develop as a psychological need can be fulfilled [9]. The results of this study are consistent with previous research by Ingsih, et al. [1] and Mumakinah, et al. [11].

The research results show that job satisfaction is unable to mediate the relationship between work-life balance and employee performance. This indicates that when work-life balance occurs, it is not always followed by an increase in performance when it is mediated by job satisfaction. This means that job satisfaction is not a strong mediator in the relationship between work-life balance and performance. The results of this research are in line with the findings of Pratiwi and Fatoni [46].

The research results show that job satisfaction can mediate the relationship between training and employee performance. Although training

has no direct effect on performance, it has an indirect relationship when mediated by job satisfaction. Employees with minimal skills will need help with doing their work well, which can cause dissatisfaction. To overcome this dissatisfaction, organizations can hold training so that employees can feel satisfaction when they can complete their tasks well [47]. The results of this study are consistent with previous research by Abbas, et al. [10] and Mumakinah, et al. [11].

The research results show that gender has no effect on employee performance. There is no significant difference between the performance of male employees and female employees. This is following Broadbridge and Fielden's [34] equality model, which states that men and women are equal in their work. The results of this study are in line with the findings of Nurudin et al (2023).

4. CONCLUSION

This research found that work-life balance and job satisfaction influence performance, but training does not influence performance. This research also found that training affected job satisfaction, but work-life balance did not affect job satisfaction. Even though training does not have a direct effect on performance, if it is mediated by job satisfaction, training will affect performance. In contrast, work-life balance has a direct impact on performance, but job satisfaction is not strong enough to mediate the relationship between work-life balance and performance. Apart from that, this research also found that gender as a control variable did not influence performance.

This research has practical and theoretical implications. Theoretical implications for the development of knowledge in the field of human resources, especially in organizational behavior. For practical implications for stakeholders in PMI Banyumas Regency, to create an environment that supports work-life balance, organize comprehensive training in all divisions according to needs, and pay attention to employee job satisfaction.

A limitation of this research is that there were indicators that were removed during the validity test, namely the training variable (TR6) and the job satisfaction variable (JS9), so it is hoped that in future research, the indicators used will be expanded. This research was conducted in the health sector, so it is recommended that further research be extended to other sectors to ensure

consistency of research results. Apart from that, after research, the work-life balance, training, and job satisfaction variables only have an Adjusted R-square value of 28.9%. Hence, the suggestion for further research is to add other variables that may have a significant influence on performance, such as leadership and work environment, compensation, and organizational commitment.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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APPENDIX

Variable	Statements	References
Work-life Balance (WLB)	WLB1: I have an adequate time to spend with the family even if I work WLB2: I have time sufficient time to take care of my family even if I work WLB3: I am not missing important social occasions even if I work WLB4: I can maintain my work and family with a proper schedule even if I work WLB5: I have enough time to take medical health checkups even if I work	Aruldoss et al. (2020)
Training (TR)	TR1: After attending the training, the quality of the work I do has improved TR2: After attending the training, I make fewer mistakes at work TR3: After attending the training, I do my work faster. TR4: After attending the training, my self-confidence has increased TR5: After attending the training, my motivation for working has improved TR6: After attending the training, the quality of the work I do has improved in tasks not related to the course TR7: I often make use of skills learned during training. TR8: After attending the training, I feel more receptive to changes TR9: I take advantage of opportunities to practice my newly acquired skills TR10: After attending the training, my workmates can learn from me TR11: I can remember well the course content	Abbad et al. (2004)
Job Satisfaction (JS)	JS1: I am satisfied with my responsibility JS2: I am happy about the work itself JS3: I get recognition in my work JS4: I find achievement in my job JS5: I get a fair promotion JS6: I am satisfied with the use of my ability JS7: I am satisfied with my family life because of my work JS8: I am happy with my job security provided JS9: I am satisfied with the working condition JS10: I am satisfied with the salary provided JS11: I am satisfied with the co-operation JS12: I am satisfied with the communication received from the superiors	Aruldoss et al. (2020)
Job Performance (JP)	JP1: Aquadetely complete the assigned duties well JP2: Fulfill responsibilities specified in job description JP3: Meets formal performance requirements of the job JP4: Enganges in activities that will directly affect	Williams and Anderson (1991)

Variable	Statements	References
	his/her performance evaluation JP5: Helps others who have been absent JP6: Help others who have heavy work loads JP7: Attendance at work is above the norm JP8: Gives advance notice when unable to come to work	

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