



## The Effect of Work-Life Balance, Employee Engagement and Training on Job Satisfaction and Employee Performance

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**Abstract:** The article on the influence of work-life balance, and employee engagement training on job satisfaction and employee performance is a scientific literature review article within the scope of human resource management science. This article aims to create a hypothesis regarding the relationship between factors, which can then be used for further research in the field of human resource management. Descriptive qualitative research methodology was used in this research. The data used in this research comes from previous research which is still relevant to this research. Data was obtained from reputable academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sprott journals. The results of this research are as follows: 1) Work-life balance influences job satisfaction; 2) Employee engagement influences job satisfaction; 3) Training influences job satisfaction; 4) Work-life balance influences employee performance; 5) Employee engagement influences employee performance; 6) Training influences employee performance; and 7) Job satisfaction influences employee performance.

**Keyword:** Employee Performance, Job Satisfaction, Work-Life Balance, Employee Engagement, Training

### INTRODUCTION

In an increasingly competitive and dynamic business world, job happiness and employee performance are two critical aspects that might influence an organization's success. Organizations that can foster a work climate that encourages and empowers people will have a big competitive advantage (Badrianto & Ekhsan, 2021). In this context, three key variables that are frequently identified as the primary predictors of job satisfaction and employee performance are work-life balance, employee engagement, and training. Each of these variables influences employees' work experiences and their ability to meet job expectations while maintaining their personal well-being.

Susanto, Soehaditama, et al (2023) stated that work-life balance is an increasingly important consideration in today's workplace. Today's employees seek not only adequate cash

compensation but also a balance between their professional and personal life. Employees who successfully balance their work and personal responsibilities are more likely to be satisfied, less stressed, and productive. Work-life balance requires temporal flexibility, a manageable workload, enough time for family and interests, and excellent stress management skills. Organizations that promote this balance will witness increases in job satisfaction and, consequently, employee performance. Employees who believe they have control over their time and can balance work obligations with personal responsibilities are more motivated and devoted to their jobs.

Employee engagement also has a significant impact on employee satisfaction and performance. Employees who are emotionally invested in the organization's goals and values are considered engaged. Active participation in decision making, effective communication, a sense of ownership, and feeling valued can all help to achieve this level of involvement. Employees that are engaged tend to be more productive, do higher-quality work, arrive on time, and show more initiative and innovation. Organizations that can foster a strong culture of employee engagement will experience considerable improvements in work satisfaction and overall performance (Riyanto, Pratomo, et al., 2017).

Employee training and development is the third most significant factor in determining job happiness and performance. Effective training ensures that people have the skills and information required to do their jobs properly. A training program's success is dependent on well-defined training needs, the quality of training materials, the competence of facilitators and instructors, and effective feedback and evaluation methods. When employees believe they have possibilities to learn and grow, they are more satisfied with their positions. Good training not only enhances individual competency, but it also instills confidence and readiness to tackle new challenges, resulting in increased production and performance (Sawitri et al., 2023).

Overall, work-life balance, employee engagement, and training are three interconnected pillars that strongly impact employee job satisfaction and performance. Organizations seeking to increase employee job satisfaction and performance must take a comprehensive approach that covers all three factors. Organizations can build a productive and well-being-promoting work environment by providing flexibility and support for work-life balance, encouraging employee involvement through participation and rewards, and providing relevant and quality training. The benefits of this approach extend beyond improved employee performance to better staff retention, higher loyalty, and, ultimately, the organization's long-term success. Based on the background of the problem above, the problem formulation is determined as follows: 1) Does work life balance affect job satisfaction?; 2) Does employee engagement have an effect on job satisfaction?; 3) Does training have an effect on job satisfaction?; 4) Does work life balance affect employee performance?; 5) Does employee engagement affect employee performance?; 6) Does training affect employee performance?; and 7) Does job satisfaction affect employee performance?.

## **METHOD**

Literature Examination In preparing the article, methodologies such as systematic literature review (SLR) and library research were used. The methods underwent qualitative evaluation, and their accessibility was verified through scientific web sources including Mendeley and Google Scholar. A systematic literature review (SLR) is a rigorous and methodical process that involves identifying, assessing, and examining all related research literature with the goal of answering a specific research question. When conducting qualitative analysis, it is important to apply the literature review consistently according to methodological assumptions. Investigative in nature, qualitative analysis is carried out primarily for this reason, (Ali, H., & Limakrisna, 2013).

## RESULTS AND DISCUSSION

### Results

Following are the research findings by considering the context and problem formulation:

#### Employee Performance

Employee performance refers to the success of an employee in carrying out the obligations and responsibilities given by the organization. This performance is usually evaluated based on effectiveness, efficiency, productivity, work quality, and contribution to organizational goals. Employee performance is influenced by several factors, including skills, knowledge, motivation, working conditions and managerial support (Bratha et al., 2023).

Indicators or dimensions contained in employee performance include: 1) Productivity: Employees are evaluated based on the amount of output they produce in a certain period of time; 2) Quality of Work: Employees are evaluated based on the level of thoroughness and thoroughness of their work; 3) Punctuality: Employees are evaluated based on their ability to complete tasks within deadlines; and 4) Initiative and Creativity: Employees are evaluated based on their ability to be proactive and find new or better ways to carry out tasks (Ridwan et al., 2020).

Employee performance variables have been studied by previous researchers, among others: (F. Saputra et al., 2023), (Sawitri & Hendayana, 2024), (Putra et al., 2021).

#### Job Satisfaction

Job satisfaction is a good attitude that employees have towards their work. This includes employees' opinions about the workplace, the work they complete, their relationships with coworkers and superiors, and the benefits they receive. High job satisfaction is often associated with higher productivity, loyalty, and lower turnover. Working conditions, remuneration, opportunities for advancement, recognition, and a healthy work-life balance are factors that influence employee satisfaction (Susanto et al., 2024).

Indicators or dimensions contained in job satisfaction include: 1) Salary and Benefits: Employees are evaluated based on their satisfaction with the financial and non-financial remuneration received; 2) Recognition and Rewards: Employees are evaluated based on the frequency and quality of positive feedback and praise they receive; 3) Career Development Opportunities: Employees are assessed based on their opportunities for advancement, training, and personal development; and 4) Relationships with Coworkers: Employees rate the quality of their social and professional contacts with coworkers (Maida et al., 2017).

The job satisfaction variable has been studied by previous researchers, among others: (F. Saputra et al., 2024), (Sudiantini & Saputra, 2022), (Susanto, Sawitri, & Susita, 2023).

#### Work Life Balance

Work-life balance refers to an individual's capacity to divide time and energy between professional and personal life in an equitable manner. This means that employees have enough time for things outside of work, such as family, recreation and self-development, without feeling burdened by work obligations. A good work-life balance improves mental and physical health while increasing employee happiness and productivity. Work flexibility, workload, management support, and company policies are elements that influence decisions (Susanto, Soehaditama, Febrian, et al., 2023).

Indicators or dimensions contained in work life balance include: 1) Working Time Flexibility: Employees are assessed based on their ability to have a flexible work schedule; 2) Reasonable Workload: Employees are evaluated based on the level of workload that allows them time for their personal lives; 3) Time for Family and Hobbies: Employees are evaluated based on their capacity to spend sufficient time with family and pursue hobbies; and 4) Stress Management: Employees are evaluated for their ability to manage work stress while maintaining mental health (Badrianto & Ekhsan,

2021).

The work life balance variable has been studied by previous researchers, among others: (Aliya & Saragih, 2020), (Yunita et al., 2023), (Hasan et al., 2020).

### Employee Engagement

Employee engagement refers to an employee's level of commitment, passion, and involvement in their job and company. Engaged employees are usually very dedicated, proactive, and have a strong sense of belonging to the company. Surveys are often used to assess employee engagement, including motivation, work relationships, communication, and opportunities to participate. Employee engagement is influenced by several factors, including the work environment, company culture, leadership, and career development opportunities (Yandi & Bimaruci Hazrati Havidz, 2022).

Indicators or dimensions contained in employee engagement include: 1) Participation: Employees are assessed based on their active participation in the decision-making process and their contribution to innovation; 2) Communication: Employees are assessed based on the quality of communication between themselves and management, as well as between co-workers; 3) Sense of Belonging: Employees are evaluated based on their belief that they are an important part of the organization; and 4) Feeling Valued: Employees are evaluated based on how much they feel recognized and appreciated for their contributions (Susanto & Sawitri, 2022).

Employee engagement variables have been studied by previous researchers, among others: (Riyanto, B, et al., 2017), (Susanto, 2022), (Unwanullah, 2023).

### Training

Training is a systematic procedure that improves an individual's skills, knowledge and competencies, thereby enabling them to carry out their work and obligations more successfully. Technical skills, leadership development, time management, and communication skills are some of the themes that may be addressed in training programs. Effective training not only improves individual performance, but also helps organizations achieve their goals. Training needs analysis, training methodology, evaluation of training results, and management support are important variables to consider (Riyanto, Yanti, et al., 2017).

Indicators or dimensions contained in training include: 1) Training Needs: Training programs are assessed based on how well training needs related to company and employee goals are identified; 2) Quality of Training Materials: The relevance and superiority of training content is used to determine its quality; 3) Facilitator or Instructor: The facilitator's skills and experience are evaluated based on his or her ability to present the training material well; and 4) Input and Evaluation: Training programs are evaluated based on participant input and effectiveness (Adhi & Aima, 2021).

Training variables have been studied by previous researchers, among others: (Mayangsari & Nawangsari, 2019), (Eko Santoso & Moeins, 2019), (Christian et al., 2022).

### Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Aliya & Saragih, 2020)	Work life balance and the work environment influence employee job satisfaction at PT Telkom Regional	The influence of work life balance on job satisfaction	The influence of the work environment on employee job satisfaction	H1

Division III West Java					
2.	(Susanto, Sawitri, & Suroso, 2023)	Motivation, career development and employee involvement influence employee performance and job satisfaction	The effect of employee involvement on job satisfaction	The influence of motivation and career development on employee performance	H2
3.	(AR et al., 2022)	Competence, training and work experience influence job satisfaction and employee performance	The effect of training on job satisfaction	The influence of competency and work experience on employee performance	H3
4.	(Arfandi & Kasran, 2023)	Work life balance and leadership style influence employee performance	The influence of work life balance on employee performance	The influence of leadership style on employee performance	H4
5.	(Susanto, Syailendra, et al., 2023)	Job satisfaction, employee involvement and leadership influence employee motivation and performance	The effect of employee involvement on employee performance	The influence of job satisfaction and leadership on employee performance	H5
6.	(Ulfah & Nilasari, 2023)	Employee Training and Motivation influences Employee Performance through Employee Engagement	The effect of training on employee performance	The influence of employee motivation on employee engagement	H6
7.	(Pusparani et al., 2021)	The work environment and job satisfaction influence organizational commitment and employee performance	The influence of job satisfaction on employee performance	The influence of the work environment on organizational commitment	H7

## Discussion

Based on the findings above and previous research, the research discussion is formulated as follows:

### The Effect of Work Life Balance on Job Satisfaction

Work-life balance has a major impact on employee job satisfaction, and includes factors such as time flexibility, realistic workload, time for family and hobbies, and stress management. Work time flexibility allows employees to adapt work schedules to their personal demands, increasing feelings of autonomy and control over their time. Employees who can schedule their work around family obligations or personal activities report higher job satisfaction because they are less hampered by time constraints. This flexibility also contributes to reduced absenteeism rates and higher productivity as employees feel valued and trusted by the company.

A reasonable workload is also important to maintain work-life balance. Employees who have a balanced workload will most likely be able to balance their professional and personal lives. When burdens can be managed, employees can carry out their work more efficiently without sacrificing personal or family time. This has a good impact on job satisfaction because employees believe their duties can be managed well without experiencing excessive fatigue and boredom. An appropriate workload also allows employees to focus more and work better, thereby improving work quality and satisfaction with results.



Time spent with family and hobbies are other important aspects of work-life balance. Employees who have more time to spend with family or pursuing their interests tend to do better emotionally and mentally. These activities reduce stress and increase personal satisfaction, both of which have a direct influence on job satisfaction. When individuals feel happy and joyful outside of work, they tend to bring that positive attitude to the workplace, which improves relationships with coworkers and teamwork.

Stress management is also important in maintaining work-life balance. Employees who can handle stress effectively will be more productive and satisfied with their work. Relaxation, meditation and exercise are stress management practices that can help employees deal with work pressure while maintaining their mental health. Employees who do not experience high levels of stress have a more positive attitude towards their work and feel more valued by the company, thereby increasing overall job satisfaction.

All components of work-life balance have a direct impact on various levels of job satisfaction. Employees will be more satisfied with compensation and benefits when they have time flexibility and realistic workloads, because they believe that the incentives they receive are commensurate with the effort they put in. Employees who can work optimally without experiencing undue stress are more likely to receive recognition and appreciation. award. Employees who maintain a healthy work-life balance are more likely to pursue career advancement opportunities because they have the energy and time to participate in training and development. Lastly, interactions with coworkers improve when employees are less stressed and have more time to develop good interpersonal relationships. Thus, a strong work-life balance fosters a supportive and enjoyable work environment, thereby increasing overall job satisfaction.

Work life balance influences job satisfaction, this is in line with research conducted by: (A. C. W. Wijaya & Dewi, 2017), (Harini et al., 2020), (Aliya & Saragih, 2020).

### **The Effect of Employee Engagement on Job Satisfaction**

Employee engagement has a substantial impact on job satisfaction, which includes factors like participation, communication, a sense of belonging, and feeling valued. Employees who actively participate in work processes and decision-making are more likely to feel attached to the organization. High participation allows employees to voice their ideas, which not only boosts their sense of ownership but also makes them feel like they are contributing to the company's success. Employees who believe their opinions are appreciated and considered in decision making are more likely to be satisfied with their jobs. Effective communication between employees and management is also vital for employee engagement. Employees benefit from open and transparent communication, which keeps them informed about corporate goals, policy changes, and other developments. Employees who have access to useful information are more likely to feel comfortable and engaged in their jobs. Furthermore, effective communication reduces misconceptions and problems in the workplace, ultimately enhancing relationships between coworkers and managers. Effective communication also allows management to deliver constructive criticism to staff, which helps them improve their performance.

A sense of belonging is another critical component of employee engagement. Employees who believe they are a vital part of the business and that their work has a meaningful impact are more likely to feel proud and loyal to the company. This sense of belonging inspires people to work more and contribute more effectively, which leads to increased job satisfaction. Employees that feel like they are truly a part of the organization are more committed and eager to stay with the company longer. Feeling appreciated is the final critical component of employee engagement that influences job happiness. Employees that feel valued for their contributions have increased motivation and morale. Rewards can take numerous forms,

including public acknowledgment, bonuses, and greater responsibility. When employees feel appreciated, they are more likely to be content with their jobs, including compensation and benefits. Employees' sense of worth increases as a result of the organization's recognition and rewards, which eventually strengthens their relationship with management.

Employee engagement increases career development prospects. Engaged employees are more likely to seek out opportunities to learn and grow. They are more likely to participate in company-sponsored training and development programs. Clear and tangible professional development possibilities boost job satisfaction because employees believe they have a clear path to growth and expertise.

Furthermore, when employees feel included and appreciated, their connections with coworkers improve. Employees who feel like they are part of a strong team and have positive relationships with their coworkers are more likely to be satisfied with their jobs. Strong collaboration and cooperation among coworkers fosters a helpful and harmonious workplace environment, which is critical for job satisfaction. Overall, employee engagement, which includes participation, excellent communication, a sense of belonging, and feeling valued, has a strong beneficial effect on job satisfaction. This not only increases employee well-being but also boosts organizational performance. Engaged and satisfied employees are more productive, innovative, and loyal, which benefits the organization in the long run.

Employee engagement influences job satisfaction, this is in line with research conducted by: (Syafitri & Iryanti, 2022) and (Nugroho & Ratnawati, 2021).

### **The Effect of Training on Job Satisfaction**

Training has a substantial impact on employee job satisfaction, particularly in terms of training requirements, training material quality, facilitators and instructors, input, and evaluation. Properly recognized training needs guarantee that training programmes are relevant to job requirements and employee needs. Employees feel more competent and secure in their work when they believe the training they get satisfies their needs and assists them in gaining the necessary abilities. This promotes job satisfaction since employees believe the organization is concerned about their professional progress.

The quality of training materials is also a significant determinant in job satisfaction. Employees benefit from well-designed and relevant training materials that provide them with knowledge and skills that they can apply in their daily work. When employees see the practical value of the training they receive, they believe their time and effort was worthwhile. This not only promotes work productivity but also delivers a sense of personal success and fulfillment, which boosts overall workplace satisfaction. Competent facilitators and instructors are critical to the effectiveness of training. Experienced and knowledgeable facilitators may present content in an engaging and easy-to-understand manner while also answering questions and providing further insights. Positive learning experiences with skilled facilitators promote employee motivation to learn and grow. Employees who believe they have received enough direction and support throughout training are more likely to feel appreciated and supported by the organization, which boosts job satisfaction.

Another key component is feedback and evaluation after training. Companies that allow employees to submit feedback on training programs can identify areas for improvement and guarantee that future training is more successful. Evaluations conducted following training can aid in determining the course's success and impact on employee performance. When employees realize that their feedback is respected and that there is genuine follow-up to the review, they feel more involved and valued by the firm. This promotes job satisfaction because employees believe their views are heard and their efforts are acknowledged. Employees who receive effective training have more opportunities for professional advancement. Employees who improve their skills and knowledge are better prepared to take on more tasks and advance their

careers within the organization. Opportunities to grow and flourish in a profession boost motivation and job satisfaction because employees believe they have a clear and promising future with the firm.

Training can also help to strengthen relationships with coworkers, particularly if it involves work teams or collaboration. Employees who attend combined training have the opportunity to strengthen relationships and increase teamwork. Positive and collaborative working connections help to create a supportive and harmonious work environment, which is crucial for job satisfaction. Overall, effective training with adequate needs, relevant materials, competent facilitators, and fair evaluation has a considerable beneficial impact on employee work satisfaction. This increases feelings of appreciation, broadens career development opportunities, strengthens relationships with coworkers, and boosts satisfaction with rewards and recognition received, all of which contribute to employee well-being and productivity, as well as the company's long-term success.

Training influences job satisfaction, this is in line with research conducted by: (Susanto, Soehaditama, & Benned, 2023) and (FoEh & Papote, 2021).

### **The Effect of Work Life Balance on Employee Performance**

Work-life balance has a substantial impact on employee performance, which includes factors such as productivity, job quality, timeliness, initiative, and originality. Working time flexibility enables employees to tailor their work schedules to their personal needs, reducing stress and improving well-being. Employees who successfully manage their job and personal life are more focused and enthusiastic at work. This has a direct impact on production since individuals who are not burdened by personal issues or exhaustion are more efficient and create greater output.

A suitable workload is another crucial factor in work-life balance. Employees who have a balanced workload may not only do their jobs without feeling overwhelmed, but they also have the time and energy to guarantee that their work is of excellent quality. When the workload is too excessive, employees rush to complete their jobs, which might lower the quality of work. A moderate workload, on the other hand, permits employees to be more careful and detailed in their job, resulting in higher work output quality. Time spent with family and hobbies is equally vital for increasing employee performance. Employees who have ample time to spend with family or pursue hobbies are more likely to be emotionally and mentally well. These hobbies not only serve to relieve tension, but they also bring a high level of personal enjoyment. Employees that are content in their personal lives bring this positive energy to the office, which leads to higher productivity and work quality. Furthermore, a healthy work-life balance allows people to rest and recuperate properly, which is essential for sustaining high levels of energy and focus.

Stress management is another critical aspect of work-life balance that influences employee performance. Employees who can manage stress effectively are more resilient to pressure and can tackle work issues calmly. Well-managed stress not only improves work completion time, but also motivates people to be more innovative and creative. Employees with less stress have more mental space to think creatively and take initiative at work. Work-life balance has a significant impact on employee performance, particularly in terms of initiative and inventiveness. Employees who believe they have good time management skills and are not burdened with excessive tasks are more likely to take the initiative and submit innovative ideas. A work environment that promotes work-life balance allows individuals to experiment and discover creative ideas, thereby increasing the organization's overall performance.

Overall, a healthy work-life balance which includes time flexibility, a realistic workload, time for family and hobbies, and appropriate stress management helps to boost employee productivity, work quality, punctuality, initiative, and creativity. Thus, firms that



encourage employee work-life balance increase not just individual employee well-being but also organizational performance. Employees who believe they can manage their work and personal life are more motivated, productive, and creative, which benefits the organization in the long run.

Work life balance influences employee performance, this is in line with research conducted by: (Arfandi & Kasran, 2023) and (Badrianto & Ekhsan, 2021).

### **The Effect of Employee Engagement on Employee Performance**

Employee engagement is critical to boosting employee performance in a variety of areas, including productivity, job quality, timeliness, initiative, and innovation. Employees' active engagement in decision-making and job execution fosters a sense of ownership and responsibility for their work. When employees believe their opinions are heard and their ideas are acknowledged, they are more excited and motivated to work hard. High participation promotes employees' sense of engagement with the firm, which boosts productivity. Employees who feel actively involved perform more effectively and generate higher-quality results.

Effective communication between employees and management is also essential for enhancing employee performance. Employees benefit from open and honest communication, which helps them comprehend the organization's aims and expectations. This allows them to better align their job with company goals and perform more efficiently and on time. Furthermore, good communication enables employees to receive continual constructive feedback, which helps them improve performance and handle problems more rapidly. Employees who believe they are receiving accurate information and can interact successfully with management are more likely to improve the quality of their work.

A sense of belonging is another important component of employee engagement that has a favorable effect on performance. When employees believe they are a significant part of the organization and that their efforts are valued, they are more likely to feel pride and responsibility for their work. This sense of belonging inspires employees to perform harder and with higher quality. Employees that feel truly a part of the organization are more committed to producing good results and meeting deadlines. Feeling appreciated is the final component of employee engagement that is critical for enhancing performance. Employees that feel valued for their contributions have increased motivation and morale. Employee morale is significantly boosted by management rewards and recognition, which might take the form of public praise, bonuses, or career advancement chances. Employees that feel valued are more likely to take initiative and be creative, because they feel comfortable and supported to experiment and submit new ideas. This high level of initiative and creativity is required for innovation and process improvement, which, in turn, improves the organization's overall performance.

Overall, employee engagement, which involves participation, good communication, a sense of belonging, and feeling valued, improves employee performance significantly. Engaged employees are more productive, generate higher-quality work, fulfill deadlines on time, and demonstrate greater initiative and innovation. Companies that successfully build work environments that promote employee engagement increase not only employee well-being and satisfaction, but also organizational performance and long-term success. Employees who feel involved and appreciated are more dedicated and inspired to do their best in the workplace, which benefits the organization in a variety of ways.

Employee engagement influences employee performance, this is in line with research conducted by: (Eka & Anik, 2020), (Ambarwati et al., 2023), (Nugroho & Ratnawati, 2021).

### **The Effect of Training on Employee Performance**

Effective training has a substantial impact on employee performance in areas such as productivity, work quality, timeliness, initiative, and originality. Accurately identifying

training needs ensures that training programs are tailored to individual skills gaps and employment demands. Employees are more likely to benefit immediately from training that is focused on real-world needs. They can use new skills and information to boost their work efficiency and productivity. Employees who believe the training is applicable to their tasks are more motivated and focused, which improves overall performance. Employee performance is also influenced by the quality of training materials. Training materials that are well-designed, structured, and relevant make it easier for employees to comprehend new concepts and use them in their regular job. Employees' work quality can be considerably improved when training materials are simple to learn and apply. They are better able to accomplish jobs more accurately and effectively, which boosts overall productivity. Good training materials also encourage employees to continue learning and improving their abilities, which is critical for innovation and long-term career growth.

Facilitators and instructors play important roles in training as well. An competent and educated facilitator can provide training material in an interesting and easy-to-understand manner while also answering questions and providing vital extra information. Positive learning experiences with skilled facilitators promote employee motivation to learn and grow. Employees who feel encouraged by facilitators are more confident in using their new abilities, which increases the quality and productivity of their work. Effective facilitators can also motivate employees to take the initiative and be more creative at work. Feedback and evaluation following training are also crucial factors that influence employee success. Companies that allow employees to submit feedback on training programs can identify areas for improvement and guarantee that future training is more successful. A thorough evaluation also aids in determining the effectiveness of training and its impact on employee performance. Employees feel more involved and appreciated by the organization when they perceive that their feedback is acknowledged and that the evaluation is followed up on. This boosts their incentive to use new talents and strive for better performance.

Quality training not only boosts productivity and work quality, but also improves employee punctuality, initiative, and creativity. Employees who have been well-trained may finish their responsibilities more quickly and on schedule because they have the skills and knowledge required for efficient work. Furthermore, training that promotes creativity and innovative thinking empowers employees to take the initiative and suggest new ideas for improving work processes and producing novel solutions. Thus, effective and high-quality training is critical to increasing overall employee performance and the organization's long-term success.

Overall, training that includes suitable training needs, high-quality materials, skilled facilitators, and effective feedback and evaluation has a considerable beneficial impact on employee performance. Employees who feel encouraged and valued through successful training are more productive, generate higher-quality work, meet deadlines on time, and exhibit greater initiative and creativity. This not only increases individual employee performance, but it also helps the company's long-term success and growth.

Training influences employee performance, this is in line with research conducted by: (Sulaefi, 2017), (Syahputra & Tanjung, 2020), (Marjaya & Pasaribu, 2019).

### **The Effect of Job Satisfaction on Employee Performance**

Job happiness has a substantial impact on employee performance, including productivity, work quality, timeliness, initiative, and originality. Competitive pay and benefits are critical components in enhancing job satisfaction. Employees who believe they are adequately compensated for their efforts are more motivated and dedicated to their jobs. Employees that feel monetarily appreciated are more likely to work harder and achieve higher-quality products, increasing total productivity. Adequate compensation and benefits also

alleviate financial concerns, allowing employees to focus more on their jobs. Recognition and awards are also key factors in improving job happiness. Employees that are recognized for their accomplishments feel appreciated and vital to the organization. Rewards, whether in the form of praise, bonuses, or promotional possibilities, can significantly enhance morale. Employees that feel recognized are more likely to do high-quality work and seek to constantly improve their performance. Employees are also more motivated to work on time and take initiative in their jobs when they know their efforts will be noticed and rewarded.

Career advancement opportunities are another aspect that influences employee work satisfaction and performance. Employees that see a clear career path within the firm believe they have a bright future. The ability to participate in training, learn new abilities, and advance through the ranks adds incentive to work harder and smarter. Employees who have prospects for advancement are more imaginative and creative at work because they feel supported to try new ideas and take calculated risks. Good career development also improves employee retention, which contributes to the stability and sustainability of organizational performance.

Relationships with coworkers are also an essential factor in job happiness and employee performance. Employees are more successful and efficient when they work in a supportive and pleasant setting. Employees who have positive relationships with their coworkers are more likely to feel comfortable and inspired to come to work every day. Positive connections with coworkers foster a sense of community and reciprocity, which promotes the fulfillment of common goals. Employees that feel encouraged by their team are more productive, produce higher-quality work, and complete their assignments on schedule.

Overall, job satisfaction, which includes competitive compensation and benefits, proper recognition and awards, clear career growth prospects, and great working relationships, has a major beneficial impact on employee performance. Employees that are content with their jobs are more productive, generate higher-quality work, meet deadlines more consistently, and exhibit greater initiative and innovation. Organizations that prioritize employee job satisfaction not only increase individual employee performance, but also foster a more positive and productive work environment, contributing to the company's long-term success. Employees who are satisfied are more likely to be devoted to the firm, work joyfully, and seek out new methods to contribute optimally to organizational goals.

Job satisfaction influences employee performance, this is in line with research conducted by: (I. K. Wijaya, 2018) and (Fauzi et al., 2022).

### Conceptual Framework

A conceptual framework has been established based on research findings, previous investigations, and the above-mentioned discourse:

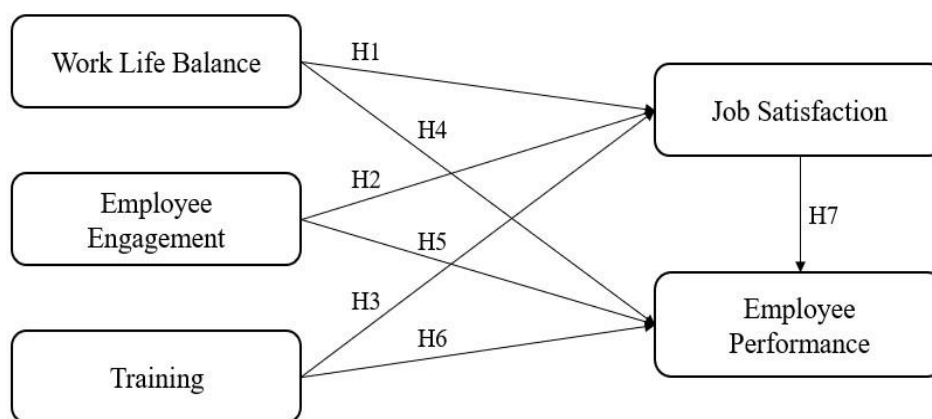


Figure 1. Conceptual Framework

Based on Figure 1 above, work life balance, employee engagement and training influence job satisfaction and employee performance. However, apart from work life balance, employee engagement and training which influence job satisfaction and employee performance, there are other variables that influence it, including:

- 1) Workload: (Ali et al., 2022), (Sari & Ali, 2022), (Putri et al., 2023), (Lubis & Nurhayati, 2020).
- 2) Organization Culture: (Putri et al., 2023), (R. F. A. Saputra et al., 2021), (Susanto, Sawitri, & Susita, 2023).
- 3) Work Environment: (Kasman & Ali, 2022), (Nurdianah & Ali, 2023), (F. Saputra et al., 2023).

## CONCLUSIONS

Based on the problem formulation, results and discussion above, the conclusions of this research are:

1. Work life balance influences job satisfaction;
2. Employee engagement influences job satisfaction;
3. Training influences job satisfaction;
4. Work life balance influences employee performance;
5. Employee engagement influences employee performance;
6. Training influences employee performance;
7. Job satisfaction influences employee performance.

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