



THE INFLUENCE OF WORK-LIFE BALANCE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN THE FACULTY OF MEDICINE, UNIVERSITAS SUMATERA UTARA

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Abstract

In the era of globalization and the industrial revolution 4.0, the quality of human resources (HR) is crucial for organizational success, especially in educational environments such as the University of North Sumatra. Effective HR management plays an important role in achieving organizational goals. This research aims to investigate the impact of work-life balance and organizational culture on job satisfaction and employee performance at the Faculty of Medicine, University of North Sumatra, while elucidating the role of job satisfaction as a mediator in this relationship. Quantitative research methods with path analysis techniques were utilized in this study. Data were obtained through questionnaires distributed to 99 employees of the Faculty of Medicine, while interviews were conducted to gain in-depth insight into their perceptions and experiences of the variables studied. Additional information was gleaned through documentation studies related to policies, procedures, and organizational culture at the Faculty of Medicine. The results of the path analysis confirm that work-life balance has a significantly negative effect on job satisfaction, while organizational culture has a significantly positive impact on job satisfaction. Moreover, work-life balance also significantly negatively influences employee performance, while organizational culture has a positive and significant effect on employee performance. These findings affirm that job satisfaction acts as a mediator in the relationship between work-life balance and employee performance, as well as organizational culture and employee performance. Based on the research results, it is recommended that the Faculty of Medicine, University of North Sumatra improve the performance appraisal system, address the imbalance between employees' work and personal lives, strengthen a positive organizational culture, and consider other factors such as the quality of work life in an effort to enhance employee job satisfaction and performance. Future studies are encouraged to broaden the scope of variables and sample population to gain a more comprehensive understanding of the factors influencing employee job satisfaction and performance in educational institutions.

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

1. INTRODUCTION

In the era of globalization and the 4.0 industrial revolution, enhancing the quality of human resources is crucial for achieving company objectives. Planning and managing human resources are vital because they play a significant role in organizational goal attainment. Human resources represent the most substantial investment made by an organization as each individual possesses remarkable potential that can be utilized to achieve success. Since human resources are the primary asset that plays a critical role in organizational success, human resource management is crucial for organizational sustainability. Therefore, human resource management must be conducted carefully and effectively. Performance is a crucial aspect of educational institution operations and is essential for goal achievement. Quality performance involves mental attitudes, behaviors, and the desire to continually improve job quality over time. Employees who feel satisfied and proud of their work results drive organizational success. Performance in the educational realm is not just an indicator of success but also a form of service provided, with educators acting as academics and students as primary recipients. According to Tjiptono (2011), universities must provide quality academic

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services to maintain accountability and quality. As a service industry, universities need to consider the importance of customer service more thoroughly as customer satisfaction is a vital aspect for business sustainability and competitiveness. According to Tampubolon (2011) as cited in Sufiyah (2011), academic services play a significant role in student satisfaction and university success. The success of educational institutions greatly depends on the performance of their educators, which can be enhanced by considering factors such as work-life balance, organizational culture, and job satisfaction. Similarly, at the University of North Sumatera, within the Faculty of Medicine, efforts to enhance the quality of academic services and student satisfaction are the primary focus. In this context, it's important to understand that good academic service not only affects student satisfaction but also the reputation and sustainability of the educational institution.

Job satisfaction has a significant influence on employee performance. Individuals satisfied with their jobs tend to perform well and provide optimal performance for the company. Job satisfaction among lecturers is not only reflected in timely job completion but also in dedication, enthusiasm, skills, perseverance, initiative, and creativity in their work (Amir et al., 2014; Adim et al., 2013). Their research indicates that teacher behavior is reflected in teacher satisfaction. Job satisfaction yields positive outcomes, such as improved job performance and professional behavior. Other studies show that job satisfaction influences employee performance, although results vary (Asmawiyah et al., 2020; Nurhasanah et al., 2022; Adiyasa and Windayanti, 2019). Performance is influenced by work-life balance, or the balance between work and personal life. This is important for companies as it can enhance employee performance. Although research indicates that work-life balance affects employee performance (Dina, 2018), other studies argue otherwise (Foanto et al., 2020).

Based on the background issues above, the problem can be summarized as follows:

1. Does work-life balance significantly influence job satisfaction in the Faculty of Medicine, University of North Sumatera?
2. Does organizational culture significantly influence job satisfaction in the Faculty of Medicine, University of North Sumatera?
3. Does work-life balance significantly influence employee performance in the Faculty of Medicine, University of North Sumatera?
4. Does organizational culture significantly influence employee performance in the Faculty of Medicine, University of North Sumatera?
5. Does job satisfaction significantly influence employee performance in the Faculty of Medicine, University of North Sumatera?
6. Does job satisfaction mediate the influence of work-life balance on employee performance in the Faculty of Medicine, University of North Sumatera?
7. Does job satisfaction mediate the influence of organizational culture on employee performance in the Faculty of Medicine, University of North Sumatera?

2. LITERATURE REVIEW

1. EMPLOYEE PERFORMANCE

Performance within an organization is the achievement of goals reflected in the employees' work performance according to their respective roles, which is key to enhancing productivity. Fahmi (2018) states that performance is the results obtained by an organization over a certain period of time. King (in Uno and Lamatenggo, 2014) defines performance as an individual's activities in carrying out their core tasks. Mangkunegara (2017) explains that performance is the work results in terms of quality and quantity achieved by an employee according to their responsibilities. Amstron and Baron (in Fahmi, 2018) suggest that performance is closely related to the organization's strategic goals, customer satisfaction, and economic contribution. Kotler (in Yuniarti, 2015) explains that customer satisfaction involves feelings of pleasure or dissatisfaction arising from the comparison of products with consumer expectations. From these theories, performance can be understood as the work results of an employee in achieving the organization's



goals, vision, and mission. Therefore, it can be concluded that performance is the work results of an employee in carrying out their tasks according to their responsibilities within a certain period that potentially influences the achievement of organizational goals. In the workplace, factors influencing employee performance can originate from internal and external company factors, as well as from the employees themselves and their surrounding environment. Ability and motivation are two main factors influencing performance, as explained by Mangkunegara (2017:67). Additionally, Simamora adds that individual, psychological, and organizational factors also play a role in determining employee performance. By considering these factors, companies can enhance employee performance and achieve their organizational goals more effectively. Employee performance is the work results in terms of quality and quantity according to their responsibilities (Mangkunegara, 2017). Its dimensions include:

- a. Quantity of Work: The amount and speed of task completion
- b. Quality of Work: Efficiency and effectiveness in achieving company goals.
- c. Timeliness: Achievement according to schedule with time optimization.

2. WORK-LIFE BALANCE

According to experts, including Hudson in Nur and Kadarisman (2016) and Hutcheson in Nur and Kadarisman (2016), work-life balance is satisfaction with the dual roles in an individual's life. Work-life balance involves balancing various aspects of human life, including involvement in work and non-work roles, as explained by Lockwood in Diah & Al Musadieq (2018). Delecta in Diah & Al Musadieq (2018) adds that work-life balance encompasses an individual's ability to fulfill job tasks while remaining committed to family and responsibilities outside of work. McDonald and Bradley in Anggraeni (2018) explain that work-life balance is the level of satisfaction and involvement individuals have in their roles in work and life outside of work. Overall, work-life balance is the skill of separating personal and work interests without disrupting performance determined by the individual's work environment.

The dimensions of Work-Life Balance, according to McDonald and Bradley in Pangemanan et al. (2017), can be explained as follows:

- Time Balance: Balanced allocation of time between work and personal life, including time for family.
- Engagement Balance: The level of involvement and commitment individuals have in work and non-work activities psychologically.
- Satisfaction Balance: The level of satisfaction individuals have with work and life outside of work.

3. ORGANIZATIONAL CULTURE

Organizational culture is a collection of values, habits, and norms that regulate individual behavior within an organization. Fahmi (2018) explains that organizational culture is formed from the process of unifying cultural styles and individual behaviors into new norms that strengthen solidarity in achieving common goals. Torang (2014) adds that organizational culture also includes repetitive habits that become a lifestyle for organization members. Pasaribu (2015) states that organizational culture involves norms, values, assumptions, and beliefs that develop over time and are applied in organizational activities. Sedarmayanti (2014) and Sumanto (2014) suggest that organizational culture is the shared beliefs, attitudes, and values that guide individual behavior within the organization. Edison (2016) adds that organizational culture is also ingrained habits in work activities to improve the quality of employees' work and company managers. Organizational culture is crucial in determining the success of an organization because it creates a shared identity, directs behavior, and enhances work quality. Dimensions and indicators of organizational culture help evaluate the state of an existence and variables that can be used to evaluate changes over time. Stephen (2015) explains the dimensions and indicators of organizational culture as follows:

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- Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks. This includes fostering new ideas and concepts as well as being given autonomy in decision-making.
- Attention to detail: Employees are expected to demonstrate precision, analysis, and attention to detail, including socializing the organization's vision and mission, clearly communicating company objectives, and completing tasks according to procedures.
- People orientation: Management decisions take into account their impact on people within the organization, such as providing incentives if job targets are met.

4. JOB SATISFACTION

Job satisfaction is an important indicator related to employees' perceptions and the impact of their work behavior. According to George and Davis (2011), job satisfaction is a set of feelings, beliefs, and thoughts about job responses, including cognitive aspects involving employees' trust in their job and work situation. According to Kreitner & Kinicki (2014), job satisfaction is the effectiveness or emotional response to various job aspects. Robbins and Judge (2015) define job satisfaction as "a person's overall attitude towards their job that shows the difference between the amount of reward the worker receives and the amount they believe they should receive." Mangkunegara (2015) states that job satisfaction is the supportive or unsupportive feelings of employees towards their job and their conditions. Wijono (2015) describes job satisfaction as the individual's estimate of their work experience, whether positive or negative. Sutrisno (2016) defines job satisfaction as employees' attitudes towards work, including work situations, cooperation, received rewards, as well as physical and psychological factors. High job satisfaction tends to increase employee performance and productivity, thus helping to achieve organizational goals. From these definitions, it can be concluded that job satisfaction is employees' attitudes and emotional reactions to their jobs, which are reflected in their behavior and job evaluations. High job satisfaction tends to encourage employees to give their best performance.

According to Hasibuan (2018), dimensions for measuring job satisfaction are:

- Enjoying the job
- Loving the job
- Work morale
- Discipline
- Job performance

Meanwhile, the dimensions for measuring job satisfaction according to Rivai (2017) are:

- Job content
- Supervision
- Organization and management
- Opportunity for advancement
- Salary or incentives
- Co-workers
- Working conditions

3. IMPLEMENTATION METHOD

This type of research is an associative causal research with quantitative techniques, according to Sugiyono (2019). This research aims to understand the relationship between two or more variables, with the goal of constructing a theory that explains, predicts, and controls a phenomenon. The causal relationship in this research is cause-effect, where one variable (independent) influences another variable (dependent). The analysis method used is statistics. This quantitative research is systematic, planned, and structured clearly from the beginning to the design of the research. Additionally, quantitative research also emphasizes the use of numbers in data collection, data interpretation, and presentation of results. This research was conducted at the Faculty of Medicine, University of North Sumatera, located at Dr. Mansyur Street No. 5, USU



Campus. This research was conducted from July 2022 until completion. The data collection techniques used were interviews, documentary studies, and questionnaires with measurements using Likert scales.

POPULATION AND SAMPLE

Population is the entire set of objects or subjects with specific qualities and characteristics defined by the researcher to be studied and concluded (Sugiyono, 2019:80). Sample is a portion of the population selected in such a way as to represent all members of the population. In this study, the population consists of 99 employees at the Faculty of Medicine, University of North Sumatera. The sampling method used total sampling, where the entire population is taken as a sample (Sugiyono, 2019).

CONCEPTUAL FRAMEWORK

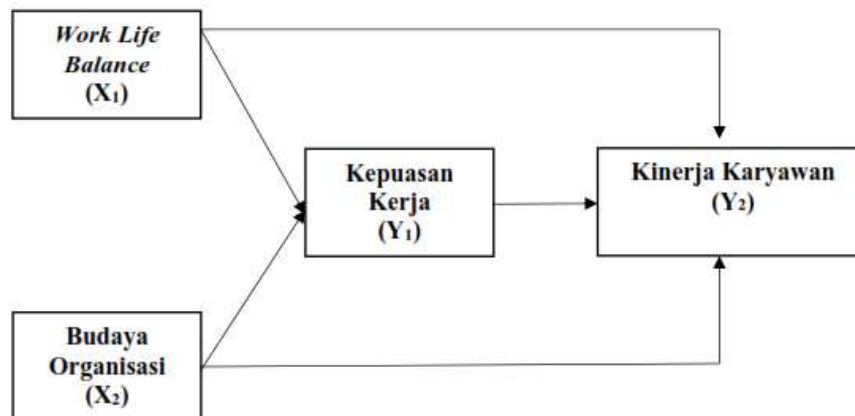


Figure 1.1 Conceptual Framework

4. RESULTS AND DISCUSSION

In this study, the researcher collected data from 99 employees of the Faculty of Medicine, University of North Sumatera through an online survey to understand their perceptions regarding work-life balance, organizational culture, job satisfaction, and performance. The data included variables such as age, gender, and tenure in relation to the related questions. All responses were entered into a database that was checked for validity before analysis. This dataset serves as a valuable source of information for exploring the relationships between these factors, providing insights needed for the development of more effective human resource management policies and practices in the academic environment of the Faculty of Medicine, University of North Sumatera. Normality testing aims to determine whether the regression model of disturbance or residuals variables has a normal distribution. This normality test can be observed through graphical analysis and statistical analysis:

1. Graphical Analysis

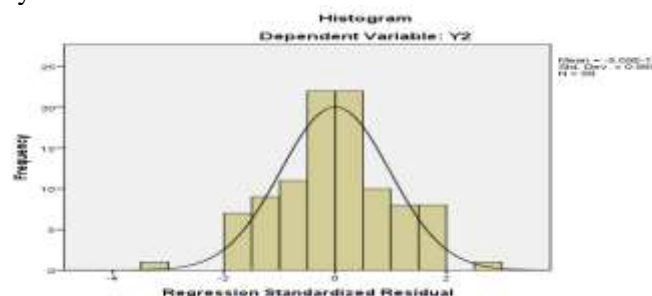


Figure 1.2 Results of Normality Test: Histogram Graph

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Based on Figure 1.2 above, the normality test indicates that the data is normally distributed. This can be observed from the histogram graph, which shows symmetric data that does not skew to the right or left, forming a bell-shaped curve.

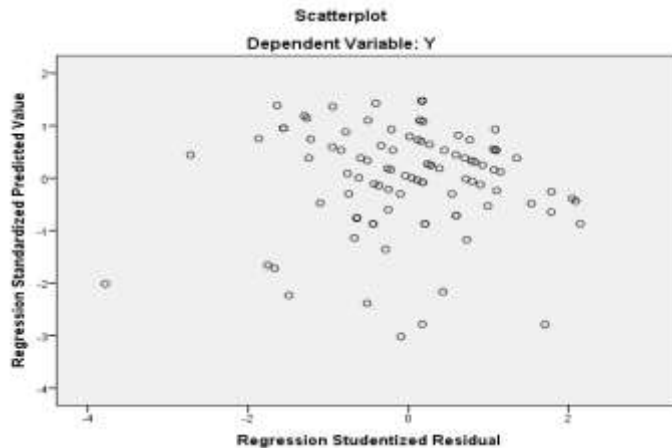


Figure 1.3. Scatterplot Graph

From the scatterplot graph after data transformation in Figure 1.3, it can be observed that the points are scattered above and below the zero on the Y-axis, indicating that the regression model no longer experiences heteroscedasticity issues.

The F-test is conducted to determine whether the model used in this study is appropriate. The F-test is also conducted to assess whether the independent variables collectively have an impact on the dependent variable (Ghozali, 2016). The results of the F-test are presented as follows:

Table 1.1 Results of F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.174	3	50.725	35.766	.000 ^b
	Residual	134.735	95	1.418		
	Total	286.909	98			

a. Dependent Variable: Y2

b. Predictors: (Constant), Y1, X1, X2

Based on the statistical testing results shown in Table 1.1 above, an F value of 35.766 is obtained with a significance value of 0.000, which is smaller than 0.05. This indicates that the regression model in this study is suitable for predicting Employee Performance. Thus, it can be concluded that Employee Performance is simultaneously influenced by Work-Life Balance, Organizational Culture, and Job Satisfaction. Partial hypothesis testing (t-test) is conducted to determine whether the independent variables have a significant or insignificant effect on the dependent variable separately or partially. The influence of independent variables on the dependent variable in this study is tested separately or partially (Ghozali, 2016). The results of the partial hypothesis test (t-test) are presented as follows:



Table 1.2

**Hasil Uji t terhadap Y1
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.923	2.362		2.931	.004		
X1	.378	.201	.210	2.883	.003	.597	1.676
X2	.549	.162	.378	3.387	.001	.597	1.676

a. Dependent Variable: Y1

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y_1 = 6.923 + 0.378X_1 + 0.549X_2 + e$$

From Table 1.2 above, the following conclusions can be drawn:

1. The significance value of Work-Life Balance (X1) is $0.003 < 0.05$, indicating that Work-Life Balance (X1) significantly influences Job Satisfaction (Y1). Therefore, Work-Life Balance affects Job Satisfaction, and thus, H1 is accepted
2. The significance value of Organizational Culture (X2) is $0.001 < 0.05$, indicating that Organizational Culture (X2) significantly influences Job Satisfaction (Y1). Therefore, Organizational Culture affects Job Satisfaction, and thus, H2 is accepted.

Table 1.3

**Hasil Uji t terhadap Y2
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.037	1.239		1.644	.103		
X1	-.130	.103	-.117	2.266	.008	.575	1.738
X2	-.296	.086	.331	3.435	.001	.533	1.876
Y1	.351	.051	.569	6.836	.000	.713	1.403

a. Dependent Variable: Y2

$$Y_2 = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e$$

From Table 1.3 above, the following conclusions can be drawn:

$$Y_2 = 2.037 - 0.130X_1 + 0.296X_2 + 0.351Y_1 + e$$

1. The significance value of Work-Life Balance (X1) is $0.008 < 0.05$, indicating that Work-Life Balance (X1) significantly influences Employee Performance (Y2). Therefore, Work-Life Balance affects Employee Performance, and thus, H3 is accepted.
2. The significance value of Organizational Culture (X2) is $0.001 < 0.05$, indicating that Organizational Culture (X2) significantly influences Employee Performance (Y2). Therefore, Organizational Culture affects Employee Performance, and thus, H4 is accepted.
3. The significance value of Job Satisfaction (Y1) is $0.000 < 0.05$, indicating that Job Satisfaction (Y1) significantly influences Employee Performance (Y2). Therefore, Job Satisfaction affects Employee Performance, and thus, H5 is accepted.

PATH ANALYSIS

To determine whether there is a direct influence between the independent variables and the intervening variable, and the intervening variable to the dependent variable, as well as the indirect influence of the independent variables on the dependent variable through the intervening variable, a path analysis test is conducted using SPSS.

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Table 1.4 Substructure Path Analysis II

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	6.923	2.362		2.931	.004		
	X1	.378	.201	.210	2.883	.003	.597	1.676
	X2	.549	.162	.378	3.387	.001	.597	1.676

a. Dependent Variable: Y1

To calculate the error, you can use the formula $e = \sqrt{(1-R^2)}$. Given the coefficient of determination R^2 from the table as 0.287, you can find the error value $e = \sqrt{(1-0.287)}$ which is equal to 0.844.

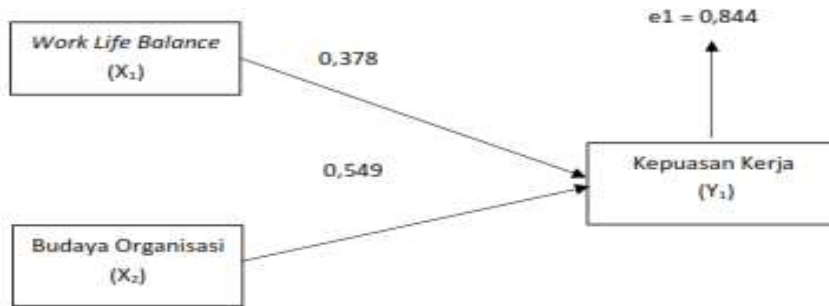


Figure 1.3 Substructure Model Equation I

Table 1.4 Substructure Path Analysis II

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2.037	1.239		1.644	.103		
	X1	-.130	.103	-.117	-1.266	.208	.575	1.738
	X2	-.296	.086	.331	3.435	.001	.533	1.876
	Y1	.351	.051	.569	6.836	.000	.713	1.403

a. Dependent Variable: Y2

To calculate the error value, you can use the formula $e = \sqrt{(1-R^2)}$. Given that the coefficient of determination R^2 is , the error value can be determined as:

$e = \sqrt{(1-0.530)}$ which is equal to 0.685.

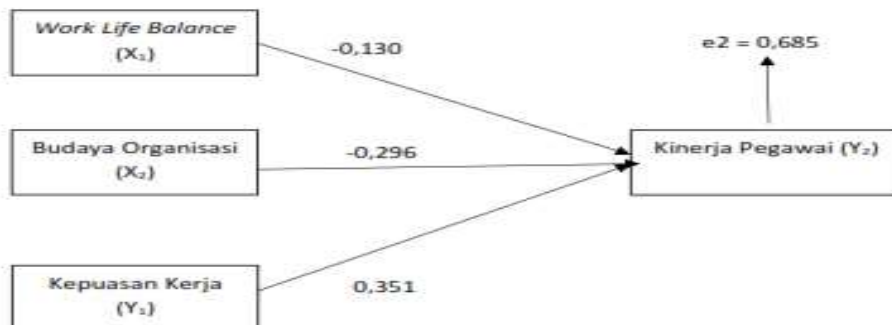


Figure 1.4 Substructure Model Equation II



The path analysis framework between the independent variables work-life balance and organizational culture mediated by job satisfaction with the dependent variable stock price is presented in the following figure:

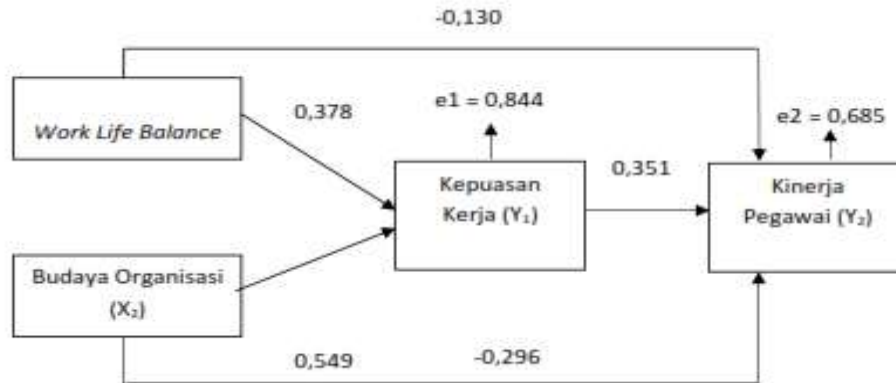


Figure 1.5 Path Analysis

Based on the above figure, the direct influence, indirect influence, and total influence between the variables Work-Life Balance and Organizational Culture on Employee Performance through the variable Job Satisfaction can be determined as follows:

1. Direct Effects:

- The direct effect of work-life balance and organizational culture on job satisfaction (coefficient a) is as follows:

$$X_1 \longrightarrow Y_1 = 0.378$$

$$X_2 \longrightarrow Y_1 = 0.549$$

- The direct effect of job satisfaction on employee performance (coefficient b) is as follows:

$$Y_1 \longrightarrow Y_2 = 0.351$$

- The direct effect of work-life balance and organizational culture on employee performance (coefficient c) is as follows:

$$X_1 \longrightarrow Y_2 = -0.130$$

$$X_2 \longrightarrow Y_2 = -0.296$$

2. Indirect Effects:

- The indirect effect of work-life balance and organizational culture on employee performance through job satisfaction (coefficient ab) is as follows:

$$X_1 \longrightarrow Y_1 \text{ to } Y_2 = (0.378 \times 0.351) = 0.132$$

$$X_2 \longrightarrow Y_1 \text{ to } Y_2 = (0.549 \times 0.351) = 0.192$$

Based on the calculations above, the direct effect of work-life balance on employee performance is -0.130. Meanwhile, the indirect effect of work-life balance on employee performance is 0.132. Thus, the indirect effect is greater than the direct effect. Furthermore, the direct effect of organizational culture on employee performance is -0.296. Meanwhile, the indirect effect on profitability towards firm value is 0.192. Therefore, the direct effect is greater than the indirect effect.

DISCUSSION

1. Influence of Work-Life Balance on Job Satisfaction

Statistical tests results indicate that Work-Life Balance significantly influences Job Satisfaction (significance value = 0.003). Previous research confirms that Time Balance, Engagement, and Satisfaction collectively affect Job Satisfaction. The majority of respondents (38.4%) express disagreement regarding their ability to simultaneously engage in work and

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family responsibilities, indicating imbalance. In the Faculty of Medicine at USU, employees who achieve balance in time, engagement, and satisfaction both within and outside of work tend to be more satisfied with their roles. Therefore, achieving a balance between satisfaction within and outside of work is crucial for improving employee job satisfaction.

2. Influence of Organizational Culture on Job Satisfaction

Based on the statistical test results, Organizational Culture significantly influences Job Satisfaction (significance value = 0.001). Data from 99 respondents indicate the need for improvement in organizational culture at the Faculty of Medicine, USU. Gibson (1997:372) defines organizational culture as a system of values, beliefs, and norms that determine organizational effectiveness. Organizational culture can be enhanced through employee professionalism, good relations between management and employees, mutual trust among colleagues, and integration that makes employees feel valued, all of which contribute to job satisfaction and organizational performance.

3. Influence of Work-Life Balance on Employee Performance

Based on the statistical test results, Work-Life Balance has a significant effect on Employee Performance (significance value = 0.008). Previous research also supports that Work-Life Balance contributes positively to employee performance (Soomro et al., 2017:129-146). From 99 respondents, the majority (38.4%) expressed disagreement regarding their ability to simultaneously engage in work and family responsibilities, indicating imbalance (Noorhidayat et al., 2017:1153-1159). This underscores the need for systematic development in promoting Work-Life Balance to enhance performance (Johari et al., 2017:107-120). Companies should pay attention to Work-Life Balance to improve employee performance and address work-related stress (Ganaphati, 2016:134; Hudson, 2005:18). Work-Life Balance practices are expected to enhance employee loyalty, satisfaction, commitment, and productivity, as well as reduce turnover and absenteeism (Thevanes & Mangaleswaran, 2018:14).

4. Influence of Organizational Culture on Employee Performance

Based on the statistical test results, Organizational Culture significantly influences Employee Performance (significance value = 0.008). A strong organizational culture encourages employees' responsibility and motivation to enhance work productivity (Sagita, 2018). However, data from 99 respondents indicate that organizational culture at the Faculty of Medicine, USU, still needs improvement, with the majority of respondents showing a lack of innovation in work (Aziz, 2018). Good management of organizational culture can enhance overall employee stability and performance (Aziz, 2018; Sagita, 2018).

5. Influence of Job Satisfaction on Employee Performance

Based on the statistical test results, Job Satisfaction significantly influences Employee Performance (significance value = 0.008). Previous studies affirm that job satisfaction has a positive impact on employee performance, including increased commitment, productivity, and support for organizational goals (Miao & Kim, 2010; Babin & Boles, 1996; Berliana et al., 2018; Rahmawati & Setiawati, 2017). However, data from respondents indicate that job satisfaction at the Faculty of Medicine, USU, still needs improvement, with a low sense of pride in the job (Febriyana, 2015). Factors such as effective communication, adequate physical facilities, and appropriate compensation also affect job satisfaction and employee performance (Handayani & Suhartini, 2005). Therefore, understanding psychology, sociology, and economic aspects becomes crucial in improving job satisfaction and employee performance (Tobing, 2009).



6. Influence of Work-Life Balance on Employee Performance Mediated by Job Satisfaction Statistical

Tests results indicate that Work-Life Balance significantly influences Employee Performance through Job Satisfaction, where the indirect effect is greater than the direct effect. These findings are supported by previous studies confirming that job satisfaction mediates the relationship between work-life balance and employee performance, with work-life balance positively and significantly affecting job satisfaction (Asepta & Maruno, 2017). Other research also confirms that work-life balance and job satisfaction have a positive relationship, where high job satisfaction contributes to increased productivity, organizational commitment, and employee morale (Kanwar et al., 2009; Ganaphati, 2016). However, data from respondents indicate that employee performance at the Faculty of Medicine, USU, still needs improvement, with several statements indicating a low achievement of job targets. Therefore, guidance, training, and guidance from the Faculty of Medicine, USU, are needed for employees to improve their performance effectively and efficiently. An organizational culture that supports work-life balance also plays a crucial role in enhancing employee performance by reducing conflicts between work and family and increasing job satisfaction (Hudson, 2005). Additionally, findings from previous research show that job satisfaction can mediate the relationship between work-life balance and employee performance, where employees who have a balance between work and family commitments tend to create higher productivity for the organization (Soomro et al., 2017; Noorhidayat et al., 2017; Johari et al., 2017). Performance evaluations based on company outputs are also an important part of a work-life balance-supporting culture (Hudson, 2005).

7. Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction Statistical

Tests results indicate that Organizational Culture significantly influences Employee Performance through Job Satisfaction, where the indirect effect is greater than the direct effect. However, employee performance at the Faculty of Medicine, USU, still needs improvement, as reflected in the low mean values on the employee performance variable. An organizational culture that motivates employees to demonstrate performance and results consistent with company standards is related to the theory proposed by Tanuwibowo and Roy Setiawan (2015). Job satisfaction also plays a crucial role in connecting organizational culture with employee performance, as suggested by previous research conducted by Harlina (2013) and Novrians (2018).

4. CONCLUSION

Based on the research data obtained from the employees of the Faculty of Medicine, North Sumatra University, the following conclusions can be drawn:

1. Work-life balance has a negative and significant effect on job satisfaction at the Faculty of Medicine, North Sumatra University.
2. Organizational culture has a positive and significant effect on job satisfaction at the Faculty of Medicine, North Sumatra University.
3. Work-life balance has a negative and significant effect on employee performance at the Faculty of Medicine, North Sumatra University.
4. Organizational culture has a positive and significant effect on employee performance at the Faculty of Medicine, North Sumatra University.
5. Job satisfaction has a positive and significant effect on employee performance at the Faculty of Medicine, North Sumatra University.
6. Work-life balance has a negative and significant effect on job satisfaction mediated by job satisfaction at the Faculty of Medicine, North Sumatra University.

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7. Organizational culture has a positive and significant effect on job satisfaction mediated by job satisfaction at the Faculty of Medicine, North Sumatra University.

RECOMMENDATIONS

Based on the presented conclusions, the following recommendations can be given:

1. The Faculty of Medicine, North Sumatra University, needs to improve its performance assessment system by closely linking it to organizational strategies and goals and adjusting performance standards to achieve organizational strategies.
2. Performance improvement is needed at the Faculty of Medicine, North Sumatra University, with a focus on accuracy and acceleration of task completion, including time management.
3. Improving employee work-life balance by giving them opportunities to participate in decision-making and company policy can enhance employee performance.
4. A good organizational culture at the Faculty of Medicine, North Sumatra University, needs to be maintained and enhanced through effective socialization, positive delivery of corporate values, and creating a conducive work environment.
5. Companies can improve job satisfaction by providing employees with opportunities to work according to their interests, offering salaries commensurate with workload, promoting based on performance, motivating employees through supervision by superiors, ensuring a friendly, cooperative, and good work environment.
6. Further research is recommended to add variables such as quality of work life, work discipline, self-efficacy, and expand the scope of research to further influence job satisfaction and employee performance.

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