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The Effect of *Work-Life Balance* and Company Support Facilities on Employee Performance with Job Satisfaction as a Mediation Variable

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A R T I C L E I N F O

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A B S T R A C T

This study examines the effects of Work-life Balance and Company Supporting Facilities on Employee Performance with Job Satisfaction as a mediating variable at PT Pertamina Patra Niaga Refinery Unit III Plaju. The study adopts a quantitative survey approach. Primary data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. A total of 136 eligible employees participated. The results show that Work-life Balance has a positive and significant effect on Job Satisfaction (β=0.299; p<0.001) and Employee Performance (β=0.296; p=0.002). Company Supporting Facilities positively and significantly affect Job Satisfaction (β=0.599; p<0.001) and Employee Performance (β=0.278; p=0.010). Job Satisfaction positively and significantly affects Employee Performance (β=0.323; p=0.021). Mediation analysis shows that Job Satisfaction does not mediate the relationship between Work-life Balance and Employee Performance (indirect effect β=0.097; p=0.065), whereas it significantly mediates the relationship between Company Supporting Facilities and Employee Performance (indirect effect β=0.194; p=0.024). Overall, six of seven hypotheses are supported. The R^2 values of 0.690 for Job Satisfaction and 0.658 for Employee Performance indicate strong explanatory power of the model. The findings position Company Supporting Facilities as the main strategic priority, while Work-life Balance should be strengthened through shift management, workload balance, adequate rest, and physical and psychological recovery.

INTRODUCTION

Employee performance is an important factor that determines the success of an organization in achieving the company's strategic goals. Various studies show that employee performance is influenced by individual and organizational factors, including *work-life balance*, work facilities, and job satisfaction. In an industrial environment that has a high level of operational demands such as the energy and oil and gas processing industries, companies are required to be able to create working conditions that support employee work-life balance while providing adequate facilities to improve job satisfaction and performance.

Work-life balance is one of the important issues in modern human resource management. Research (Putra et al., 2025) shows that *work-life balance* has a positive effect on job satisfaction and employee performance. The results of the study found that employees who are able to balance the demands of work and personal life have a higher level of job satisfaction and show better work performance. *Work-life balance* is a condition in which a person is able to balance the demands of work with his personal life, so that there is no conflict between the two. This balance is considered important in creating healthy and productive working conditions. Research by (Abu et al., n.d.) (2023) states that *work-life balance* has a significant influence on employee performance, both directly and through affective commitment and job satisfaction. Employees who feel that their lives are balanced between work and personal aspects tend to show higher performance, loyalty, and better work motivation.

However, not all studies conclude that *work-life balance* always has a direct impact on job satisfaction. (Assyahidah et al., 2024) in their research at PMI Banyumas showed that *work-life balance* does not have a significant effect on job satisfaction, but still has an impact on improving performance through other pathways such as job training. These findings show that there are other factors that may strengthen or weaken the relationship between *work-life balance* and job satisfaction, making it a challenge for companies to create a comprehensive HR management strategy.

Various studies show that work-life balance has a significant effect on job satisfaction and performance, where (Pratama & Setiadi, 2021) found that *work-life balance* has a positive influence on the job satisfaction of millennial employees in startup companies. Meanwhile (Asari, n.d.) (2022) shows that *work-life balance* does not only have a direct effect on performance, but also indirectly through job satisfaction.

In addition to *work-life balance*, company support facilities are a factor that contributes to employee work effectiveness. Adequate work facilities can create comfort, increase work efficiency, and support work productivity. Research shows that work facilities have a positive influence on employee performance and are one of the important factors in increasing organizational productivity. According to SEM-PLS-based research conducted (Saleh et al., n.d.) It was also found that work facilities have a positive effect on job satisfaction and employee performance. In addition, job satisfaction has been proven to be able to mediate the relationship between work facilities and employee performance. The findings show that the improvement of company facilities not only has a direct impact on

performance, but also through an increase in employee job satisfaction based on research. (Ongkowidjojo et al., 2025)

On the other hand, the existence of company supporting facilities such as a comfortable work environment, rest rooms, health facilities, and sports or recreational facilities is also an important factor in supporting employee productivity and satisfaction. iswahyudi (Subhan Iswahyudi & Ramadhani, 2023) in his research at PLN Aceh showed that adequate work facilities can improve *work-life balance*, reduce work stress, and increase employee satisfaction and performance. Supporting facilities are a form of the company's attention to employee welfare, which can have an impact on increasing loyalty and motivation. (Dan Iptek et al., 2019) proved that physical and non-physical facilities had an effect of 67.9% on employee performance. (Harpis & Bahri, 2020) also found that work facilities have a positive influence on employee performance in government agencies.

In addition to the three factors above, job satisfaction acts as a mediating variable that bridges the influence of various factors on employee performance. Job satisfaction is a positive feeling that arises from the results of an individual's evaluation of their work and work environment. A meta-analysis study by Judge et al. (2021) shows that job satisfaction is consistently associated with increased productivity, organizational commitment, and reduced turnover. (Nurhandayani, n.d.) (2022), (Journal et al., n.d.) (2023), and (Suryawan & Salsabilla, 2022) show that job satisfaction plays a mediator in the relationship between *work life balance*, work facilities, and other organizational variables to employee performance. Job satisfaction was chosen as a mediating variable because it is theoretically an employee's psychological response that arises from perception of the working conditions experienced, including work-life balance and the facilities provided by the company. Job satisfaction further influences employee behavior and performance in carrying out their duties. Therefore, job satisfaction serves as a mechanism that explains how *Work-Life Balance* and Company Support Facilities can improve Employee Performance. The use of these mediating variables is supported by the Two-Factor Theory (Herzberg, n.d.) , as well as various empirical studies that show that job satisfaction is an important predictor of improved employee performance.

Although various studies have proven the relationship between *work-life balance*, company support facilities, job satisfaction, and employee performance, most of the research has been conducted in the service, education, government, banking, and manufacturing sectors. Research that simultaneously examines the effect *of work-life balance* and company supporting facilities on employee performance with job satisfaction as a mediating variable in the energy and oil and gas processing industries is still relatively limited, based on research (Gulane & Narsico, 2025), especially in the context of strategic industries such as PT Pertamina Patra Niaga Refinery Unit III Plaju. As part of the subholding of PT Pertamina (Persero).

In addition, the characteristics of work at PT Pertamina Patra Niaga Refinery Unit III Plaju which have high operational demands, a strict work safety culture, and specific support facilities need allow for different relationships

between variables compared to research in other sectors (Hasbi Alghamsah et al., n.d.) . Therefore, this study is important to obtain empirical evidence regarding the influence of *work-life balance* and company supporting facilities on employee performance through job satisfaction at PT Pertamina Patra Niaga Refinery Unit III Plaju.

In this study, satisfaction is used as a mediating variable because the relationship between independent variables and dependent variables is not always directly established. Satisfaction is seen as an evaluative condition that is formed after individuals compare their expectations or expectations with their received experiences. Thus, satisfaction can be a psychological and evaluative mechanism that explains how the influence of factors received by individuals can be further reflected in outcomes that become dependent variables in the study.

The use of satisfaction as a mediating variable is based on the idea that the existence of a good factor or condition does not necessarily automatically produce the expected outcome. These influences can first shape an individual's perception and evaluation of the experience he or she receives. When the experience meets or exceeds expectations, individuals tend to form higher levels of satisfaction. The satisfaction that is formed in turn can encourage the emergence of responses or behaviors that are reflected in dependent variables. Therefore, satisfaction has an important position to explain the processes or mechanisms that connect independent variables with dependent variables.

Conceptually, the relationship can be described as a process: independent variables affect the individual's perceived conditions or experiences, those conditions shape satisfaction, and in turn satisfaction affects dependent variables. By including satisfaction as a mediating variable, this study not only seeks to find out whether independent variables affect dependent variables, but also seeks to explain how these influences occur through satisfaction.

The selection of satisfaction as a mediating variable is also relevant because satisfaction is a form of subjective evaluation of the experience received. Two individuals can receive relatively the same condition or stimulus, but give different responses because the level of satisfaction formed is also different. Therefore, satisfaction can be a mechanism that explains the variation in the relationship between factors that become independent variables and outcomes that become dependent variables.

In the context of this study, satisfaction was placed as a mediating variable to gain a more comprehensive understanding of the relationships between the variables studied. Mediation testing allowed the study to identify whether the influence of independent variables on dependent variables occurred directly, through satisfaction, or through a combination of direct and indirect influences. This approach is expected to provide a more in-depth explanation of the mechanisms of intervariable relationships while making a theoretical and practical contribution to organizational management.

Thus, the use of satisfaction as a mediating variable is not solely to expand the research model, but is based on the theoretical argument that satisfaction can function as a mechanism that translates the experience or influence of independent variables into responses or outcomes on dependent variables. The

existence of satisfaction mediating variables is expected to be able to provide a more complete explanation of the process of intervariable relationships in the context of this study.

LITERATURE REVIEW

The theoretical foundation is the conceptual basis used to explain the relationship between variables in research. This study uses the main theory consisting of *Work-Family Border Theory* (Clark, 2000) (Greenhaus, 2011) as the theoretical basis of *Work-Life Balance, Two Factor Theory* (Herzberg, n.d.) as the theoretical basis of Job Satisfaction, as well as *Performance Theory* (Campbell & Wiernik, 2015) and (Amstrong, n.d.) as the theoretical basis of Employee Performance.

According to (Greenhaus, 2011), *Work-life balance* is the extent to which individuals can meet the demands of work and personal life in a balanced manner. An imbalance between work and personal life can cause stress, decrease productivity, and negatively affect performance. (Clark, 2000) through *Work/Family Border Theory* explains that balance can be achieved when the boundaries between the work and personal domains can be managed properly. Clark also explains that individuals change roles between the world of work and the world of family every day. Balance occurs when a person is able to manage the boundaries between the two domains effectively, thus creating harmony between work and personal life. Based on (Clark, 2000) *work-life balance* can be seen through several aspects, such as *Time Balance* where the balance of time between work and personal life, then *Involvement Balance* as a balance of psychological involvement in work and family, as well as *Satisfaction Balance* which is relatively balanced level of satisfaction in both domains of life, and *Border Management* which is the ability of individuals to manage the boundaries between work and personal life.

Work-life balance is a condition in which individuals can divide their time and energy in a balanced way between work life and personal life. According to (Jamilah et al., 2024), *work-life balance* has a significant effect on job satisfaction and employee performance. (Sitompul, 2024) also found that *work-life balance* has a significant influence on job satisfaction and employee performance.

Research (Pratama & Setiadi, 2021) found that *work-life balance* has a significant effect on job satisfaction of startup employees, while (Asari, n.d.) (2022) shows that *work-life balance* has a direct effect on performance and has an indirect effect through job satisfaction as a mediator at BPJSTK Surabaya.

(Clark, 2000) through *Work/Family Border Theory* explains that individuals establish boundaries between the two main domains of work and personal life. Indicators of *work life balance:*

1. *Work Interference with Personal Life* (WIPL), describes the extent to which job demands and responsibilities interfere with or hinder activities and responsibilities in personal life, such as family, hobbies, or rest

2. *Personal Life Interference with Work* (PLIW), indicates the extent to which personal responsibilities and affairs interfere with concentration, performance, or attendance at work
3. *Work Enhancement of Personal Life* (WEPL), a positive dimension that describes how skills, knowledge, or experience gained from work benefit or improve the quality of one's personal life
4. *Personal Life Enhancement of Work* (PLEW), a positive dimension that describes how experiences, skills, or support gained from personal life benefit or improve performance and satisfaction at work

Company Support Facilities

Company support facilities include facilities and infrastructure provided by the company to support employee comfort and productivity. According to (Effects of Emotional Labor, Organizational Support, and Job Satisfaction on Turnover Intention, 2020), these facilities have a significant influence on job satisfaction and employee performance. Supporting facilities are infrastructure facilities that support smooth tasks, comfort, safety, and work productivity (Harahap & Hasibuan, n.d.) , 2016). According to (Herzberg, n.d.) , facilities include hygiene factors that affect job satisfaction. Research (Harpis & Bahri, 2020) shows that work facilities have a significant influence on the performance of employees of the Serdang Bedagai PUPR Office. (Dan Iptek et al., 2019) also proves that physical and non-physical facilities are able to explain 67.9% of the variation in the performance of local government employees.

According to (Amstrong, n.d.) , a work environment supported by adequate facilities will increase employee motivation, engagement, and productivity because basic needs at work can be optimally met. Supporting facilities include physical and non-physical facilities provided by the company to support the comfort and productivity of employees' work. Some of the supporting facilities owned by ole PT. Pertamina Patra Niaga Refinery Unit III such as:

1. Rest rooms in control rooms, places of worship, toilets, canteens.
2. Transportation facilities for employees to pick up.
3. Sports facilities such as golf courses, tennis courts, football, basketball and so on.
4. Employee and family health clinics
5. Adequate occupational safety and health (K3) facilities.
6. Technology and work equipment in supporting work.

Job Satisfaction

Job satisfaction is an employee's positive feelings about their work, which is influenced by various factors such as salary, work environment, and development opportunities. (Fischetti et al., 2024) found that job satisfaction plays a significant role as a mediator in the relationship between *work-life balance* and employee performance. Job satisfaction is a positive emotional response to work.

Theory (Herzberg, n.d.) explains that satisfaction is influenced by motivating (intrinsic) and hygiene (extrinsic) factors. There are two groups of factors that affect job satisfaction:

1. Motivator Factors (Intrinsic Factors)
   Factors that encourage job satisfaction such as achievement, recognition, *work itself*, responsibility, career development, and personal growth.
2. *Hygiene Factors (Extrinsic Factors)*
   Factors that prevent dissatisfaction such as Company Policy, Supervision, Relations between colleagues, Working conditions, Job security, Salary and compensation.

Research (Nurhandayani, n.d.) (2022) found that job satisfaction has a significant influence on performance based on the results of literature review 5 international studies. Meanwhile (Jurnal et al., n.d.) (2023) also proves that job satisfaction mediates the influence of *work-life balance* on the performance of *cleaning service employees*. Indicators of job satisfaction:

1. Salary and compensation
2. Working relationship
3. Supervision
4. Career development
5. Work environment

Employee Performance

According to (Campbell & Wiernik, 2015), performance is a behavior that is relevant to the organization's goals, and can be objectively measured. While the theory (Amstrong, n.d.) adds that performance is not only related to the results of work, but also to the process and quality of completing the work. Some of the research findings:

1. (Suryawan & Salsabilla, 2022) : satisfaction, discipline, and motivation affect the performance of PT KWS employees.
2. (Refma et al., 2021): work facilities and non-physical work environment are significant to the performance of employees of PT Kawan Lama Sejahtera Surabaya

General indicators of employee performance:

1. Quantity and quality of work
2. Discipline and responsibility
3. Initiative in completing tasks
4. Ability to work together

Relationships Between Variables

Work-life balance, and company support facilities have a significant influence on employee performance, both directly and through job satisfaction as a mediating variable. This is supported by findings from several studies, such as (Jamilah et al., 2024), (Sitompul, 2024), and (Fischetti et al., 2024).

Grand Theory

In this study, grand theories are used as a basis to explain the relationship between the variables studied. *Grand theory* serves as the main conceptual foundation that underlies the framework of thinking in the research. These theories include:

1. Frederick Herzberg's Two-Factor Theory (1959)

   This theory is also known as *the Motivation-Hygiene Theory*. Herzberg divided the factors that affect job satisfaction into two:

   a. *Motivator factors*: Intrinsic factors such as achievement, recognition, responsibility, and self-development. These factors are directly related to job satisfaction.
   b. *Hygiene factors*: Extrinsic factors such as working conditions, relationships between colleagues, company policies, and facilities provided by the company. If not met, these factors can cause dissatisfaction, but are not directly motivating.

   Relevance: This theory supports that company support facilities and *work-life balance* can be hygiene factors that affect job satisfaction, which ultimately affects employee performance.

2. Expectancy Theory (Vroom, 1964)

   This theory states that a person will be motivated to work if they believe that:

   a. The business will produce good performance (*expectancy*),
   b. Performance will produce certain results or rewards (instrumentality),
   c. The reward is valuable to the individual (*valence*).

   Relevance: This theory explains that job satisfaction affects employees' expectations and perceptions of rewards and work outcomes, leading to an increase or decrease in performance.

3. Work-life balance *theory* (Greenhaus, 2011)

   This theory explains that *work-life balance* is a condition in which individuals can meet the demands of work and personal life in a balanced manner. An imbalance between the two can cause stress, role conflicts, and decreased work performance.

   Relevance: A good *work-life balance* will have a positive impact on job satisfaction, and indirectly improve employee performance.

4. Performance Theory (Campbell, 1990)

   Campbell defines performance as behavior that is relevant to the organization's goals, and is influenced by abilities, motivation, and working conditions. Performance is influenced by a variety of individual and environmental factors.

   Relevance: *Work-life balance*, and company facilities as contextual factors will affect employee motivation and performance.

Preliminary Research

This preliminary research aims to obtain a preliminary overview of the conditions of *work-life balance*, and supporting facilities, job satisfaction, and employee performance at PT. Pertamina Patra Niaga Refinery Unit III as the basis for the preparation of the main research instrument and ensure the relevance of the research variables.

The methods used include:

1. Direct observation in the work environment to find out the physical condition and work environment.

2. Informal interviews with a number of employees and management to identify key issues affecting satisfaction and performance.
3. Documentation studies in the form of annual reports, employee demographic data, and company policies regarding facilities and welfare.

Preliminary research indicates that the independent variables to be studied include, *work-life balance*, and supporting facilities, potentially affecting employee job satisfaction and performance. Therefore, these variables deserve to be studied in depth in the main study, with previous research:

1. From observations, it was found that some employees have difficulty managing time between work and personal life, especially for those who work night shifts (Witzig & Smith, 2019). This imbalance has the potential to cause stress and reduced productivity (Greenhaus, 2011).
2. The company provides facilities such as rest rooms, health clinics, and sports facilities, but their utilization is not even and is perceived by some employees to be less than optimal (Harahap & Hasibuan, n.d.).
3. Employees who feel the company's support is fulfilled show higher levels of satisfaction and better performance (Vanhove et al., 2015).

Gap Analysis:

a. Limitation of variable integration (Substantial gap)
   Previous research has extensively tested the relationship between two variables, for example:
   Work Life Balance → Satisfaction (Pratama & Setiadi, 2021)
   Performance → Facilities (And Science and Technology et al., 2019)
   Research is needed that unites *work-life balance*, supporting facilities, job satisfaction, and performance in one comprehensive model.
b. Contextual gap
   There has been no research that has examined these variables at PT. Pertamina Patra Niaga Refinery Unit III, with characteristics: shift work patterns, oil and gas industry character, high work risk, special industrial facilities (K3, clinics, safety training).
   In contrast to previous research, the majority of which were conducted in service companies, startups, and offices.
c. Gap mediation
   Most studies have not tested job satisfaction as a mediator for both independent variables at once: *work life balance*, and Facilities.

Research Novelty:

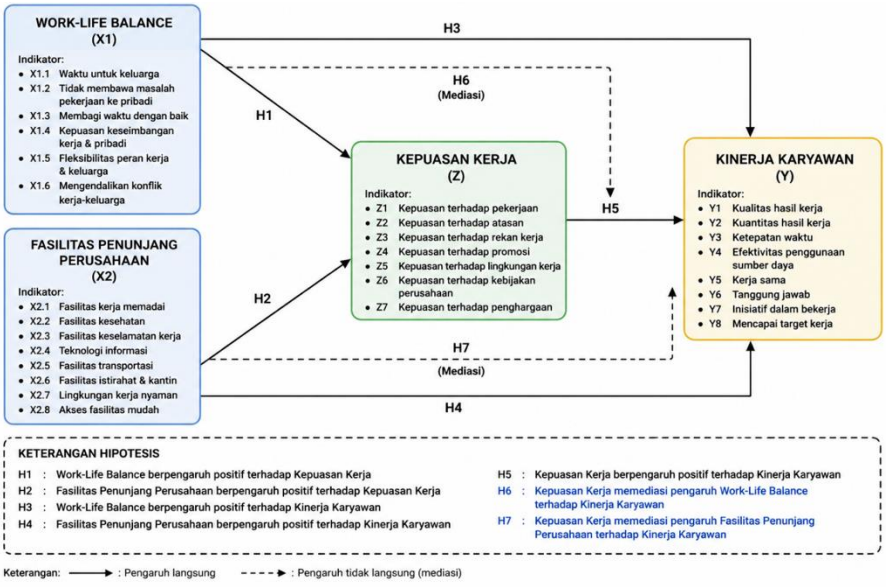
1. **Novelty 1, Integration of 3 main variables in one model.** This study **combines *work life balance*, and supporting facilities simultaneously**, which has not been done in previous studies.
2. **Novelty 2, Mediation of job satisfaction in the context of oil refineries.** The role of this mediation has not been tested in the context of the energy industry or *refinery*.
3. **Novelty 3, Focus on PT KPI RU III,** The context of work in refineries has unique characteristics such as high work risks, the need for safety facilities, and fluctuating workloads.

METHODOLOGY

This study is a quantitative research with **an associative** approach, as it aims to determine the relationship and influence between variables. Population: employees of PT Pertamina Patra Niaga Refinery Unit III from various divisions and functions. Sample: taken using stratified random sampling technique by classifying employees based on divisions and structural levels. Primary Data: Questionnaires distributed to employees. Secondary Data: Internal company documents, annual reports, HR reports, studies/references from Medical functions, journals and previous references. Measurement scale: Likert scale (e.g.: 1 = strongly disagree, 5 = strongly agree).

The method used in this study is a survey, where data is collected through the distribution of questionnaires to predetermined respondents. The analysis method used in this study is Structural Equation Modeling based on Partial Least Square (SEM-PLS). The selection of SEM-PLS is based on the characteristics of the research model involving several latent variables, direct and indirect relationships (mediation), as well as simultaneous testing of measurement models and structural models. According to (TomassMHultt, n.d.) , SEM-PLS is a multivariate analysis method that is able to analyze complex relationships between latent variables while testing the validity and reliability of constructs in one integrated model. SEM-PLS is widely used in management and organizational behavior research because it is able to accommodate predictive and exploratory research models. In addition, SEM-PLS is able to accommodate complex research models, does not require strict data normality, and is suitable for use in human resource management research using questionnaire instruments with a Likert scale. Therefore, SEM-PLS is considered the most appropriate method to test the effect of *Work-life balance* and Company Support Facilities on Employee Performance with Job Satisfaction as a mediating variable at PT Pertamina Patra Niaga Refinery Unit III Plaju.

Table 1. Research Variable Diagram



RESEARCH RESULTS

PT Pertamina Patra Niaga is a Commercial & Trading Subholding of PT Pertamina (Persero) which is responsible for the supply and distribution of national energy. One of its operational units is the Plaju Refinery Unit III located in Palembang City, South Sumatra. This unit has a strategic role in supporting oil and gas industry operations through the management of energy product processing, storage, and distribution facilities.

As a company engaged in the energy industry with a high level of operational risk, PT Pertamina Patra Niaga Refinery Unit III Plaju implements an integrated safety, occupational health, and environmental management (HSSE) system. The company's operational activities last for 24 hours with the implementation of a non-shift and shift work system according to the characteristics of the work in each function.

In supporting the productivity of human resources, the company provides various supporting facilities such as health facilities, rest rooms, worship facilities, canteens, sports areas, operational transportation, and competency development programs. In addition, the company has also begun to pay attention to *work-life balance* as part of its strategy to increase employee satisfaction and performance.

These characteristics make PT Pertamina Patra Niaga Refinery Unit III Plaju a relevant research object to analyze the relationship between *Work-life balance*, Company Support Facilities, Job Satisfaction, and Employee Performance.

Based on the results of the distribution of the questionnaire to 136 respondents, the characteristics of the respondents showed that most of the employees were in the age group of 36–45 years as many as 80 respondents (58.8%), followed by the age of 25-35 years as many as 44 respondents (32.4%), while the age over 45 years was 7 respondents (5.1%) and under 25 years old as many as 5 respondents (3.7%). This shows that the majority of respondents are at productive age with relatively mature work experience. Based on gender, respondents are dominated by men as many as 129 people (94.9%), while women as many as 7 people (5.1%). This composition reflects the characteristics of the oil refinery industry which has a larger proportion of male workers. In general, the characteristics of the respondents are as illustrated in the following diagram 4.2.1:

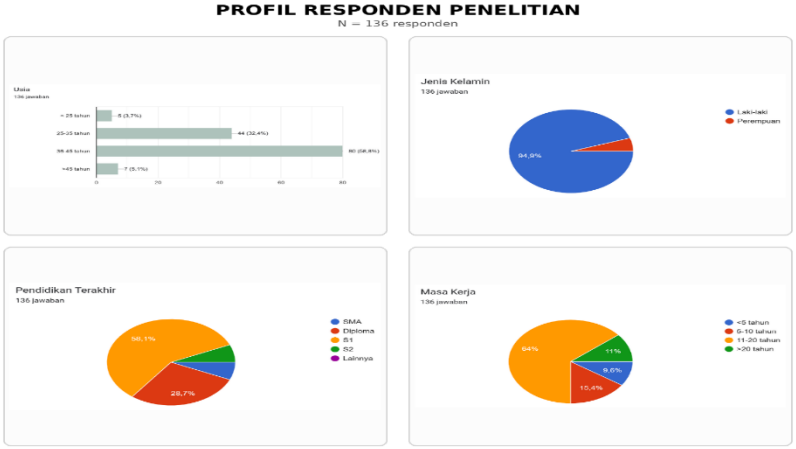


Diagram 4.2.1 Profile of Research Respondents

In terms of education, the majority of respondents had a bachelor's degree (S1) as many as 79 people (58.1%), followed by a diploma as many as 39 people (28.7%), while 9 high school and S2 graduates each (6.6%). This condition shows that most of the respondents have a higher level of education in accordance with the competency needs within PT PPN RU III.

Based on the working period, most of the respondents have worked for 11-20 years, namely 87 people (64.0%). Furthermore, 21 respondents (15.4%), 15 people (11.0%) have worked for more than 20 years, and 13 people (9.6%) have worked for less than 5 years. This data shows that the majority of respondents are employees who have had a long work experience.

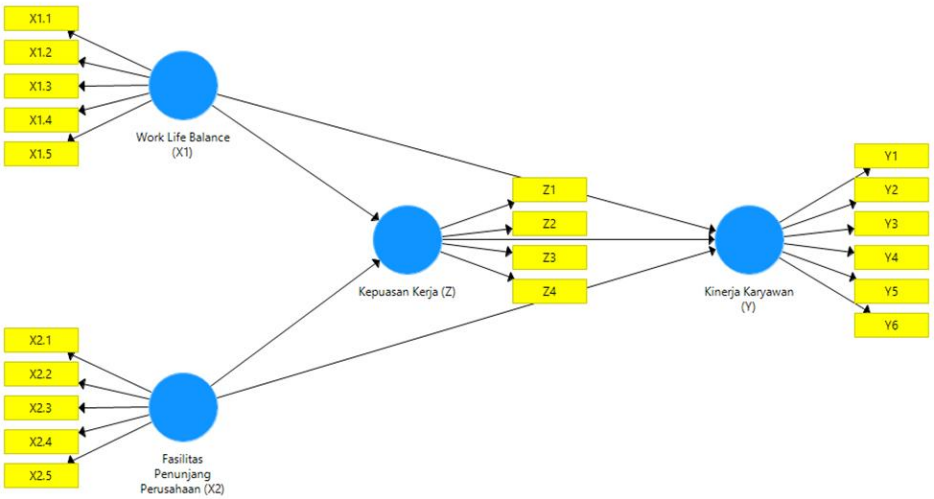


Diagram 1. Model PLS

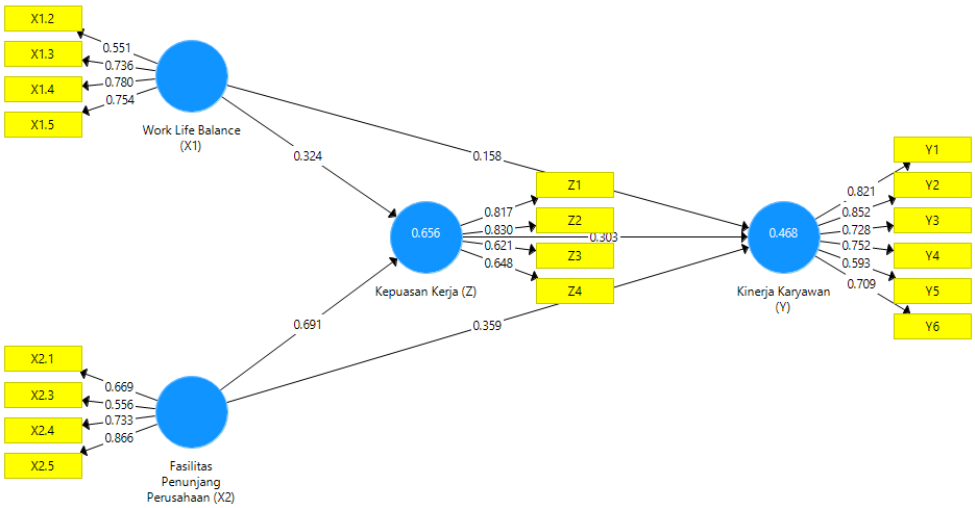


Diagram 2. Outer Loading Phase 2

Although there are still some indicators with loading values between 0.55–0.69, all indicators are maintained because they are still above the minimum limit of 0.50 and are supported by AVE values and construct reliability that meet the criteria. Thus, all indicators in the final model are declared to have met the convergent validity.

DISCUSSION

To find out whether Job Satisfaction (Z) mediates the relationship between independent variables and bound variables, indirect *effect testing* was used in SmartPLS bootstrapping.

Criteria:

1. If the direct path is insignificant but the indirect path is significant → full mediation
2. Both are significant → partial mediation
3. If the two are not significant → there is no mediation
4. The mediation hypotheses tested include:
5. H6: Work-life balance → Job Satisfaction → Employee Performance
6. H7: Supporting Facilities → Job Satisfaction → Employee Performance

CONCLUSIONS AND RECOMMENDATIONS

The results of the SEM-PLS method research at PT Pertamina Patra Niaga Refinery Unit III Plaju show that the five hypotheses proposed have been proven to be accepted. In detail, *work-life balance* has a positive and significant effect on job satisfaction (path coefficient 0.299, t-statistic 4.032, p-value 0.000) and employee performance (path coefficient 0.296, t-statistic 3.162, p-value 0.002). Furthermore, the company's supporting facilities have also been proven to have a positive and significant effect on job satisfaction (path coefficient 0.599, t-statistic 8,800, p-value 0.000) and employee performance (path coefficient 0.278, t-statistic 2.591, p-value 0.010). Finally, job satisfaction also has a positive and significant effect on employee performance with a path coefficient of 0.323, t-statistic 2.310, and p-value of 0.021.

ADVANCED RESEARCH

This study has limitations on the study object that focuses on PT Pertamina Patra Niaga Refinery Unit III Plaju and is limited to the variables of *work-life balance*, supporting facilities, job satisfaction, and employee performance. Further research is suggested to expand the scope of the sample to other business units or add other variables such as leadership style, organizational culture, and work stress level.

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