

**MEASURING PERFORMANCE MANAGEMENT IN ALBANIAN PUBLIC  
ADMINISTRATION  
(THE RELATIONSHIP OF WORK-LIFE BALANCE, WORK-FAMILY CONFLICT  
AND FAMILY-WORK CONFLICT WITH EMPLOYEE PERFORMANCE - THE  
MODERATING ROLE OF JOB SATISFACTION)**

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**Abstract**

This study aims to examine the effect of work life balance and burnout on job satisfaction and its impact on Employee Performance. This study uses explanatory quantitative research on Public Administration in Albania with 35 respondents processed using the SEM-CB approach. The results of the study indicate that work life balance directly influences Job Satisfactions on Public Administration in Albania, burnout directly influences Job Satisfactions, work life balance directly influences Employee. The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of employees individually or in groups. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, targets or criteria that have been determined in advance and have been mutually agreed upon. This study aims to explore the relationship between work-life balance, work-family conflict and work-family conflict and employee performance perceptions with job satisfaction serving as a moderating variable.

*Keywords:* Work Life Balance, Burnout, Job Satisfaction, Employee Performance

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**Introduction**

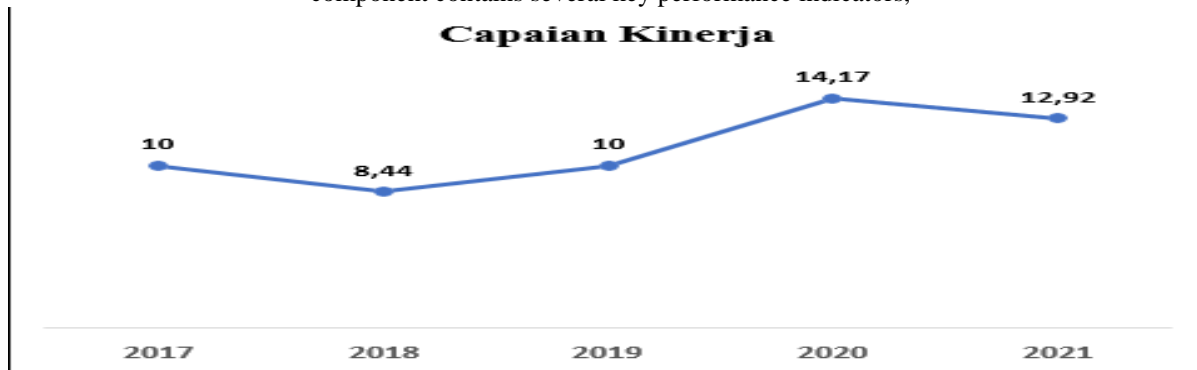
Employees are a renewable asset of the organization, they are a key driver of change, especially in a rapidly changing environment. Companies must constantly redesign work to align with their business strategy and improve organizational performance. In the study of employee or employee performance management, there are things that require important considerations because the individual performance of an employee in the organization is part of the organization's performance and can determine the organization's performance. The success or failure of an organization's hinges upon the performance levels of its employees, both individually and collectively.

The importance of paying attention and developing performance is not only a need for organizations that aim for financial gains, but also a need for non-profit organizations, such as government organizations/institutions that perform various functions of governance and national development. Employees in government institutions have a very important role as executors of government activities. The Institute of Statistics (INSTAT) seeks to assess the performance of its employees in delivering high-quality statistical data . The provision of data to

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interested parties is carried out through various statistical activities, be it registration, survey or compilation of administrative data/secondary data which are carried out periodically, continuously or at any time with a predetermined period of implementation. Therefore, the physical and mental well-being of employees must be maintained in optimal condition to ensure the attainment of high-quality work and achievement of work objectives.

**Figure 1.1** Figure of Performance Achievements of INSTAT employees. 2017-2021 The above figure shows how the performance achievement components of INSTAT employees for the period 2017-2021, the results show that there is a decrease in the performance achievement of INSTAT employees in 2021 compared to the previous year. This performance achievement component contains several key performance indicators,



The picture above shows how the components of the performance achievements of INSTAT employees for the period 2017-2021, the results show that there is a decrease in the performance achievements of INSTAT employees in 2021 compared to the previous year. This performance achievement component contains several key performance indicators, including indicators aimed at increasing human resource (HR) capacity and institutional arrangements. In order to maintain the quality and commitment of the employees who are required to achieve the given objectives, in general, many companies are currently implementing Work Life Balance programs. The success of work always depends on teamwork or human resources in the organization. To get maximum results through maintaining a work-life balance of employees becomes very important for the organization. An organization must recognize that the basic demands of employees and work stress must be balanced so that team members can deliver maximum results without fatigue (Ullah and Durrani, 2011). But if not managed properly, it can be a disaster for the organization which ultimately reduces the performance of the employees. In project management methodologies, work-life balance has become very important, especially in human resource management and organizational behavior studies. In previous research, it has been identified that work-life balance has a very large effect, which has a significant correlation with employees' family life, personal health, organizational responsibility, work performance and loss of efficiency in the workplace (Zheng and Wu, 2018). Discrepancy between the professional life and personal life of employees is a major concern for organizational progress because it directly affects the organizational performance chart (Muhammad Irfan et al., 2021). A person can live a happy, healthy and successful life when there is a work-life balance. Work life and balance is indeed a major concern for those who want to have a good quality of life (Breitenecker and Shah, 2018). In this case, balance is achieved when there is harmony between work and life. (Semplali and Hassi, 2016) Since the last decade, the concept of work-life balance has been seen as important for both organizations and people, and has been proven to contribute greatly to increasing employee productivity, which in turn, has a positive impact on the organization. (Guthrie, 2012). An effective work-life balance policy adopted by the organization allows employees to engage with the community while ensuring that costs and turnover are controlled and productivity is increased (Helmle et al., 2014). Soomro et al, (2017:129-146) in their research titled "The relationship of work-life balance, work-family conflict and family-work conflict with employee performance - the moderating role of job satisfaction".

This study aims to explore the relationship between work-life balance, work-family conflict and work-family conflict and employee performance perceptions with job satisfaction serving as a moderating variable. The sample used by the questionnaire was distributed to 280 teaching members as respondents. This study provides results, namely the results of this study indicate that work life balance is positively related to employee performance. The coefficient is positive (0.22) and highly significant, as expected. The equation of this research with the research to be conducted is to examine the relationship between work life balance variables and employee performance. The difference between this research and the research that will be carried out is in the object and in the data analysis, namely this study uses AMOS 20 while the research that will be carried out uses PLS and in this study job satisfaction as a mediating variable, while the research that will be performed is job satisfaction as an intervening variable. However, it is different from the research conducted by Chiekezie et al., (2016) which does not affect the work-life balance with the performance of the workers because in improving the performance the objective is used. Employees try to meet this goal in any way for fear of losing their jobs. It can be interpreted that employee performance does not depend on work-life balance. Regardless of whether or not there is a work-life balance, workers still strive to work well because they have goals that need to be met. In addition, boredom at work is also highly influential on employee performance. One of the effects of fatigue is the reduction of work productivity, if not treated immediately it will damage the institution and the individual himself. According to Rizka (2013), fatigue is a psychological syndrome that will happen to a person when that person performs the same job for a very long time. This condition will cause people to experience prolonged stress in their work. However, it is different from the results of the research conducted by Yoanisa Mahaardiani et al (2013), Hayati and Fitria (2018), which in their research found that there was no significant impact between fatigue on employee performance. In addition, improving the quality of performance is also influenced by employee satisfaction. Job satisfaction is a positive feeling about one's job, which is the result of an evaluation of its characteristics (Robbins & Judge, 2008). Affandi (2016) who says that job satisfaction causes an increase in performance, so that satisfied workers are more productive at work. Likewise, with Wirawan (2013) who says that people's positive or negative feelings and attitudes towards their work have implications for their impact on themselves and the organization. If people are satisfied with their work, they like and are motivated to perform their work and their performance is high, otherwise if they are not satisfied with their work, they are not motivated to perform the job theirs and their performance is low. The results of this study are supported by the research of Ali, Idris and Kalalinggi (2013) which shows that job satisfaction has a significant and positive effect on employee performance. The research of Ali, Idris and Kalalinggi (2013) is consistent with the research conducted by Rosita and Yuniati (2016) and Febriyana (2015) which also shows the result that job satisfaction has a significant and positive effect on employee performance. To achieve job satisfaction, there are many factors that influence it, including work-life balance and fatigue. The results of a study conducted by Fayyazi & Aslani (2015) said that work-life balance has a significant positive impact on employee satisfaction for company workers in Albania. Supported by research by Amalina et al., (2018), Arif & Farooqi (2014) and Rene (2018) who state that work-life balance has an impact on job satisfaction. Meanwhile, there are differences in the research results of Farha et al., (2017), Hidayatulloh (2019), namely that work-life balance has no effect on satisfaction. This is the basis for making the satisfaction variable a mediating variable for the effect of work-life balance and burnout on the environmental performance of INSTAT employees.

## **Literature Review**

### *Work-Life Balance*

Work-life balance has good content at work and outside of work with minimal conflict (Clark in Fapohunda, 2014), this work-life balance is about how a person seeks balance and comfort at work and outside of work. In aligning these two things, there is a need for balance, many employees find it difficult to manage both at work and in their own health. This is especially important in the area of human resources where this balance plays an important role in the smooth running and success of employees (Saleem & Abbasi, 2015). Schermerhorn (2013) revealed that Work-Life Balance is a person's ability to balance the demands of work with personal and family needs. According to Delecta (2011), Work-Life Balance is defined as an individual's ability to fulfill their work and family commitments, as well as other non-work responsibilities. According to Robbins and Coulter (2012), the work-life balance program includes resources for parent and child care, employee health and welfare, relocation and others. Where many companies offer family-friendly benefits that employees need to balance life and work, which include flextime, job sharing, telecommunicating and others. the time needed in the two different roles, if the needs and demands of an employee have been met, it can be said that the employee has a work-life balance. Based on the above definition, it can be concluded that there is a balance between roles in work and outside work where there is minimal conflict between roles within the organization and roles in employees' lives. Balance is also associated with employees who are able to maintain and feel harmony in life in the work environment and roles in the neighborhood. An employee will also achieve success in his personal life as well as in a satisfying work life if the involvement between his time and his role goes well. Burnout is a state of extreme psychological stress so that individuals experience emotional exhaustion and low motivation to work. Burnout can be a result of chronic work stress (King, 2010). Maslach and Leiter (in Rizka, 2013) argue that burnout is a negative emotional reaction that occurs in the work environment, when the individual experiences prolonged stress. Burnout is a psychological syndrome that includes fatigue, depersonalization and decreased ability to perform routine tasks such as causing anxiety, depression, or even sleep disturbances. Burnout is a situation where employees suffer from chronic fatigue, boredom, depression and withdraw from work. The stress reaction that is especially common in people with high standards is burnout. Burnout is a state of emotional and physical exhaustion, low productivity, and feelings of isolation, often caused by work-related stress. Burnout is a state of psychological pressure on an employee after being in the job for a certain period of time. So, from the description above, it can be concluded that Burnout is psychological pressure due to emotional exhaustion experienced by employees so that they are often weak, tired, hopeless and have low work motivation.

### **Job Satisfaction**

At work, employees are not simply engaged in their tasks; they also encounter various situations. These situations encompass their relationships with co-workers, interactions with superiors, considerations regarding the rewards they receive, and the opportunities for career advancement. Job satisfaction plays a pivotal role in predicting an individual's well-being and can influence their decision to either remain in or leave their current job (Indrasari, 2017).

Several experts have provided definitions of job satisfaction, including the following:

1. Robbins and Timothy (2019), said that job satisfaction is a positive feeling towards work, resulting from an evaluation of its characteristics because employees who have high job satisfaction will have positive feelings towards their work.
2. A. An Anwar Prabu Mangkunegara (2017), according to him job satisfaction is the feeling of employees who support or not related to the work or condition of the employee, the expression of

feelings involving several aspects such as wages or salaries, career development opportunities, relationships between co-workers, placement work, type of work, and organizational structure

3. Robbins (Wibowo, 2016, P.415) Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards received at work and the amount they believe they should receive
4. Greenberg and Baron (Wibowo, 2016, P.415) describe Job Satisfaction as a positive or negative attitude that individuals have towards their work. Meanwhile, Vecchino (Wibowo, 2016: 415) states Job Satisfaction as a person's thoughts, feelings, and actions tendencies, which is a person's attitude towards work.

## **Employee Performance**

Performance is the result or level of success by an individual or organization over a specific period while carrying out tasks compared to various possibilities, such as work standards, targets, targets or criteria that have been determined in advance and have been mutually agreed upon. According to Anwar Prabu Mangkunegara (2013) performance is the result of work in quality and quantity of work achieved by an employee in alignment with their assigned responsibilities. According to Irfan Fahmi (2016) performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time. Kasmir (2016) defines performance as the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, Edison (2016) considers performance as the outcome of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements. From the various definitions of performance above, it can be concluded that performance is the performance or appearance or work of a person or organization in carrying out work to achieve goals and can be measured by standards that have been set for a certain period.

## **Theoretical Framework**

Pratama and Setiadi (2021) explain in their research that personal life work disorders interfere with personal life with work, increased work life, increased personal life affect employee satisfaction. Through this research, it is hoped that new businesses can benefit from work-life balance policies to increase job satisfaction. Next, Ganapathi (2016) explains in his research that work-life balance has a positive effect on employee job satisfaction. Supported by research by Rondonuwu, et al (2018) that work-life balance affects employee job satisfaction. Research suggests that work-life balance has a positive and significant effect on job satisfaction, burnout has a negative effect on job satisfaction, but the results are not significant. Prianto and Bachtiar (2020) found in their research that burnout has a negative effect on job satisfaction. Gemely and Baharuddin (2020); Khmour (2015); Lu & Gursoy (2013); Mendieta & Cosano-Rivas (2011) explained that burnout has an effect on employee job satisfaction. Bataineh (2019); Irfan, et al (2021); Lely, et al (2022); Metea, et al (2014); Wu, et al (2018); Kurnia and Widigdo (2021) suggest that work-life balance and burnout affect employee performance.

## **Methods**

This research was conducted with public administration employees of INSTAT. The researchers chose the design in this research is causal research. Causal research is chosen because it aims to test the hypothesis about influence. The population of this study is infinite; this is because there is no collection of objects or individuals that are the subject of the search known limits or measurements of the total number of individuals included in the study can be made. The population in this study were INSTAT employees. In this study, the sampling

technique used was non-probability sampling with a purposive sampling technique. The reason for using purposive sampling is that it is hoped that the sample to be taken meets the criteria of the research to be conducted. The sample used in this study was 100 employees. Data analysis is to interpret and draw conclusions from some collected data. This research uses SEM (Structural Equation Model) to process and analyze the research data. Through SEM software, not only the causal relationship (direct and indirect) in the observed variables or constructs can be revealed, but also the components that contribute to the construct itself can be quantified so that the causal relationship between the variables or constructs becomes more informative, complete and accurate.

## Result and Discussion

Based on the results of the feasibility test of the research model, the next analysis is Structural Analysis Equal Modeling (SEM) in a full model. The results of data processing for the full model SEM analysis are explained as follows

Table 1 Research Model Feasibility

The Goodness of Fit Index	Cut off Value	Result	Information
Chi-Square	< 149,885	113.221	GOOD
Probability	$\geq 0,05$	0.113	GOOD
CMIN/DF	$\leq 2,00$	1.671	GOOD
AGFI	$\geq 0,90$	0.920	GOOD
GFI	$\geq 0,90$	0.977	GOOD
TLI	$\geq 0,95$	0.912	GOOD
CFI	$\geq 0,95$	0.934	GOOD
RMSEA	$\leq 0,08$	0.018	GOOD

Source: Primary Data Processed, 2022

The results of the feasibility test of the model presented in Table 1 show that the overall test criteria are in a good category or meet the required evaluation criteria. In the Chi-square test, a model will be considered good if the results show the calculated Chi-Square value less than the table Chi-Square value. The largest Chi-Square number, which is less than the value of the Chi-Square table, indicates that the better the model means there is

no difference between the population estimate and the tested sample. This research model shows that the calculated Chi-Square value is 113.221, while the critical value / Chi-Square table with  $df = 123$  is 149.885. Because the calculated Chi-Square value in this study is less than the critical value, it means that the research model is not different from the estimated population / the model is considered good (accepted).

### Hypothesis Testing

The structural equation model consists of two exogenous variable and one endogenous variable. Table 2 shows that the estimate of standardizes effects consists of an estimate of standardized direct effects.

**Table 2**, shows that the analysis results show that all paths in the structural equation model have a significant effect (p-value or probability value  $< 0.05$ ). The direct effect of work-life balance on Job Satisfaction is 0.95; burnout on Job Satisfaction is 0.02; work-life balance on employee performance is 0.945; burnout on employee performance is 0.95 and Job Satisfaction on employee performance is 0.242.

HIP	Variable			Regression Coefficient	
				Direct Effect	
HO	<i>Exogen</i>	<i>Endogen</i>	→	<i>Coef</i>	<i>Prob.</i>
H1	Work-Life Balance	Job Satisfaction Job	→	0.95	0.000
H2	Work-Life	Job Satisfaction Job	→	0.02	0.025
H3	Balance	Employee Performance	→	0.945	0.000
H4	Burnout	Satisfaction Employee Performance	→	0.03	0.037
H5	Job Satisfaction	Employee Performance	→	0.242	0.039

*Source: Primary Data Processed, 2022*

### Discussion

#### ***H1: The Effect of Work Life Balance on Job Satisfaction***

Work life balance has a direct influence on job satisfaction, which means if employee have balance on their work life, their satisfaction will significantly up. This study supports the results of research by Pratama & Setiadi (2021); Rondonuwu, et al (2018); Paangemanan, et al (2017) state that work life balance can increase job satisfaction

#### ***H2: The Influence of Burnout on Job Satisfaction***

Burnout has a direct influence on job satisfaction, which means that if employee enjoy in the office, their satisfaction will significantly up. This study supports the results of research by Prianto and Bachtiar (2020);

Gemely and Baharuddin (2020); Khmour (2015); Lu & Gursoy (2013); Mendieta & Cosano-Rivas (2011) state that burnout influence job satisfaction.

### ***H3: The Influence of Work Life Balance on Employee Performance***

Work life balance has a direct influence on employee performance, which means if employee have balance on their work life, their performance will significantly up. This study supports the results of research by Bataineh (2019); Irfan, et al (2021); Lely, et al (2022); Metea, et al (2014); Wu, et al (2018); Kurnia and Widigdo (2021) state that work life balance can increase employee performance.

### ***H4: The Effect of Burnout on Employee Performance***

Burnout has a direct influence on employee performance, which means that if employee enjoy in the office, their performance will significantly up. This study supports the results of research by Bataineh (2019); Irfan, et al (2021); Lely, et al (2022); Metea, et al (2014); Wu, et al (2018); Kurnia and Widigdo (2021) state that burnout influence employee performance.

### ***H5: The Influence of Job Satisfaction on Employee Performance***

Job Satisfaction has a direct influence on employee performance, which means, if employee enjoy in the office, their performance will significantly up. This study supports the results of research by Bataineh (2019); Lely, et al (2022); Metea, et al (2014); Wu, et al (2018); Kurnia and Widigdo (2021) state that job satisfactions influence employee performance

## **Conclusions**

The results showed that the rise and fall of employee performance and job satisfactions in the organization was influenced by work life balance and burnout. Based on result study, it can be seen that work life balance has a partial effect on job satisfaction and employee performance, which means if employee have balance on their work life, their satisfaction and performance will significantly up. Then, burnout has an effect on job satisfaction and employee performance, which means if employee enjoy in the office, their satisfactions and performance will significantly up. Job Satisfaction has a direct influence on employee performance, which means that if employee enjoy in the office, their performance will significantly up.

## **Suggestions and Recommendations**

The limitation of this study is that the research only focuses on work life balance and burnout as a factor that affects job satisfaction and employee performance. In fact, the factors that affect job satisfaction and employee performance are not only work life balance and burnout, but their organizational culture, competence, discipline, and so on.

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