

## The Effect of Work Life Balance and Good Government on Employee Performance Mediated by Employee Job Satisfaction at The Personnel and Human Resource Development Agency of Bogor Regency

Bernika S. R. A. Zurifa<sup>1</sup>, Muhammad Husein Maruapey<sup>2</sup>, Rusliandy<sup>3</sup>  
Universitas Djuanda,

**Corresponding Author:** Bernika S. R. A. Zurifa [Sunibernika30@gmail.com](mailto:Sunibernika30@gmail.com)

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### ARTICLE INFO

*Keywords:* Work-Life Balance, Good Government, Job Satisfaction, Employee Performance

*Received :* 05 December 2025

*Revised :* 05 January 2026

*Accepted:* 06 February 2026

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### ABSTRACT

Bernika S. R. A. Zurifa, D. 2420369, The Effect of Work-Life Balance and Good Government on Employee Performance, Mediated by Employee Job Satisfaction at the Bogor Regency Personnel and Human Resource Development Agency. This study aims to analyze the effect of work-life balance and good government on employee performance, mediated by employee job satisfaction at the Bogor Regency Personnel and Human Resource Development Agency. This survey study used a questionnaire as its instrument. A total of 105 respondents, employees at the Bogor Regency Personnel and Human Resource Development Agency, were recruited using a simple total sampling method. Data collection was conducted by providing respondents with a list of questions using a Google Form. This study used the Smart PLS analysis tool. The results showed that work-life balance and good governance significantly influenced job satisfaction. Furthermore, job satisfaction significantly influences employee performance. Work-life balance had both direct and indirect effects on employee performance through job satisfaction. In contrast, good governance did not significantly influence employee performance, either directly or through job satisfaction. The implications of this study confirm that work-life balance is a key factor in improving employee satisfaction and performance. While the application of good governance principles and public perception requires strengthening to have a greater impact on the governance apparatus.

## **INTRODUCTION**

Employees are a fundamental asset in organizations, both in the public and private sectors. In the context of government, the State Civil Apparatus (ASN) plays a strategic role as professional policy implementers and providers of public services. ASN performance is a key parameter for successful governance, as without optimal performance, agencies will struggle to achieve established strategic goals. However, the reality is that ASN bureaucracies still frequently face challenges of negative behavior, such as slow service delivery, a lack of innovation, and a lack of sensitivity to public needs.

The COVID-19 pandemic has drastically changed the workplace landscape through the implementation of flexible work patterns such as Work From Home (WFH) and Hybrid Working. While digital technology facilitates coordination, this flexibility often blurs the lines between formal work and personal life. Data shows that in Indonesia, approximately 85% of respondents admit to not having an ideal work-life balance.

The pressure to work anytime and anywhere, especially in health institutions like the Directorate of Health Surveillance and Quarantine, where more than 45% of its employees work more than 40 hours a week, has the potential to trigger work stress and reduce employee satisfaction.

In addition to work-life balance, the implementation of good governance is a central issue in modern public administration, creating effective, efficient, and accountable services. The implementation of good governance is expected to respond to public demands for excellent service, which ultimately impacts employee job satisfaction and performance.

Despite numerous studies on these variables, a research gap remains. Some studies indicate that work-life balance has a significant effect on employee satisfaction and performance, but other studies, such as those by Maharani (2023) and Guli (2025), show insignificant results. Similarly, the variable Good Government has yielded inconsistent results on employee performance in several previous studies.

Based on this background, this study aims to re-examine the influence of Work-Life Balance and Good Government on Employee Performance, with Job Satisfaction as a mediating variable. The research focused on the Personnel and Human Resource Development Agency of Bogor Regency to provide an empirical overview of human resource dynamics in local government agencies.

## **LITERATURE REVIEW**

### **Employee Performance**

Pratiwi and Darmastuti (2014) define performance as the overall results or level of success of an individual during a specific period in carrying out tasks compared to various possibilities, such as predetermined and mutually agreed-upon work standards, targets, or criteria. Based on the above expert opinions, performance is defined as the work achieved by an employee who possesses the quality and quantity to carry out their duties within a specific timeframe, in line with the company's or organization's objectives.

### **Job Satisfaction**

Wehrich and Koontz, in Simbela (2019:302), state that satisfaction refers to the experience of pleasure or joy felt by someone when their desires are achieved. Meanwhile, according to Mangkunegara (2019:302), job satisfaction is a feeling of support or dissupport for an employee related to their work and their personal circumstances. Based on the various definitions presented above, it can be concluded that job satisfaction is a person's feelings toward their work, which are generated by their own efforts (internal) and supported by external factors (external), such as work conditions, work results, and the work itself. When employees join an organization, they bring with them a set of desires, needs, passions, and past experiences that combine to form job expectations. Job satisfaction indicates the match between a person's expectations and the rewards provided by the job. Therefore, job satisfaction is also closely related to equity theory, psychological agreement, and motivation.

### **Work Life Balance**

The term "balance" refers to the goal of balancing individual participation in work and other non-work activities (Lewis & Beauregard, 2018). The concept of work-life balance is based on the belief that, as fair human beings, individuals must commit to both work and personal life, as both are equally important. In 2021, the Society for Industrial and Organizational Psychology (SIOP) USA conducted employee research. The results showed that 73% of employees complained about working hours, citing shorter family time. Unmet work-life balance reduces employee productivity.

### **Good Government**

To create good and clean governance, the concept of good governance must be effectively implemented. Good governance is the implementation of solid and responsible development management. The World Bank defines good governance as the implementation of solid and responsible development management that aligns with the principles of democracy and efficient markets, avoids misallocation of investment funds, and prevents corruption both politically and administratively. It also implements budgetary discipline and creates a legal and political framework for the growth of business activities (Sari and Tamrin, 2020:108).

### **Research Hypothesis**

#### **The Effect of Work-Life Balance on Employee Job Satisfaction**

Work-life balance influences employee job satisfaction. According to Prasadja Ricardianto (2018), work-life balance, along with other work environment factors, helps managers integrate it into a broader discussion that examines individuals' perceptions of work that mediate the relationship between work-life balance and work outcomes. Therefore, employees who can balance their work and personal lives tend to have a positive attitude toward their jobs, which ultimately increases job satisfaction. Research conducted by Prasetyo et al. (2021), Azdanal (2021), Fadilla (2022), Indra (2022), Nawarcono (2021), Pratama

(2021), Asari (2022), and Azizah (2023) indicates that worklife balance influences employee job satisfaction.

### **HI: Work-Life Balance Has a Positive Influence on Employee Job Satisfaction**

#### **The Effect of Good Government on Employee Job Satisfaction**

Good governance influences employee job satisfaction. Good governance is often defined as good governance. The concept of good governance is based on the idea of interdependence and interaction among various institutional actors at all levels within the state (legislative, executive, judicial, and military) and the private sector (companies and financial institutions). No institutional actor within a good government should have absolute control. The concept of good governance can be implemented in accordance with the principles above if the government has the mechanisms to do so. The government will be able to carry out its functions within the framework of good governance if a cooperative public administration system is created with a more relevant public service approach (Pandji, 2017). Research conducted by Aini (2024), Kasmawati (2024), and Wenda (2022) states that good governance influences employee job satisfaction.

### **H2: Good Government has a positive influence on employee job satisfaction**

#### **The Influence of Employee Job Satisfaction on Employee performance**

Sinambela (2019) defines job satisfaction as a worker's level of positive affection towards work and work situations. Job satisfaction is solely related to a worker's attitude towards their work, including their behavior. The cognitive aspect of job satisfaction is the worker's belief about work and work situations. Wehrich and Koontz (2019: 302) state that satisfaction refers to the experience of pleasure or joy felt by someone when what he wants is achieved. The results of research conducted by Asari (2022), Azizah (2023), Umamy (2021), Azizah (2023), Hakim (2022), Kristansi (2020), and Santi (2024) state that employee job satisfaction influences employee performance.

### **H3: Employee Job Satisfaction Has a Positive Influence on Employee performance**

#### **The Influence of Work-Life Balance on Employee performance**

Prasadja Ricardianto (2018) found that implementing work-life balance, supported by a conducive work environment, helps managers integrate employees' work and personal lives, enabling them to meet work demands without sacrificing their personal quality of life. Alvesteffer (2016) adds that flexible work schedules and a regular home life can reduce stress, prevent depression, and reduce family conflicts, enabling employees to be more focused and energetic in carrying out their duties. The results of research conducted by Prasetyo et al. (2021), Arifin (2022), Badrianto (2021), Mardiani (2021), Putri (2023), Asari (2022), and Azizah (2023) indicate that work-life balance influences employee performance.

### **H4: Work-Life Balance Has a Positive Impact on Employee Performance**

### **The Influence of Good Government on Employee performance**

Good governance plays a strategic role in improving employee performance by emphasizing clean, democratic, effective, and efficient governance. Priansa and Donni Juni (2018) explain that good governance encompasses not only values that respect the will of the people and enhance community capabilities, but also functional aspects that enable the government to fulfill its duties effectively. By creating systems and mechanisms that regulate the cooperative relationships among the government, the business world, and the community, employees work in a transparent, fair, and professional environment, thereby encouraging motivation, discipline, and responsibility in carrying out their duties. The results of research conducted by Anggraini (2022), Dumbi (2022), Maimanah (2024), Nengsy (2022), Saputro (2021), Wattimena (2021), Bakkara (2023), Tahirs (2023), Kurniasari, CR et al. (2024) state that good governance influences employee performance.

#### **H5: Good Government Has a Positive Impact on Employee Performance**

### **The Influence of Work Life Balance on Employee performance with Job Satisfaction as a Mediating Variable**

Work-life balance allows employees to divide their time evenly between work and personal life, thus avoiding burnout and excessive stress. According to Prasadja Ricardianto (2018:8), work-life balance helps managers and employees effectively integrate work and personal life. Support from leaders is also a crucial factor, as flexible work policies, leave, and attention to employees' family needs contribute significantly to creating work-life balance (Lazär et al., 2018). Thus, work-life balance influences employee performance through the mediating role of job satisfaction: it fosters job satisfaction, which, in turn, improves both individual and organizational performance. Research conducted by Asari (2022) and Azizah (2023) indicates that work-life balance influences employee performance through job satisfaction.

#### **H6: Work-Life Balance Mediates Employee performance and Job Satisfaction**

### **The Influence of Good Government on Employee performance with Job Satisfaction as a Mediating Variable**

Pandji (2017) stated that the government can fulfill its good governance function if it has a relevant, cooperative, and responsive public service mechanism. This paradigm aligns with Siregar JK's (2020) view, which emphasizes that the shift from government to governance encourages collaboration among the government, the private sector, and the community to create a more participatory and equitable system. When the principles of good government are implemented, employees will feel appreciated for working within a clear, fair, and directed system, thereby increasing job satisfaction. Thus, good government not only creates an effective and efficient public service system but also drives job satisfaction, which, in turn, mediates improved employee performance at both the individual and organizational levels. The results of research conducted by Harma, A. et al. (2020) indicated that good government influences employee performance through job satisfaction.

#### **H7: Good Government Mediates Employee performance with Job Satisfaction**

## METHODOLOGY

### Research Object

The object of this research is the plan and structure of the investigation used to obtain evidence to answer the researcher's questions. The objects of this research are Work-Life Balance, good governance, and Public Perception of Trust in Employee Performance, mediated by Employee Job Satisfaction.

### Location and Time of Research

This research was conducted at the Human Resources Development Personnel Agency (BKPSDM) of Bogor Regency. Jalan Bersih, Kelurahan Tengah, Cibinong, Bogor, West Java 16914, Indonesia. Telephone. : (021)87914275 Fax. : (021)87914275 Email : bkpsdm@bogorkab.go.id, Instagram : bkpsdmkabbogor. This research was conducted from August 2025 to December 2025.

### Sample Population and Sampling Techniques

The population in this study comprised all employees at the Human Resources Development Personnel Agency (BKPSDM) of Bogor Regency, East Jakarta, totaling 105. Therefore, the sample in this study comprised all employees at the Human Resources Development Personnel Agency (BKPSDM) of Bogor Regency, totaling 105 employees, The sampling technique used was total sampling, namely taking the entire population as a sample of all employees of the Office Of Personnel And Human Resource Development Agency Of Bogor Regency.

### Data Analysis Method

The data in this study will be analyzed using the Structural Equation Modeling – Partial Least Squares (SEM-PLS) method with WarpPLS. The use of SEM-PLS is based on its suitability for analyzing complex relationships among multiple latent variables and for testing both direct and indirect effects (via mediating variables such as job satisfaction). SEM-PLS is also appropriate for relatively small sample sizes and for data that may not meet normality assumptions. Furthermore, it emphasizes prediction and explanation of variance in the dependent variables, making it ideal for this study's goal of understanding the factors influencing employee performance at the subdistrict level.

## RESEARCH RESULT

### Discriminant Validity

**Table 1. Cross Loading**

Variables	X1. WorkLife Balance	X2. Good Government	Y. Employee Performance	Z. Employee Job Satisfaction
X1.1	,7623	,2212	,2540	,2785
X2.1	,3989	,7911	,4976	,4589
Y.1	,3656	,4072	,4994	,4001
z.1	,2190	,3963	,7933	,7868

Table 1 also shows that the indicators for each variable have higher factor loadings than the loadings for other constructs. Thus, the latent constructs are better able to predict the indicators in their respective blocks than the indicators in other blocks.

**Composite Reliability**

**Table 2. Composite Reliability**

Variables	Composite Reliability
(X1) Work Life Balance	0.8801
(X2) Good Government	0.9406
(Z) Job Satisfaction	0.9241
(Y) Employee Performance	0.9458

Source: Processed Data (2025)

These results show that each variable meets the composite reliability criterion, indicating that all variables are highly reliable.

**Cronbach's Alpha**

**Table 3 Cronbach's Alpha**

Variables	Cronbach 's Alpha
(X1) Work Life Balance	0.8536
(X2) Good Government	0.9390
(Z) Job Satisfaction	0.9521
(Y) Employee Performance	0.9226
	0.9410

Source: Processed Data (2025)

Thus, these results indicate that each research variable meets the requirements for Cronbach's alpha and that all variables have high reliability.

**TestStructural Model Fit (Inner Model)**

**Table 4. Structural Model Fit Test (Inner Model)**

Variables	R Square	R Square Adjusted
(Y) Employee Performance	0.4973	0.4772
(Z) Job Satisfaction	0.3304	0.3105

Based on this, the variables Work-Life Balance, Good Governance, and Perception of Public Trust explain 33.04% of Job Satisfaction, whereas they explain 49.73% of Employee Performance.

**Path Coefficients**

**Table 5. Path Coefficients**

Hypothesis	Original sample (0)	Sample mean (M)	Standard deviation (STDEV)	T statistics (IO/STDEVI)	Results values	Results
X1. Work Life Balance > Z. Employee Job Satisfaction	,2331	,2444	1021	2,2836	,0224	Accepted
X2. Good Government Z. Employee Job Satisfaction	,3118	,3118	1396	2.2333	,0256	Accepted
Trust -> Z. Employee Job Satisfaction	,1736	,1730	,1184	1.4657	,1428	Rejected
Z. Employee Job Satisfaction -> Y. Employee Performance	,2512	,2531	,1252	2,0059	,0449	Accepted
X1. Work Life Balance. Y. Employee Performance	,0368	,0452	,1035	,3553	,7224	Rejected
X2. Good government. Trust -> Y. Employee Performance	,4108	,4037	,1205	3,4084	,0007	Accepted

The results of the path coefficient analysis indicate that work-life balance and good governance significantly influence job satisfaction. Meanwhile, work-life balance and good governance do not directly affect employee performance.

**Indirect Effects**

**Table 6. Indirect Effects**

Hypothesis	Original sample (0)	Sample mean (M)	Standard deviation (STDEV)	T statistics (IO/STDEVI)	Results values	Results
X1. Work Life Balance -> Z. Employee Job Satisfaction -> Y. Employee performance	,0585	,0616	,0422	1,3881	,1652	Rejected
X2. Good government > Z. Employee Job Satisfaction -> Y. Employee performance	,0783	,0780	,0560	1,3983	,1621	Rejected

Employee Job Satisfaction -> Y. Employee Performance	,0436	,0466	0434	1.0038	,3155	Rejected
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The results were analyzed using output path coefficients, and for indirect effects, using the indirect effect. If the t-statistic value obtained from Table 6 is greater than 1.96, the null hypothesis is rejected. Conversely, if the t-statistic value is less than 1.96, the hypothesis is rejected.

## DISCUSSION

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

Based on Table 5, Work Life Balance has a significant effect on Job Satisfaction among employees at the Office Of Personnel And Human Resource Development Agency Of Bogor Regency, as indicated by the p-value, which rejects  $H_0$  and accepts  $H_a$ . Employees who can balance these two aspects will have a more positive attitude towards their work, thereby increasing job satisfaction and strengthening their commitment to the organization. When employees feel supported in creating this balance, positive attitudes towards work also increase, leading to higher job satisfaction and more optimal performance. The results of research conducted by Prasetyo et al. (2021), Azdanal (2021), Fadilla (2022), Indra (2022), Nawarcono (2021), Pratama (2021), Asari (2022), and Azizah (2023) stated that work-life balance influences employee job satisfaction, but in contrast to research conducted by Maharani (2023), which stated that Life Balance does not influence Employee Satisfaction.

### The Influence of Good Government on Job Satisfaction

Based on Table 5, Good Government has a significant effect on Job Satisfaction among employees at the Kalisari Sub-district Office in East Jakarta, as evidenced by the rejection of  $H_0$  and acceptance of  $H_a$ . Good government has been shown to affect employee job satisfaction. Good governance prioritizes the principle of interdependence and interaction among various institutional actors at the state level (legislative, executive, judicial, and military) and the private sector (companies and financial institutions), without absolute control. This concept can only be implemented if the government builds a cooperative public administration system and provides relevant, responsive public service mechanisms. The results of this study align with those of Aini (2024), Kasmawati (2024), and Wenda (2022), which indicate that good government influences employee job satisfaction.

### The Influence of Public Trust Perception on Job Satisfaction

Based on Table 5, Perception of Public Trust has no significant effect on Job Satisfaction among employees at the Office Of Personnel And Human Resource Development Agency Of Bogor Regency, as indicated by the non-significant p-value, meaning  $H_0$  is accepted and  $H_a$  is rejected. Perceptions of public trust in employees are not always directly proportional to employee job satisfaction. Perception is the process of organizing and interpreting information received

through the five senses. Employee job satisfaction is more likely to be influenced by internal organizational factors, such as the reward system, work environment, and relationships with superiors and colleagues, rather than solely by public perception. This emphasizes that job satisfaction management needs to focus on internal agency factors, not only on image or external assessments. The results of research conducted by Hayati (2020), which stated that perception of public trust does not affect employee job satisfaction, differ from those of research conducted by Jang (2020), Sholikah (2022), and Umamy (2021), which stated that perception of public trust does influence employee job satisfaction.

#### **The Influence of Job Satisfaction on Employee performance**

Based on Table 5, the fourth hypothesis (H4) that Job Satisfaction has a significant effect on Employee performance among Office Of Personnel And Human Resource Development Agency Office employees in Bogor Regency is supported, meaning  $H_a$  is accepted and  $H_o$  is rejected. Job satisfaction is a worker's level of positive affection towards work and work situations. It is solely related to the worker's attitude towards his work; this attitude manifests in behavior. The cognitive aspect of job satisfaction is the worker's belief about work and work situations. The results of research conducted by Asari (2022), Azizah (2023), Umamy (2021), Azizah (2023), Hakim (2022), Kristansi (2020), and Santi (2024) state that employee job satisfaction influences employee performance, but are different from research conducted by Sari, SI et al (2025), Pranata, Y. and Haryanto (2024), Meha, SR et al (2025), which state that employee job satisfaction does not influence employee performance.

#### **The Influence of Work-Life Balance on Employee Performance**

Based on Table 5, the fifth hypothesis (H5), Work Life Balance does not affect Employee performance at the Office Of Personnel And Human Resource Development Agency Of Bogor Regency, is declared unproven, which means  $H_o$  is accepted and  $H_a$  is rejected. Work-life balance plays an important role in supporting employee performance, as the balance between work demands and personal life allows individuals to work more effectively and productively. The results of research conducted by Meha, SR et al (2025), Guli, et al (2025), which stated that Work Life Balance does not affect employee performance, but are different from research conducted by Prasetyo, et al (2021), Arifin (2022), Badrianto (2021), Mardiani (2021), Putri (2023), Asari (2022), and Azizah (2023), which stated that Work Life Balance affects employee performance.

#### **The Influence of Good Government on Employee performance**

Based on Table 5, Good Government has no significant effect on Employee performance at the Office Of Personnel And Human Resource Development Agency Of Bogor Regency, as declared proven; thus,  $H_o$  is accepted and  $H_a$  is rejected. Although conceptually, good government plays a strategic role in improving employee performance by emphasizing clean, democratic, effective, and efficient governance, the study's results show that this concept has not had a significant direct impact on employee performance.

The results of research conducted by Anggraini (2022), Dumbi (2022), Maimanah (2024), Nengsy (2022), Saputro (2021), Wattimena (2021), Bakkara (2023), Tahirs (2023), Kumiasari, CR et al (2024) state that good government influences employee performance, but it is different from research conducted by Suharto (2022), Kristansi (2020), which states that good government does not influence employee performance.

#### **The Influence of Public Trust Perception on Employee performance**

Based on Table 5, the Perception of Public Trust has a positive effect on Employee performance at the Office Of Personnel And Human Resource Development Agency Office in Bogor Regency, meaning  $H_a$  is accepted and  $H_0$  is rejected. Theoretically, public trust is understood as a cognitive process in which individuals or groups assess the quality, integrity, and capabilities of a party here, government employees. This indicates that public assessment of employees has not been a significant driver of direct performance improvements. The results of research conducted by Umamy (2021) and Hakim (2022) stated that the perception of public trust has an influence on employee performance, but this differs from research conducted by Sumberwati, RM et al. (2025), which stated that the perception of public trust does not influence employee performance.

#### **The Influence of Work Life Balance on Employee performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Work Life Balance has no significant effect on Employee performance at the Office of Personnel and Human Resource Development Agency Of Bogor Regency, as shown, meaning  $H_0$  is accepted and  $H_a$  is rejected. Worklife balance allows employees to divide their time equally between work and personal life, thereby avoiding fatigue and excessive stress. Thus, work-life balance affects employee performance through the mediating role of job satisfaction: it fosters job satisfaction, which ultimately improves performance both individually and organizationally. The results of research conducted by Prasetyo et al (2021), Meha, SR et al (2025) stated that work-life balance does not affect employee performance through job satisfaction, but in contrast to research conducted by Asari (2022), Azizah (2023), which stated that work-life balance affects employee performance through job satisfaction.

#### **The Influence of Good Government on Employee performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Good Government does not affect Employee performance at the Office of Personnel And Human Resource Development Agency of Bogor Regency, as shown, meaning  $H_0$  is accepted and  $H_a$  is rejected. However, the study's results indicate that implementing good governance does not have a significant effect on employee performance through job satisfaction. This indicates that although the principles of good government have been implemented, these conditions have not been able to form a strong enough job satisfaction to mediate improvements in employee performance. Theoretically,

high job satisfaction is expected to lead to increased productivity, higher-quality work, and greater employee loyalty. The results of research conducted by Harma, A. et al. (2020) indicated that good government influences employee performance through job satisfaction. In contrast, research by Kristansi (2020) found that good government does not influence employee performance through job satisfaction.

### **The Influence of Public Trust Perception on Employee Performance with Job Satisfaction as a Mediating Variable**

Based on Table 5, Perception of Public Trust has no significant effect on Employee performance for employees at the Office of Personnel and Human Resource Development Agency of Bogor Regency, as indicated by the p-value, which is not significant, meaning  $H_0$  is accepted and  $H_a$  is rejected. This indicates that although public trust can create a positive image, it is not always a direct driver of improved employee performance. Thus, in the context of this study, employee performance improvements are more influenced by internal factors or other organizational factors than by perceptions of public trust, so job satisfaction does not act as a significant mediating variable. The results of research conducted by Umamy (2021) and Hakim (2022) indicated that perceptions of public trust influence employee performance through job satisfaction. In contrast, other research found that perceptions of public trust do not influence employee performance through job satisfaction.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

The results of this study show that Work-Life Balance and Good Governance have a significant effect on Job Satisfaction. This means that employees' satisfaction is more influenced by internal factors such as balanced workloads. Furthermore, Job Satisfaction significantly affects Employee performance, indicating that satisfied employees tend to work more effectively and productively. However, Work-Life Balance and Good Governance do not directly influence performance, and Job Satisfaction does not mediate the relationship between these variables and performance. Interestingly, suggesting that when employees feel trusted by the public, they are more motivated to perform better.

### **Implications:**

In practice, the Office Of Personnel And Human Resource Development Agency should uphold sound governance principles, implement a fair workload system, and ensure a supportive work environment to enhance satisfaction and performance. Leaders also need to maintain public trust by providing transparent and responsive services. Academically, this study contributes by combining internal and external factors to explain employee performance in local government institutions.

## Recommendation

Based on the research results, it is recommended that the Office Of Personnel And Human Resource Development Agency Government implement concrete programs to support Work-Life Balance, such as setting clear work schedules, limiting excessive overtime, and providing mental health support or short wellness sessions to reduce stress. To strengthen Good Governance, the village should hold regular transparency meetings, publish performance reports on its website, and establish a digital complaint system to improve accountability and public responsiveness. These efforts can enhance job satisfaction, motivation, and overall employee performance while fostering a stronger relationship between the village office and the community.

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