

The Influece of Work-Life Balance and Job Insecurity and Human Resource Practices on Job Satisfaction and Employee Performance of PKN Resources (Project East Kalimantan)

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Abstract: The purpose of this study is to analyze the effect of work-life balance on job satisfaction; analyze the effect of work-life balance on employee performance; analyze the effect of job insecurity on employee performance; analyze the effect of job insecurity on job satisfaction; analyze the influence of human resource management practices on job satisfaction; analyze the influence of human resource management practices on employee performance; analyzing the influence of job satisfaction on employee performance; analyze the indirect influence of work-life balance on employee performance through job satisfaction; analyze the indirect influence of job insecurity on employee performance through job satisfaction; and analyze the indirect influence of human resource management practices on employee performance through job satisfaction. the population in this study were all employees as many as 2,704 employees at mms group indonesia project east kalimantan with a sample of 96 respondents the data analysis used was pls-sem or path sem modeling based on variants with the help of the smartpls 3 program in data processing. the findings indicate that work-life balance has a positive but insignificant effect on job satisfaction; job insecurity has a positive but insignificant effect on job satisfaction; job insecurity has a positive but insignificant effect on employee performance; human resource management practices have a positive and significant effect on job satisfaction; human resource management practices have a positive and significant effect on employee performance; job satisfaction has a positive but not significant effect on employee performance; work-life balance has an indirect effect on employee performance through job satisfaction; job insecurity has an indirect effect on employee performance through job satisfaction; human resource management practices indirectly affect employee performance through job satisfaction; and overall, the results of the study show that work-life balance and job insecurity factors do not have a significant influence on job satisfaction and employee performance, either directly or indirectly. conversely, human resource management practices have been shown to have a significant influence on job satisfaction and employee performance.

Keywords: Work Life Balance; Job Insecurity; Human Resources Practices; Job Satisfaction; and Employee Performance.

Date of Submission: 25-05-2025

Date of acceptance: 06-06-2025

I. INTRODUCTION

In the midst of the ever-evolving dynamics of the world of work, technological changes, globalization, and market demands have changed the way organizations manage human resources. Technological advancements allow for more efficient integration of business processes but also bring new challenges for employees in balancing personal and work lives. In addition, the dynamics of competition in the workplace and economic instability also increase the risk of insecurity at work, which can ultimately affect the psychological condition of individuals (Allen, 2011). In this context, the implementation of strategic human resource management practices is becoming increasingly important to create a supportive work environment, increase job satisfaction, and drive employee performance on a sustainable basis.

Employee performance is one of the most fundamental elements for the success of an organization. Employees are expected to make their best contribution, even though circumstances are constantly changing. Changes in work arrangements that can have an impact on mental health can certainly interfere with employee

performance. In terms of increasing employee productivity, on the other hand, the company is expected to provide space and comfort for employees so that employee performance continues to be better.

Work and family are the most important domains in life. Along with increasing public awareness of mental health, the term Work-Life Balance (WLB) has become an issue that has been widely discussed among global and Indonesian workers lately. The need for Work-Life Balance (WLB) is now a demand in various sectors including the global business world which has developed many policies designed to enable workers to manage a satisfying personal life while still providing good performance in the workplace. An increase in Work-Life Balance leads to improved employee performance (Jackson & Fransman, 2018)

Not only changes in working conditions and mental health problems, the possibility of termination can trigger concerns about job loss as unemployment increases, changing working conditions and increased work stressors (El Khawli et al., 2022). The intensification of global competition, increasing interest in outsourcing and reducing cost pressures related to uncontrollable economic factors have resulted in the implementation of restructuring strategies and prevalent layoffs, which increases employees' perception of Job Insecurity (Scarlett, 2022).

Likewise with the work climate in Indonesia; Constant changes, increasingly competitive competition in the world of work, recession and global financial crisis and poor business performance have led to several layoffs in Indonesia in the technology and startup industry in recent years (Nugraha, 2023). This also raises questions in employees' minds regarding job security. Quote idea (Greenhalgh & Rosenblatt, 1984) Job Insecurity is defined as the perceived helplessness to maintain the expected continuity in a threatened job situation.

Human Resource Management Policies and Practices must not only foster comfortable and safe working conditions but also provide opportunities and motivation for employees to actively participate in the workplace so that the value of the organization's human resources can be significantly increased, and organizational goals can be achieved in line with improving employee welfare in order to produce a mutually beneficial situation. According to Wright & McMahan, 1992 in (Boon et al., 2019) A Human Resource Management System can be defined as a pattern of planned HR deployment and activities intended to enable an organization to achieve its goals. Human Resource Management is not only limited to managing the relationship between employees and the organization but also focuses on individual development and encouraging employees to work according to their potential.

In 2023, MMS Group Indonesia, one of its business lines is coal mining (exploration and production) operating in the East Kalimantan region, is redesigning its internal business processes. This is an effort to maximize the performance of both the company and employees. However, in the process, it certainly presents challenges because of various adjustments that change the work process, structure, control, roles and responsibilities of work so that it can cause uncertainty and insecurity for employees. Not only redesigning internal business processes, the coal industry itself is also facing challenges due to the global financial crisis and declining commodity prices (Agnolucci, Paolo, Nagle, Peter, TeMAJ, 2023) plus internal factors such as some of the company's unmet investment targets, pending projects as well as the need to streamline operations. This causes an increase in Job Insecurity related to future job continuity so that employees experience feelings of anxiety, stress and uncertainty that affect job satisfaction and decreased performance.

In recent years, MMS Group Indonesia, like many other companies, has faced significant operational dynamics due to technological developments, globalization, and changing market needs. In addition, challenges such as high work pressure, demands to adapt to change, and uncertainty related to job insecurity further affect the psychological condition of employees. Based on an internal survey conducted in 2023, almost half of employees admitted that they found it difficult to maintain a work-life balance. Although companies have adopted various human resource management practices, such as competency development programs and work flexibility, the challenges of improving job satisfaction and employee performance remain a major concern. This phenomenon reflects the need for a more in-depth study of how factors such as work-life balance, job insecurity, and human resource management practices can affect employee job satisfaction and performance in an ever-changing work environment.

Empirical results of the study (Susanto et al., 2022) shows that work-life balance has a positive effect on job satisfaction and performance. In line with research (Irawanto et al., 2021) which shows the results that WLB has a positive and significant effect on job satisfaction, employees tend to increase their job satisfaction when they have flexibility and autonomy in balancing work and personal life. While the results of the study with other opinions (Shouman et al., 2022) which reveals that there is no significant relationship between Work-Life Balance and employee performance, this explains that employees who are satisfied with their Work-Life Balance do not necessarily improve their performance.

Job Insecurity is manifested as a factor that will have a negative correlation with job satisfaction and performance, both for employees and the organization. Research (Darvishmotevali et al., 2017) shows that Job Insecurity Mitigate (reduce) employee performance. Research (Piccoli et al., 2021) found that Job Insecurity is negatively correlated with job satisfaction and performance although there is a possibility of performance improvement as proactive behaviors motivated by feelings of fear of losing their jobs.

(Pawirosumarto et al., 2017) Finding that job satisfaction has a positive and significant impact on performance, therefore it is important to take steps that can increase job satisfaction so that it will increase the success of the organization. Research Results (Susanto et al., 2022) It is also the same, which results in a significant influence of job satisfaction on employee performance. In contrast to the results of the study (Adnan Bataineh, 2019) where the results of the study show that WLB positively and significantly affects employee performance, but job satisfaction does not have an impact on employee performance.

According to research (Alefari et al., 2020) There are many factors that can affect employee performance and part of the 17 main factors that appear most often in many publications, including Work-Life Balance, Human Resource Management Styles and Practices and job satisfaction. Based on the background explanation above, the researcher intends to find out more about the impact of Work-Life Balance (WLB), Job Insecurity (JIS) and Human Resource Management Practices on Job Satisfaction and Employee Performance of MMS Group Indonesia, Project East Kalimantan.

Based on the background that has been explained above, the formulation of the problem can be described as follows: (1) does work-life balance have a positive and significant effect on job satisfaction?; (2) does work-life balance have a positive and significant effect on employee performance?; (3) Does job insecurity have a negative and significant effect on job satisfaction?; (4) does job insecurity have a negative and significant effect on employee performance?; (5) does human resource management practices have a positive and significant effect on job satisfaction?; (6) does human resource management practices have a positive and significant effect on employee performance?; (7) does job satisfaction have a positive and significant effect on employee performance?; (8) does work-life balance have an indirect effect on employee performance through job satisfaction?; (9) whether job insecurity has an indirect effect on employee performance through job satisfaction; and (10) does human resource management practices have an indirect effect on employee performance through job satisfaction?

II. LITERATURE REVIEW

Employee Performance

According to Sigh (2016:482), Performance is the result or level of success of a person or as a whole over a certain period of time in carrying out a task compared to various possibilities, such as work performance standards, goals or objectives or criteria that have been predetermined and mutually agreed. Then, according to Sutrisno, (2017:123), Employee performance is the result of employee work seen in the aspects of quality, quantity, working time and cooperation to achieve the goals that have been set by the organization.

Job Satisfaction

According to Kaswan (2017:192), job satisfaction shows the compatibility between one's expectations of something and what should be actually accepted, so that individual employee job satisfaction levels vary. More explanation Robbins & Judge (2017:146), Job satisfaction is a positive feeling about a job that results from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about their job while someone with a low level has negative feelings.

Work Life Balance

According to Kossek & Lee, (2022:45), wOrk-life balance is not just the absence of conflict between work and non-work roles, but the presence of supportive conditions that enable individuals to be fully engaged in both domains. Then, according to Greenhaus & Allen, (2023:117), work-life balance is defined as the extent to which individuals are equally engaged in and equally satisfied with their work role and family role. Means Work-life balance is the extent to which the individual can be engaged in a balanced manner and feel satisfied in his or her work role and personal life role.

Job Insecurity

According to De Witte & Vander Elst, (2023:12), job insecurity refers to the perceived threat of job loss and the worries related to the continuation of one's current job in the future. Then, according to Shoss, (2023:91), jOB insecurity is a subjective experience reflecting concern about the future stability and continuity of one's employment.

Human Resource Management Practices

According to Snell et al., (2023:5), Human resource management practices are formal systems devised for the management of people within an organization, including staffing, performance management, training, compensation, and employee relations.

The Influence of Variables and Research Hypothesis Formulation

The Influence of Work-Life Balance on Job Satisfaction

When employees manage to achieve a good work-life balance of the brand, employees tend to be more satisfied with their work, which can lead to increased productivity and mental health. Companies that understand the importance of Work-Life Balance (WLB) and facilitate employees to achieve it can achieve higher job satisfaction among their workers. (Irawanto et al., 2021) describes WLB as a balance between personal life and flexible business life in achieving personal psychological perfection and job satisfaction. The results of his own research confirm a positive and significant relationship between WLB and job satisfaction where the job satisfaction of the wealthy tends to increase when they have autonomy and flexibility in balancing their WLB. Furthermore, research from (Jackson & Fransman, 2018) showing results stating that WLB is positively associated with job satisfaction and productivity, the role of WLB has also been shown to be a statistically significant predictor and leads to subjective experiences of productivity, which in turn increases employee job satisfaction. WLB improves employee satisfaction and performance in various industries and countries (Mendis & Weerakkody, 2018). Conflicts between working lives in various industries and countries, have been proven in research (Susanto et al., 2022) which shows a negative impact on employee performance and job satisfaction, while work-life balance improves employee satisfaction and performance

The Influence of Job Insecurity on Job Satisfaction

Job Security is an important factor that affects employee job satisfaction, employees who feel that their jobs are not safe are more likely to experience stress and anxiety, which can lead to decreased productivity and motivation at work. In contrast, employees who have job security feel more confident in their roles and are motivated to do a good job knowing that they have a stable source of income and are less likely to be negatively affected by an economic downturn or organizational change. Research (Yeves et al., 2019) showed results that job insecurity negatively affects both intrinsic and extrinsic job satisfaction. Study (Kundi et al., 2020) found that perceived job insecurity reduces employee satisfaction and happiness levels and can lead to adverse work-related outcomes such as decreased work engagement and decreased employee performance.

The Influence of Human Resource Management Practices on Job Satisfaction

The results of the study (Badre, 2021) show that HRM practices such as compensation, performance appraisals and rewards and recognition have a greater impact on employee satisfaction except for training and development practices that have a lower effect on employee satisfaction.

A systematic review of HRM studies (Boon et al., 2019) found that employee satisfaction with HR systems correlates positively with employee motivation. HR planning has a positive effect on employee job satisfaction because it allows employees to participate in managing their careers and make decisions about certain jobs independently.

The Influence of Work-Life Balance on Employee Performance

It is very important for organizations to embrace the concept of Work-Life Balance, hence the likelihood that employees will be more motivated and engaged and thus will perform better (Alefari et al., 2020) In various businesses and countries, it is concluded that Work-Life Balance increases employee satisfaction and work performance (Mendis & Weerakkody, 2018) (Mendis & Weerakkody, 2018) Furthermore, his research findings prove that better WLB for employees leads to improved employee performance and job satisfaction. (Brough et al., 2020) Overall, when employees consider themselves to have an acceptable level of WLB, they experience positive work outcomes due to the accumulation of resources, increased confidence to achieve goals, the positive overflow of resources from non-work to work. Study (Campo et al., 2021) Finding a positive relationship between work-life balance and employee performance, that when an organization or supervisor cares about the personal and professional well-being of their employees, employees tend to reciprocate by helping to achieve their goals through performance improvement. (Mangaleswaran, 2018) stated that WLB is an important element to reduce employee stress related to work which ultimately leads to improved employee performance. The same goes for what is stated (Hye Kyoung Kim, 2014) that WLB may not have a direct impact on work outcomes, but that WLB can facilitate the growth of affective commitment which will then improve performance.

The Influence of Job Insecurity on Employee Performance

Various studies that link JIS and performance are carried out (Vander Elst et al., 2014) which found JIS to be negatively related to general performance and task performance. (Adekiya, 2023) Investigate the relationship between job insecurity (the influence of quantitative and qualitative aspects) perceived on task performance. This study found that although job insecurity perceived as a one-dimensional construct has a significant and negative influence on task performance, both quantitative and qualitative job insecurity are affected. It is then concluded that JIS is a relevant topic and it is important to consider the quantitative and qualitative aspects of job insecurity when examining the relationship between job insecurity and task performance.

(Sverke et al., 2019) prove that JIS is associated with negative outcomes over five types of employee performance, namely: task performance, contextual performance, higher counterproductive work behavior, creativity, and low safety performance and it can be concluded that JIS can jeopardize the achievement of organizational goals because employees who are worried about the future of their work are less able to perform tasks well. Job insecurity can have both negative and positive impacts on job performance. While research (De Cuyper et al., 2020) seeing from different sides; On the negative side, JIS can lead to a decrease in effort and performance, as well as negative work attitudes such as reduced job satisfaction and commitment. On the positive side, job insecurity can also lead to increased effort and performance because it can be a driving factor.

The Influence of Human Resource Management Practices on Employee Performance

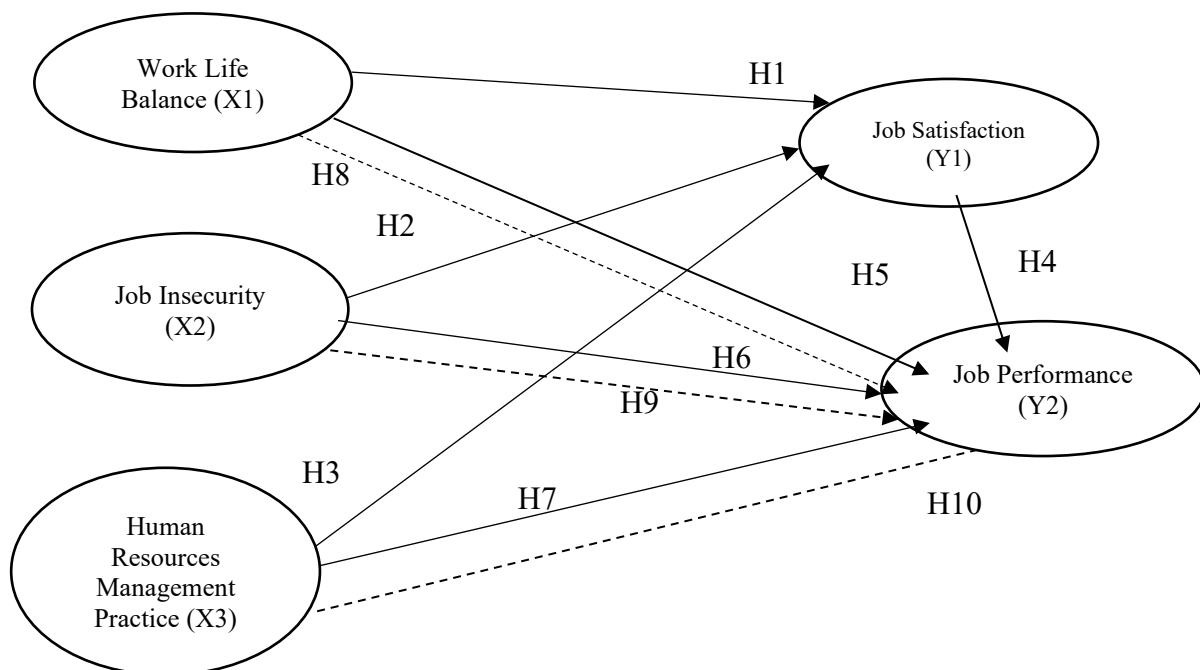
(Guest, 1998) posits that the style and practice of MSDM can help improve individual performance and overall business performance. The practice of MSDM has a role in building a proper mutual relationship between the company and employees regarding mutual trust and mutual responsibility. This relationship follows the "theory of social exchange," in which employees provide their services to the organization in exchange for benefits or other benefits they receive from the organization (Cherif, 2020). Good HR practices, such as job analysis and design, trigger greater employee commitment to the job and the organization, which affects the individual performance of employees and ultimately organizational performance as a result of employee satisfaction (Elrehail et al., 2020). The impact of MSDM practices on employee behavior also acts as a 'signal' that brings organizational goals to employees, when employees present these signals in a fair, correct way and in accordance with their needs, then in response, employees will show maximum satisfaction and performance (Alsafadi & Altahtat, 2021).

The Influence of Job Satisfaction on Employee Performance

The positive influence of job satisfaction on employee performance is confirmed by several studies, including: (Inayat & Jahanzeb Khan, 2021) which concludes that satisfied employees will make a better contribution to the company so that it performs better. (Liu et al., 2022) Job satisfaction is closely related to performance, the higher job satisfaction, the higher the work performance. (Bhatti et al., 2019) argues that satisfied employees will perform better at work. Research (Kundi et al., 2020) found that job satisfaction positively affects employee performance. The study suggests that organizations focus on improving employee psychological well-being and job satisfaction to improve employee performance.

Research Conceptual Framework

Figure 1. Research Conceptual Framework



III. RESEARCH METHOD

Operational Definition

1. Work life balance is a condition where employees of PKN Resources (Project East Kalimantan) can manage their time and energy effectively between job demands and personal needs. The indicators or parameters used to measure work life balance, namely.
 - a. Time balance
 - b. Balance Involvement
 - c. Balance of satisfaction
2. Job insecurity (X2) is the employee's anxiety about the continuity of his work and anxiety about the work done. The indicators or parameters used to measure work life balance, namely.
 - a. Quantitative job insecurity
 - b. Qualitative job insecurity
3. Human resource management practices (X3) refer to a series of actions and policies implemented by PKN Resources (Project East Kalimantan) to manage their workforce effectively and efficiently to create a safe, productive, and supportive work environment for employee development. The indicators or parameters used to measure human resource management practices, namely.
 - a. Recording
 - b. Performance management
 - c. Learning and development
 - d. Compensation and benefits
 - e. Employee relations
4. Job satisfaction (Y1) is the employee's feeling of satisfaction with the work done and the results of the work. The indicators or parameters used to measure job satisfaction, namely.
 - a. Achievement
 - b. Recognition
 - c. Work itself
 - d. Responsibility
 - e. Advancement
 - f. Supervision
5. Employee performance (Y2) is a measurement of employee work results against the targets, targets, and expectations given by the Company as well as effectiveness, efficiency, and contribution to the overall organizational goals. The indicators or parameters used to measure employee performance, namely.
 - a. Task performance
 - b. Adaptive performance
 - c. Contextual performance

Population & Sample

The population used in this study is all employees as many as 2,704 employees in MMS Group Indonesia Project East Kalimantan with a sample using the slovin formula, namely.

$$n = \frac{N}{1 + (N \times e)^2}$$
$$n = \frac{2.704}{1 + 2.704(0,1)^2}$$
$$n = \frac{2.704}{28,04}$$
$$n = 96.43 \text{ rounded } 96$$

Analysis Method

Data analysis using variant-based PLS-SEM or partial least square path modelling then in processing using SmartPLS 3.0 software. According to Ghozali & Latan (2015:5), Partial least square (PLS) is a powerful analysis method and is often referred to as soft modelling because it eliminates the assumptions of OLS (ordinary least square) regression such as data must be normally distributed in a multivariate manner and there is no problem of multicollinearity between exogenous variables. PLS is used to test weak theories and weak data such as small sample counts or data normality problems. In addition, PLS is also used to explain the existence or absence of relationships between latent variables (predictions) and can also confirm theories. This explanation is further strengthened by Hair et al., (2019:4), "The PLS-SEM method is very appealing to many researchers as it enables them to estimate complex models with many constructs, indicator variables and structural paths without imposing

distributional assumptions on the data. More importantly, however, PLS-SEM is a causal-predictive approach to SEM that emphasizes prediction in estimating statistical models, whose structures are designed to provide causal explanations

IV. ANALYSIS AND DISCUSSION

Structural Equation Modelling (PLS-SEM)

Evaluation of Measurement Models (Outer Model)

1. Convergent validity test

In this study, a loading factor limit of 0 will be used.60. To assess the results of the convergent validity test, it can be seen from the value of the loading factor reflected in the results of the outer loading as shown in Table 1 below.

Table 1. Convergent Validity Test Results Using Outer Loading

Indicator	WLB (X1)	J1 (X2)	HRMP (X3)	JS (Y1)	JP (Y2)
X1.1	0.819				
X1.2	0.845				
X1.3	0.762				
X1.4	0.738				
X2.1		0.809			
X2.2		0.803			
X2.3		0.709			
X2.4		0.773			
X2.5		0.834			
X3.1			0.901		
X3.2			0.818		
X3.3			0.815		
X3.4			0.725		
X3.5			0.887		
Y1.1				0.705	
Y1.2				0.830	
Y1.3				0.849	
Y1.4				0.747	
Y1.5				0.872	
Y2.1					0.870
Y2.2					0.850
Y2.3					0.828
Y2.4					0.811
Y2.5					0.739

Source: SmartPLS Output 3, 2024.

According to Table 1 above, the indicator that has the dominant influence on work-life balance is the X1.2 indicator with the highest loading factor value when compared to other indicators, which is 0.845; ithe indicator that has the dominant influence on job insecurity is the X2.5 indicator with the highest loading factor value when compared to other indicators, which is 0.834; iThe indicator that has the dominant influence on human resource management practices is the X3.1 indicator with the highest loading factor value when compared to other indicators, which is 0.901; i the indicator that has the dominant influence on job satisfaction is the Y1.5 indicator with the highest loading factor value when compared to other indicators, which is 0.872; iThe indicator that has a dominant influence on employee performance is the Y2.1 indicator with the highest loading factor value when compared to other indicators, which is 0.870. Based on table 5.6 above, it can be concluded that the convergent validity in this research model has met the requirements.

2. Discriminant validity test

A model is said to have a fairly good discriminant validity if the root of the AVE of each construct is greater than the correlation between that construct and the other construct (Yudha Erlangga, 2017). The model is said to be good if the AVE of each construct has a value of > 0.50. The following is the AVE value in this research model

Table 2. Average Variance Exstracted (AVE) Value

Variable	AVE Value
Work Life Balance	0.619
Job Insecurity	0.645
Human Resource Management Practices	0.674
Job Satisfaction	0.692
Employee Performance	0.627

Source: SmartPLS Output 3, 2024.

According to Table 2 above, it shows an AVE value that is greater than the threshold of 0.50 so that it can be concluded that the validity of the construct has a good convergence of validity, which illustrates the magnitude of the variance or diversity of manifest variables that can be possessed by latent constructs. Thus, the greater the variant or diversity of manifest variables that can be contained by latent constructs, the greater the representation of manifest variables to their latent constructs.

3. Reliability consistency test

Combined reliability tests the reliability of the indicator with variables. Change is declared reliable if the composite reliability value is above 0.70. (Ghozali 2014). The combined reliability for each variable can be seen in Table 3 below.

Table 3. Composite Reliability Value

Variable	Composite Reliability Value
Work Life Balance	0.890
Job Insecurity	0.900
Human Resource Management Practices	0.911
Job Satisfaction	0.918
Employee Performance	0.870

Source: SmartPLS Output 3, 2024.

As per Table 3 shows that the combined reliability value meets the requirements above 0.70. Based on the results of the evaluation of external models and internal models, it can be said that the instruments used in this study are valid and reliable.

Structural Model Evaluation

Goodness of Fit Model Inspection

Model fit testing can be seen from the model's R-squared value. Based on the data with SmartPLS 3, the R-squared value is generated in Table 4 below.

Table 4. R-Square Value

Variable	R-square value
Job Satisfaction	0.779
Employee Performance	0.754

Source: SmartPLS Output 3, 2024.

Appropriate Table 4 shows "the R-squared value of the job satisfaction variable is 0.779. This shows that the percentage of variance in job satisfaction explained by work life balance, job insecurity and authentic human resource management practices is 77.9%, while the remaining 22.1% is explained by other variables outside the study variables. In addition, the R-squared value of the employee performance variable is 0.754. This shows that the percentage of variance in employee performance is explained by the variables of work life balance, job insecurity and human resource management practices of 75.4%, while the remaining 24.6% is explained by other variables outside the research variables". Thus, Q2 predictive relevance For structural models, it can be calculated as follows:

$$Q2 = 1 - (1 - R^{21})(1 - R^{22})$$

$$Q2 = 1 - (1 - 0.779)(1 - 0.754)$$

$$Q2 = 1 - (0.054)$$

$$Q2 = 0.946$$

"The predictive relevance calculation results are 0.946 or 94.6%. The Q2 magnitude has a range value of $0 < Q2 < 1$, the closer it is to 1 the better the model. Thus, this research model can be used for hypothesis testing."

Hypothesis Testing

Influence of Direct Hypotheses

After the measurement requirements are met, then proceed again with the Bootstrapping method with SmartPLS 3. The following are the results of direct hypothesis testing as shown in Table 5 below.

Table 5. Results of Path Coefficients and Direct Hypothesis Testing

Variable	Original Sample	T Statistics	P Values	Information
Work-life balance -> Job Satisfaction	0.529	3.197	0.001	Significant Positive
Work-life balance -> Employee Performance	0.253	1.508	0.132	Insignificant Positives
Job Insecurity -> Job Satisfaction	0.269	1.898	0.058	Insignificant Positives
Job Insecurity -> Employee Performance	0.006	0.054	0.957	Insignificant Positives

Human Resource Management Practices -> Job Satisfaction	0.228	2.036	0.042	Significant Positive
Human Resource Management Practices -> Employee Performance	0.407	3.634	0.000	Significant Positive
Job Satisfaction -> Employee Performance	0.195	1.370	0.171	Insignificant Positives

Source: SmartPLS Output 3, 2024.

According to Table 5 above, it shows (1) ni-statistics of the variable work-life balance on job satisfaction is 3.197 with a p-value of 0.001. The measurement results showed that the t-value was smaller than the t-table value of $2.93 > 1.98$ and the P-value was smaller than 0.050, which was $0.001 < 0.050$. Therefore, it can be concluded that work life balance has a positive and significant influence on the job satisfaction of PKN Resources (Project East Kalimantan); (2) t-statistics of work-life balance variables on employee performance are 1.508 with a p-value of 0.132. The measurement results showed that the t-value was greater than the t-table value of $1.508 < 1.98$ and the P-value was greater than 0.050, which was $0.132 > 0.050$. Therefore, it can be concluded that Work-life balance has a positive but not significant effect on the performance of employees of PKN Resources (Project East Kalimantan); (3) t-Statistics of the Job Insecurity variable on job satisfaction is 1.898 with a P-value of 0.058. The measurement results showed that the t-value was greater than the t-table value of $1.898 < 1.98$ and the P-value was greater than 0.050, which was $0.058 > 0.050$. Therefore, it can be concluded that job insecurity has a positive but not significant effect on the job satisfaction of PKN Resources (Project East Kalimantan); (4) t-The variable statistics of job insecurity on employee performance are 0.054 with a p-value of 0.957. The measurement results showed that the t-value was greater than the t-table value which was $0.054 < 1.98$ and the P value was greater than 0.050 which was $0.957 > 0.050$. Therefore, it can be concluded that job insecurity has a positive but not significant influence on the performance of MMS Group Indonesia employees; (5) t-statistics of the variables of human resource practices on job satisfaction are 2.036 with a p-value of 0.042. The measurement results showed that the t-value was smaller than the t-table value of $2.03 > 1.98$ and the P-value was smaller than 0.050, which was $0.042 < 0.050$. Therefore, it can be concluded that human resource practices have a positive and significant influence on the job satisfaction of PKN Resources (Project East Kalimantan); (6) t-statistics of the variables of human resource practices on employee performance are 3.634 with a p-value of 0.000. The measurement results showed that the t-value was smaller than the t-table value of $3.63 > 1.98$ and the P value was smaller than 0.050, which was $0.000 < 0.050$. Therefore, it can be concluded that human resource practices have a positive and significant influence on employee performance satisfaction of PKN Resources (Project East Kalimantan); (7) t-The statistics of the variable of job satisfaction on employee performance are 1.37 with a P-value of 0.171. The measurement results showed that the t-value was greater than the t-table value of $1.37 < 1.98$ and the P value was greater than 0.050, which was $0.171 > 0.050$. Therefore, it can be concluded that job satisfaction has a positive but not significant influence on the performance of employees of PKN Resources (Project East Kalimantan).

Influence of Indirect Hypotheses

The test was carried out through a comparison of the t-value obtained by calculating the t-value with the t-value of the table. The hypothesis is accepted if the t-value of the statistics is greater than the value of the t-table. The T-table value can be determined based on a significance level of 0.05, where there are a total of 96 respondents, namely. 1.98. The following table is the result of indirect hypothesis testing.

Table 6. Path Coefficients and Indirect Hypothesis Testing

Variable	Original Sample	T Statistics	P Values	Information
Work-life balance -> Job Satisfaction -> Employee Performance	0.142	1.712	0.088	Insignificant Positives
Job Insecurity -> Job Satisfaction -> Employee Performance	0.002	0.043	0.966	Insignificant Positives
Human Resource Management Practices -> Job Satisfaction -> Employee Performance	0.109	1.467	0.143	Insignificant Positives

Source: SmartPLS Output 3, 2024.

According to Table 6 above, it shows (8) t-statistics of the variable work life balance on employee performance through job satisfaction is 1.712 with a p-value of 0.088. The measurement results show that the t-value is smaller than the t-table value of $1.712 < 1.98$ and the P value is greater than 0.050, which is $0.088 > 0.050$. Thus, it can be stated that work life balance has a positive and insignificant effect on employee performance through employee job satisfaction of PKN Resources (Project East Kalimantan); (9) T-Variable Statistics of Job Insecurity on Employee Performance through Job Satisfaction is 0.043 with a P-Value of 0.966. The measurement results showed that the t-value was smaller than the t-table value of $0.043 < 1.98$ and the P-value was greater than 0.050, which was $0.966 > 0.050$. Thus, it can be stated that job insecurity has a positive and insignificant effect on employee performance through employee job satisfaction of PKN Resources (Project East Kalimantan); and

(10) t-statistics of the variables of human resource practices on employee performance through job satisfaction are 1.467 with a p-value of 0.143. The measurement results show that the t-value is smaller than the t-table value which is $1.467 < 1.98$ and the P value is greater than 0.050, which is $0.143 > 0.050$. Thus, it can be stated that human resource practices have a positive and insignificant effect on employee performance through employee job satisfaction of PKN Resources (Project East Kalimantan).

V. Conclusion and Recommendation

Conclusion

1. Work-Life Balance has a positive but not significant effect on the job satisfaction of employees of MMSGI Project East Kalimantan, this shows that although work-life balance can increase job satisfaction, the effect is not statistically strong enough. The dominant indicator of Work-Life Balance is flexibility of working time, while the lowest indicator is workload balance.
2. Job Insecurity has a positive but insignificant effect on the job satisfaction of MMSGI Project East Kalimantan employees, which means that job insecurity does not directly reduce job satisfaction significantly. The dominant indicator of Job Insecurity is the uncertainty of the employment contract, while the lowest indicator is the fear of losing a job.
3. Job Insecurity has a positive but not significant effect on the performance of employees of MMSGI Project East Kalimantan, which indicates that job insecurity does not have a direct impact on the significant increase or decrease in employee performance. The dominant indicator of Job Insecurity is concern about job stability, while the lowest indicator is the effect of job insecurity on work motivation.
4. Human Resource Management Practices have a positive and significant effect on the job satisfaction of employees of MMSGI Project East Kalimantan, which shows that the better the implementation of HR practices, the higher the employee job satisfaction. The dominant indicator of MSDM Practice is career development, while the lowest indicator is the reward system.
5. Human Resource Management practices have a positive and significant effect on the performance of MMSGI Project East Kalimantan employees, which means that the effective implementation of MSDM can increase employee productivity and work results. The dominant indicator of MSDM practice is training and development, while the lowest indicator is performance evaluation.
6. Job satisfaction had a positive but not significant effect on the performance of employees of MMSGI Project East Kalimantan, which showed that although job satisfaction contributed to improved performance, the effect was not statistically strong enough. The dominant indicator of Job Satisfaction is the relationship between employees, while the lowest indicator is financial well-being.
7. Work-Life Balance has an indirect effect on employee performance through job satisfaction with a positive but not significant effect, which indicates that although work-life balance can improve performance through increased job satisfaction, the effect is still weak in the context of the MMSGI Project East Kalimantan. The dominant indicator of Work-Life Balance is work-time balance, while the lowest indicator is involvement in family activities.
8. Job Insecurity has an indirect effect on employee performance through job satisfaction with a positive but insignificant effect, which shows that job insecurity does not significantly affect performance through job satisfaction. The dominant indicator of Job Insecurity is the certainty of job status, while the lowest indicator is trust in company policies.
9. Human Resource Management practices have an indirect effect on employee performance through job satisfaction with a positive but insignificant influence, which shows that although good HR can increase job satisfaction, its impact on employee performance through job satisfaction is still not significant in the context of MMS Group Indonesia. The dominant indicator of MSDM Practice is promotion opportunities, while the lowest indicator is financial compensation.
10. Overall, the results of the study show that the Work-Life Balance and Job Insecurity factors do not have a significant influence on job satisfaction and employee performance, either directly or indirectly. In contrast, Human Resource Management Practices have been shown to have a significant influence on job satisfaction and employee performance. This indicates that in the context of the MMSGI Project East Kalimantan, a good MSDM strategy plays a greater role in increasing employee satisfaction and performance compared to the Work-Life Balance and Job Insecurity factors.

Recommendation

This research produces recommendations that can be considered for follow-up and suggestions that may be useful, including:

1. Because Work-Life Balance has not had a significant impact on the job satisfaction of MMSGI Project East Kalimantan employees, the company needs to re-evaluate its work-life balance policy. Companies can

- increase flexibility in working hours and manage workloads to be more balanced, so that they can have a more tangible impact on employee job satisfaction.
2. Because Job Insecurity does not have a significant effect on the job satisfaction of MMSGI Project East Kalimantan employees, the company is advised to continue to create a stable work environment and provide job certainty for employees. Transparency regarding labor policies and job security guarantees can be a strategy to maintain employee job satisfaction in the future.
 3. Because Job Insecurity also does not have a significant effect on the performance of MMSGI Project East Kalimantan employees, the company should ensure that employees remain motivated to work despite job uncertainty. Providing training, managerial support, and performance-based incentives can be more effective strategies for maintaining employee productivity.
 4. Because Human Resource Management Practices have a significant effect on the job satisfaction of MMSGI Project East Kalimantan employees, the company needs to continue to improve the implementation of good human resources, especially in the aspect of career development. Ongoing training programs and fair promotion opportunities will help increase employee job satisfaction more optimally.
 5. Because Human Resource Management Practices also have a significant effect on the performance of MMSGI Project East Kalimantan employees, companies should strengthen more effective HR policies and strategies. Focusing on improving employee competencies through targeted training and development will further increase employee productivity and work outcomes.
 6. Because job satisfaction does not have a significant effect on the performance of MMSGI Project East Kalimantan employees, the company needs to find other approaches to improving employee performance, such as rewarding work achievements, creating a more conducive work environment, and encouraging a productive and innovative work culture.
 7. Because Work-Life Balance does not have an indirect effect on employee performance through job satisfaction, companies can re-evaluate work-life balance policies and look at other factors that have a greater impact on performance. Approaches such as outcome-based work flexibility and increased employee engagement can be considered.
 8. Because Job Insecurity does not indirectly affect employee performance through job satisfaction, companies are advised to continue to create a sense of security at work and provide additional motivation so that employees remain productive despite job uncertainty.
 9. Since Human Resource Management Practices do not indirectly affect employee performance through job satisfaction, companies can consider improving more strategic aspects of HRM, such as more competitive compensation management and designing a more transparent promotion system.
 10. Overall, companies need to prioritize effective HR strategies in improving employee satisfaction and performance, considering that Work-Life Balance and Job Insecurity factors have not shown a significant influence. By improving employee management policies, providing better job security, and creating a more flexible and supportive work environment, it is hoped that the performance of MMSGI Project East Kalimantan employees can be more optimal.

VI. Limitations

Based on the direct experience of researchers in this research process, there are several limitations experienced and can be factors that can be paid more attention to future researchers in further perfecting their research because this research itself certainly has shortcomings that need to be continuously improved in future research. As for the limitations in this study during the data collection process, the information provided by respondents through questionnaires sometimes does not show the actual opinion of the respondents, this occurs due to different thinking, assumptions and understandings of each respondent, as well as other factors such as the honesty factor in filling in the respondents' opinions in the questionnaire.

ACKNOWLEDGEMENT

I am very grateful to Eny Rochaida and Doddy Adhimursandi as supervising lecturers at Mulawarman University, Samarinda, East Kalimantan Province.

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