The Influence of Human Resource Quality and Work-Life Balance on Employee Performance with Job Satisfaction as a Moderating Variable at BPJS Ketenagakerjaan Branch Offices in Medan Raya

Juliani Delima Rumahorbo[1], Kiki Farida Ferine[2]
Universitas Pembangunan Panca Budi, Indonesia
*Correspondence Email: kikifarida@dosen.pancabudi.ac.id

Abstract
This research aims to see the direct and indirect influence between the variables of human resource quality, work-life balance, performance and job satisfaction. This type of research uses quantitative, this research was conducted at BPJS Employment Branch Offices throughout Medan Raya. The population of this study was 132 employees and the sample used was the entire population using a saturated sampling technique. The data source used is a primary data source and data collection was carried out by distributing questionnaires. The research model used is phat analysis with smart PLS version 3.3.3. as a research measuring tool. The results of this research are that the Quality of Human Resources has a positive and significant effect on Employee Performance with an original sample value of 0.593 and a P value of 0.000. This means that the quality of human resources has a positive influence on the company and the quality of human resources influences the company's performance significantly. Work-life balance has a positive and insignificant effect on employee performance with an original sample value of 0.041 and a p value of 0.698. This means that Work Life Balance is not able to improve employee performance for the company. Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.590 and a P value of 0.000 Job Satisfaction is able to moderate the influence of Human Resource Quality on Employee Performance indirectly with the original sample result being 0.277 and p value 0.013. This means that job satisfaction is an intervening variable because it can influence HR quality on employee performance indirectly. Job Satisfaction is able to moderate the influence of Human Resource Quality on Employee Performance indirectly with an original sample value of 0.159 and a p value of 0.168. This means that job satisfaction is an intervening variable that is unable to influence Work Life Balance on employee performance indirectly.

Keywords: quality of human resources, work-life balance, performance and job satisfaction.

INTRODUCTION

An organization has several interrelated and influential factors in carrying out activities to achieve its goals. One of these important factors is human resources that can optimize organizational activities. Therefore, human resource management is considered very important in a company besides capital. Because human resource management is to get reliable employees who are able to carry out their duties properly and responsibly, this can increase the effectiveness and efficiency of the organization in achieving its goals quickly.

Improving the quality of human resources is an absolute and most important prerequisite for achieving national development goals. The goal of national development is a sustainable development effort that covers the entire life of society, nation and state that is comprehensive, directed, integrated, gradual, and sustainable. In addition, it spurs the increase in national capabilities in order to realize a life that is parallel and equal to other more advanced nations, by improving the quality of human resources. One effort to improve

The Influence of Human Resource Quality and Work-Life Balance on Employee Performance with Job Satisfaction as a Moderating Variable at BPJS Ketenagakerjaan Branch Offices in Medan Raya
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

the quality of human resources is through education, which can be realized through formal education in schools.

According to Schermerhorn in Ganaphati, (2016) Work-life balance is a person's ability to balance the demands of work with personal and family needs. Creating and maintaining employee job satisfaction is an effort that has a major impact on the sustainability of the company. Kanwar et al. in Rondonuwu et al., (2018) satisfied employees will have a positive impact on the company, such as increasing efficiency and productivity. As an effort to increase job satisfaction, companies should implement work-life balance, this is very important to realize that employees not only face roles and problems at work, but also outside of their work.

According to Lockwood in Iswardani et al., (2019) work-life balance is a balance between two individual demands where the demands are the demands of work and the individual's personal life in the same circumstances. Singh and Khanna in Pangemanan et al., (2017) state work-life balance as a broad concept that involves setting the right priorities between work on the one hand and life (leisure, family, spiritual development) on the other. Most individuals when they enter the world of work lose balance in their lives. It is very important in an organization and in an employee's personal life if both roles in the organization and outside the organization support each other where there is no conflict in work life or in the role of the employee.

Leohr in Megaster et al., (2021) work-life balance is described as standing with both hands outstretched on both sides, work life on one side is balanced with personal life on the other side or a series of scales with career on one side and personal on the other side and can make both balance each other. Research conducted by (Junaidin, 2019) related to work-life balance with job satisfaction showed significant positive results between the work-life balance variable and employee job satisfaction. Likewise, according to Megaster (2021) work-life balance work has a positive and significant effect on employee job satisfaction.

A person at work will feel happy with his work if he gets job satisfaction that is in accordance with what he expects. When job satisfaction is achieved, employees will try their best to contribute to the company where this greatly influences the achievement of the company's targets and goals. According to Davis and Newstrom in Sinambela, (2016) employee job satisfaction is employee job satisfaction is the feeling that employees have about whether their work is pleasant or unpleasant. Job satisfaction reflects a person's feelings about their work. Therefore, satisfaction in a company is very important, because basically every individual has a varying level of satisfaction and according to the characteristics that apply to him. When employees feel satisfied and comfortable with the climate or conditions of their work, employees will provide work results or achievements that can bring opportunities for the success of the company.

Job satisfaction is the most dominant factor in determining the success or failure of a company's activities, good job satisfaction can create high work morale, dedication, and work discipline. Company activities involving human resources will be related to wages or salaries received by employees, career development opportunities, relationships with coworkers, job placement, organizational structure and quality of supervision.

**The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya**
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

Employee performance is considered to be able to influence the achievement of the company's vision and mission, because it measures how much they give positive work results to the company. Positive employee performance can be achieved if the company can identify the factors that influence employee performance. According to Kasmir (2016), the factors that influence performance, both work results and behavior, are as follows: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. Through these performance factors, it can be concluded that job satisfaction and work motivation are factors that influence performance. And also supported by the results of previous research conducted by Narulita and Charina (2020), stating that the results of the study showed that job satisfaction and work motivation simultaneously influenced employee performance.

Based on the description above, the researcher is interested in conducting research with the title The Influence of Human Resource Quality, Work-Life Balance on Employee Performance with Job Satisfaction as a Moderating Variable at BPJS Employment Branch Offices throughout Medan Raya.

Formulation of the problem

1. Does Human Resource Quality Have a Positive and Significant Influence on Employee Performance at BPJS Ketenagakerjaan Branches in Medan Raya?
2. Does Work-Life Balance have a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Branches in Medan Raya?
3. Does job satisfaction have a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya?
4. Does Human Resource Quality have a positive and significant effect on employee performance with job satisfaction as a moderating variable at BPJS Ketenagakerjaan Branches throughout Medan Raya?
5. Does work-life balance have a positive and significant effect on employee performance with job satisfaction as a moderating variable at BPJS Ketenagakerjaan Branches throughout Medan Raya?

Research purposes

1. To find out and analyze the influenceHuman Resource Quality on Employee Performance at BPJS Employment Branches in Medan Raya.
2. To find out and analyze the influenceWork-life Balance on Employee Performance at BPJS Employment Branches in Medan Raya.
3. To find out and analyze the influenceJob satisfaction has a positive and significant effect on employee performance at BPJS Employment Branches throughout Medan Raya.
4. To find out and analyze the influenceHuman Resource Quality on Employee Performance with job satisfaction as a moderating variable at BPJS Employment Branches throughout Medan Raya.

The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

5. To find out and analyze the influenceWork-life Balance on Employee Performance with job satisfaction as a moderating variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

LITERATURE REVIEW
Quality of human resources

According to Robbins (2015) said that the quality of human resources can be improved through training and providing fair work motivation including various employee welfare facilities. The quality of human resources can be measured from the success of increasing theoretical abilities, increasing technical abilities, increasing conceptual abilities, increasing morale and increasing skills.According to Sedarmayanti (2017)Quality of Human ResourcesThe quality of human resources concerns the quality of the workforce in terms of ability, whether in the form of physical ability, intellectual ability (knowledge), or psychological ability (mental)

Indicator Quality of human resources
Human Resource Indicators according to Sedarmayanti (2017) are:
1. Physical ability (health)
2. Non-physical abilities, which include:
    a) Intellectual Ability (intelligence)
    b) Psychological (mental) abilities

Work-life balance

According to Pangemanan et al., (2017) work-life balance is an effective arrangement of work and other activities that are important such as family, community activities, volunteer work, self-development, tourism and recreation. Robbin & Coulter in Megaster et al., (2021) stated that individuals who have a family-friendly supportive place seem to be more satisfied with their work. According to

Work-life balance indicators
Work-life balance indicators according to Pangemanan et al., (2017) are as follows:
a. *Time Balance*

    Time balance refers to the amount of time given by an individual for both their work and things outside of work such as time for their family. The balance of time owned by employees determines the amount of time allocated by employees to their work and personal life with family, various office activities, family or other social places can only be owned by employees. The balance of time achieved by employees shows that the demands of the family on employees do not reduce professional time in completing work, and vice versa.

b. *Involvement Balance*

    Involvement balance refers to the amount or level of psychological involvement and commitment of an individual in his/her work and things outside of work. Time

The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

allocated well is not necessarily sufficient as a basis for measuring the level of employee work-life balance, but must be supported by the amount or capacity of quality involvement in every activity that the employee undertakes. So that employees must be physically and emotionally involved in work activities, family and other social activities, only then will the balance of involvement be achieved.

c. *Satisfaction Balance*

    Satisfaction balance refers to the level of satisfaction of an individual towards his/her work activities and things outside of his/her work. Satisfaction will arise automatically if the employee considers what he/she does is good enough to accommodate the needs of work and family. This can be seen from the conditions in the family, relationships with friends and coworkers, and the quality and quantity of work completed.

Job satisfaction

    Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important values of the work (Afandi, 2018).

Job Satisfaction Indicators

Job satisfaction indicators according to Afandi (2018) are as follows:

a. Job. The content of the job that someone does has satisfying elements.
b. Wages. The amount of payment a person receives as a result of performing work is in accordance with the needs that are felt to be fair.
c. Promotion The possibility that someone can develop through promotion.
d. Supervisor. Someone who always gives orders or instructions in carrying out work
e. Coworkers. Coworkers who help each other in completing work.

Employee Performance

    According to Nurjaya (2021), performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals. Employee performance is very important for a company as a benchmark for business success, because performance is the result of the employee's work which shows their success in carrying out their duties. The higher the employee's performance, the better the performance of the company or organization (Fauzi & Wakhidah, 2020).

Employee Performance Indicators

Employee Performance Indicators according to Nurjaya (2021) are as follows:

a. Quantity of work results, namely all forms of the amount of labor carried out can be seen from the results of employee performance within a certain time in completing their tasks and responsibilities within the specified time.

b. Quality of work results, namely all forms of units of measurement related to the quality or standard of work results which can be expressed in numerical measurements or other numerical equivalents.

c. Efficiency, namely in carrying out tasks using various resources wisely and in a cost-effective manner.

d. Work discipline, namely obeying applicable laws and regulations.

e. Initiative, which is the ability to decide and do the right thing without having to be told, being able to find out what should be done about something around you, trying to keep moving to do several things even though the situation feels increasingly difficult.

f. Accuracy, namely the level of conformity of the results of work measurements, whether the work has achieved its objectives or not.

g. Leadership, namely the process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.

h. Honesty is one of the human traits that is quite difficult to implement.

i. Creativity, which is a mental process that involves the emergence of ideas or that involves the emergence of ideas.

Conceptual Framework

The conceptual framework in this research is as follows:

Figure 1. Conceptual Framework
Source: Processed by the Author (2024)

Research Hypothesis

The hypothesis proposed in this study is as follows:

- H1: The quality of human resources has a positive and significant effect on Employee Performance at BPJS Employment Branches throughout Medan Raya.
- H2: Work-life balance has a positive and significant effect on employee performance at BPJS Employment Branches throughout Medan Raya.

- H3: Job satisfaction has a positive and significant effect on employee performance at BPJS Ketenagakerjaan branches throughout Medan Raya.
- H4: Human Resource Quality has a positive and significant effect on employee performance with job satisfaction as a moderating variable at BPJS Ketenagakerjaan Branches throughout Medan Raya.
- H4: Work-life balance has a positive and significant effect on employee performance with job satisfaction as a moderating variable at BPJS Ketenagakerjaan Branches throughout Medan Raya.

METHOD
Types of research

The type of research used by researchers is quantitative research. According to Sugiyono (2017) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a certain population or sample, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been set. This type of quantitative research is conducted to create a study that aims to adjust a study and the Influence of Human Resource Quality, Work-Life Balance on employee performance with job satisfaction as a Moderating variable at BPJS Employment, Medan Raya Branch Office.

Research Location and Research Time

The research location was conducted at the BPJS Ketenagakerjaan Branch Offices in Medan Raya, which consists of 4 branch offices with a total correspondence of 107 people, with the following details:
- BPJS Employment Medan City Branch, located at Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra, with a total of 33 employees.
- BPJS Employment Tanjung Morawa Branch is located on Jl. Raya Medan Tanjung Morawa Km. 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra with a total of 26 employees.
- BPJS Employment North Medan Branch located at Jl. Marelan Raya No. 108 Tanah Enam Ratus District. Medan Marelan City, North Sumatra. with a total of 26 employees.
- BPJS Employment Binjai Branch located at Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, East Binjai District, Binjai City, North Sumatra. with a total of 22 employees.

The research period was 3 months.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent

**The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya**
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

employees at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya totaling 107 personnel consisting of BPJS Ketenagakerjaan Medan City Branch as many as 33 employees, Tanjung Morawa Branch as many as 26 employees, North Medan Branch as many as 26 employees and Binjai Branch as many as 22 employees.

Research Data Sources
The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Human Resources Quality (X1)	According to Sedarmayanti (2017) Quality of Human Resources. The quality of human resources concerns the quality of the workforce in terms of ability, whether in the form of physical ability, intellectual ability (knowledge), or psychological ability (mental)	According to Sedarmayanti (2017), the Human Resources indicators are: is: 1. Physical ability (health) 2. Non-physical abilities, which include: a) Intellectual ability (intelligence) b) Psychological (mental) abilities
Work-life balance(X2)	According to Pangemanan et al., (2017), work-life balance is an effective arrangement of work and other activities that are important, such as family, community activities, volunteer work, self-development, tourism and recreation.	To measure work-life balance, Pangemanan et al., (2017) are: a. Time Balance b. Involvement Balance c. Satisfaction Balance
Job satisfaction (Z)	According to Afandi (2018), job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through assessing one's work as a sense	According to Afandi (2018), the indicators of job satisfaction include: ▪ Work. ▪ Wages. ▪ Promotion

**The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya**
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

	of appreciation in achieving one of the important values of the work.	▪ Supervisor • Work colleague.
Employee Performance (Y)	According to Nurjaya (2021) performance is the level of achievement of results from carrying out certain tasks. Company performance is the level of achievement of results in order to realize company goals.	According to Nurjaya (2021), the indicators that can measure employee performance are as follows: ▪ Quantity of work results. ▪ Quality of work results. ▪ Efficiency. ▪ Work discipline. ▪ Initiative. ▪ Accuracy. ▪ Leadership. ▪ Honesty. ▪ Creativity.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Ghozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.
  1. Validity Test
     a. Convergent Validity
     b. Discriminant Validity
  2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:
1. Coefficient of Determination / R Square (R2)

**The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya**
Juliani Delima Rumahorbo **et al.**

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
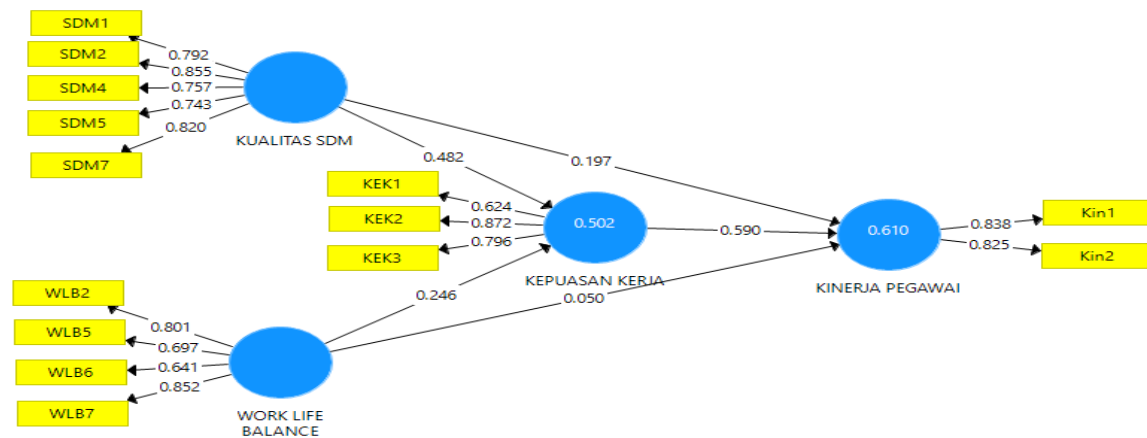
The Influence of Human Resource Quality and Work-Life Balance on Employee Performance with Job Satisfaction as a Moderating Variable at BPJS Ketenagakerjaan Branch Offices in Medan Raya
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$
$$Z = 0.483X1 + 0.246X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$
$$Y = 0.197X1 + 0.050 X2 + 0.590Z + e2$$

Table 2. Outer Loadings

	JOB SATISFACTION	EMPLOYEE PERFORMANCE	QUALITY OF HUMAN RESOURCES	WORK LIFE BALANCE
KEK1	0.624			
KEK2	0.872			
KEK3	0.796			
Kin1		0.838		
Kin2		0.825		
SDM1			0.792	
HR2			0.855	
SDM4			0.757	
SDM5			0.743	
SDM7			0.820	
WLB2				0.801
WLB5				0.697
WLB6				0.641
WLB7				0.852

Source: Smart PLS 3.3.3

In the table above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	JOB SATISFACTION	EMPLOYEE PERFORMANCE	QUALITY OF HUMAN RESOURCES	WORK LIFE BALANCE
JOB SATISFACTION	0.771			
EMPLOYEE PERFORMANCE	0.762	0.832		
QUALITY OF HUMAN RESOURCES	0.698	0.654	0.794	
WORK LIFE BALANCE	0.670	0.619	0.879	0.752

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JOB SATISFACTION	0.744	0.738	0.812	0.595
EMPLOYEE PERFORMANCE	0.755	0.755	0.818	0.692

QUALITY OF HUMAN RESOURCES	0.855	0.865	0.895	0.631
WORK LIFE BALANCE	0.753	0.792	0.838	0.566

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R2)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
JOB SATISFACTION	0.750	0.749
EMPLOYEE PERFORMANCE	0.761	0.760

Source: Smart PLS 3.3.3

There is an R square value for the employee performance variable with an R square value of 0.749 and if expressed as a percentage it is 74.9%, which meansInfluencequality of human resources, Work-Life Balance on employee performance with job satisfaction as a moderating variableof 74.9% and the remaining 25.1% is in other variables. The R square value of the work motivation variable is 0.760 and if in percentage it is 76.0%, it meansInfluencequality of human resources, Work-Life Balance on employee performance with job satisfaction as a moderating variable by 76.0% and the remaining 24.0% on other variables.

The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya
Juliani Delima Rumahorbo **et al.**

OPEN ACCESS

2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.590	0.593	0.091	6,452	**0.000**
QUALITY OF HUMAN RESOURCES -> EMPLOYEE PERFORMANCE	0.593	0.044	0.137	0.407	**0.000**
WORK LIFE BALANCE -> EMPLOYEE PERFORMANCE	0.050	0.041	0.130	0.388	**0.698**

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:

1. Human Resource Quality has a positive and significant effect on Employee Performance with an original sample value of 0.593 and P values of 0.000. This means that the existence of Human Resource Quality has a positive effect on the Company and Human Resource Quality significantly affects the company's performance.
2. Work-life balance has a positive and insignificant effect on Employee Performance with an original sample value of 0.050 and p values of 0.388. This means that Work Life Balance is unable to improve employee performance towards the company.
3. Job Satisfaction has a positive and significant effect on Employee Performance with an original sample value of 0.590 and P values of 0.000.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
HR QUALITY -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.284	0.277	0.114	2.485	**0.013**
WORK LIFE BALANCE -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.145	0.159	0.105	1,380	**0.168**

Source: Smart PLS 3.3.3

**The Influence of Human Resource Quality and Work-Life Balance on
Employee Performance with Job Satisfaction as a Moderating Variable
at BPJS Ketenagakerjaan Branch Offices in Medan Raya**
Juliani Delima Rumahorbo **et al.**

The results of the indirect influence above can be explained as follows:

1. Job Satisfaction is able to moderate the influence of Human Resource Quality on Employee Performance indirectly with the original sample results of 0.277 and p values of 0.013. This means that job satisfaction is an intervening variable because it is able to influence Human Resource Quality on employee performance indirectly.

2. Job Satisfaction is able to moderate the influence of Human Resource Quality on Employee Performance indirectly with the original sample value of 0.159 and p values of 0.168. This means that job satisfaction is an intervening variable that is unable to influence Work Life Balance on employee performance indirectly.

CLOSING

Conclusion

Based on the research results above, the following conclusions are drawn:

1. Human Resources Quality Has a Positive and Significant Influence on Employee Performance at BPJS Employment Branch Offices Throughout Medan Raya

2. Work-life balance has a positive and insignificant effect on Employee Performance at BPJS Employment Branch Offices throughout Medan Raya.

3. Job Satisfaction has a positive and significant effect on Employee Performance at BPJS Employment Branch Offices throughout Medan Raya

4. Job Satisfaction is able to moderate the influence of Human Resource Quality on Employee Performance at BPJS Employment Branch Offices throughout Medan Raya.

5. Job Satisfaction is able to moderate the influenceWork-life balanceon Employee Performance at BPJS Employment Branch Offices throughout Medan Raya

Suggestion

After drawing conclusions from the results, the researcher made the following suggestions to the company:

1. The company must increase Job Satisfaction for its employees which is done every month so that it is embedded to improve the company's performance in the souls of employees to the maximum and in accordance with Company regulations.

2. Companies must ensure that employees have the ability to work with quality human resources. With strong quality human resources, the company's performance will increase.

3. Companies must make employees create a more optimal Work Life Balance, with increased Work Life Balance will provide more value to the Company.

REFERENCES

Afandi, P. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Riau: Zanafa Publishing.

Fauzi, M., & Wakhidah, N. (2020). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Pengembangan Karir terhadap Kinerja Karyawan PT. Semarang Autocomp Manufacturing Indonesia. 7(1), 72–86

Ganapathi, I Made Devan & Gilang, Alini. (2016). The Influence of Work Life Balance On Employees Job Satisfaction (Studi at PT. Biofarma Persero). EProceeding of Management : Vol. 3, No. 1 April (2016,) page 506 ISSN : 2355-9537.

Ghozali, Imam, & Latan Hengky. (2014). Partial Least Squares : Konsep, Teknik dan Aplikasi Menggunakan SmartPLS 3.0 (edisi ke-2). Semarang : Universitas Diponegoro.

Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik). Cetakan Kesatu. Jakarta: Raja Grafindo Persada.

Megaster, T., dkk. (2021). Pengaruh Work-Life Balance dan Burnout Terhadap Kepuasan Kerja Karyawan C Nusantara Lestari. Jurnal Comparative Ekonomi dan Bisnis, 3(1), 62-75.

Narulita, R. P. & Charina, A., (2020). "Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan di Perusahaan Bumi Saba Indonesia". Jurnal Ekonomi Pertanian dan Agribisnis (JEPA) , 4(2), pp. 268-276.

Nurjaya, N. (2021). Pengaruh Disiplin Kerja, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Hazara Cipta Pesona. Jurnal Ilmiah Nasional, III(1), 60-74

Pangemanan, F. L., dkk. (2017). Pengaruh Work-Life Balance dan Burnout Terhadap Kepuasan Kerja. Jurnal Administrasi Bisnis, 5(003), 65-72.

Robbins, Stephen. (2015). Organizational Behavior. 9th Edition. New Jersey: Precentice Hall International Inc.

Rondonuwu, F. A., dkk. (2018). Pengaruh Work-life Balance Terhadap Kepuasan Kerja Karyawan Pada Hotel Sintesa Peninsula Manado. Jurnal Administrasi Bisnis, 30 - 38.

Sedarmayanti. (2017). Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja. PT Refika Aditama. Bandung.

Sekaran, Uma. (2014). Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sugiyono, (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: CV. Alfabeta