



Job Satisfaction as Mediation in Relationship of Work Life Balance and Work Stress on Employee Performance of Coffeshop in Semarang

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Abstract. *This study analyze the role of job satisfaction in mediating the relationships between work-life balance (WLB), work stress, and employee performance among Generation Z employees in Semarang coffee shops. Using a quantitative survey approach, data were collected from 151 full-time employees aged 17-27 years across 20 coffee shops. The findings indicate that WLB positively and significantly influences both employee performance and job satisfaction. Additionally, job satisfaction has a direct positive impact on employee performance and mediates the relationship between WLB and performance. Conversely, work stress was found to have no significant direct or indirect effect on performance or satisfaction. These results highlight the critical role of WLB and job satisfaction in enhancing employee productivity, while the impact of work stress appears minimal in this context. Coffee shop management is encouraged to implement flexible policies supporting WLB and to foster job satisfaction.*

Keywords *Employee performance, Coffee shop, Job satisfaction, Work stress, Work-life balance.*

1. INTRODUCTION

Indonesia's coffee industry has significant potential due to its abundant natural resources and evolving consumer habits, where coffee consumption has become a lifestyle trend. Coffee shops now serve as spaces for socializing, business, and learning (Rahmadani et al., 2023). In Semarang, coffee shop culture is booming, with businesses enhancing customer experiences through amenities like free Wi-Fi, outdoor spaces, and quality services, necessitating skilled human resources for optimal performance (Baharuddin et al., 2021). Employee performance, which reflects efforts aligned with organizational goals, thrives with positive support and satisfaction. Although Gen Z workers, known for their technological skills and emphasis on work-life balance, face adaptation challenges, they show resilience and value satisfaction at work (Rizky Amelia et al., 2023; Waworuntu et al., 2022). The coffee shop sector has been growing rapidly, with the number of outlets increasing from 1,083 in 2016 to around 4,000 today, driven by young people's interest in coffee. This growth has increased competition, prompting companies to prioritize service quality and employee performance. WLB, stress management, and job satisfaction are critical to improving performance. Effective WLB increases job satisfaction, motivation, and productivity, while unmanaged stress can undermine organizational outcomes (Maharani et al., 2023; Saputra et al., 2023). Job satisfaction, which comes from the alignment between rewards and expectations, is also key to high performance (Dwi Partika et al., 2020).



Source: Kompasiana, 2023

Figure 1. Graph of coffee shops in Indonesia

The purpose of this study is to: (1) analyze how WLB affects Gen Z employee performance in Semarang coffee shops; (2) analyze how work stress affects Gen Z employee performance, as mediated by job satisfaction; and (3) analyze relationship between job satisfaction and Gen Z employee performance in Semarang coffee shops.

2. LITERATURE REVIEW

Theoretical basis

a. Work-Life Balance (WLB)

Work-life balance refers to the interaction between personal and professional responsibilities, supported by organizational programs and culture. This includes managing aspects such as social interaction, family, and health. A good work-life balance can reduce employee turnover, increase happiness, and improve motivation and performance, especially in flexible industries such as coffee shops (Pratama et al., 2021;Waworuntu et al., 2022).

b. Work Stress

Work stress is a physical and mental response to challenging change, often describe as a "fight or flight." reaction. Work stress comes from an imbalance between the workload and the individual's ability to handle the pressure, leading to emotional instability and impacting well-being, emotions, and thoughts (Karim, 2022;Yuridha, 2022).

c. Job Satisfaction

Job satisfaction reflects employees' feelings about their work and can be positive or negative. It is influenced by factors like the work environment, treatment, and placement.

Satisfied employees tend to perform better, while dissatisfaction can lower performance and lead to turnover as employees seek roles that better meet their expectations (Azizah et al., 2023;Dwi Partika et al., 2020).

d. Employee Performance

Employee Performance reflects both the quality and quantity of work completed in accordance with the responsibilities and objectives of the company. Performance includes processes and results, which are assessed through evaluations that compare results with standards. Performance highlights the contribution of individuals or groups in achieving organizational goals legally and ethically, which provides benefits for employees and the company (Harahap et al., 2023;Asari, 2022).

e. Gen Z

The first generation to have grown up with rapid technological breakthroughs is Generation Z, who was born between 1997 and 2012. Known for their adaptability to new technologies, they are technologically literate, which benefits their professional roles. Gen Z values independence, transparency, flexibility and personal freedom, making them a realistic and dynamic workforce (Saragih et al., 2024;Fitri et al., 2023)

Relationship Between Variables

a. WLB Effects on Employee Performance

WLB refers to how employees view the harmony between their personal and professional lives (Maharani et al., 2023). By improving the quality, quantity, and time management of their work, employees will have better performance (Eldon et al., 2024). According on previous studies by (Prasetyo et al.,2023;Maharani et al., 2023), WLB significantly and positively affects employee performance. Meanwhile, research by (Fadhila Saifullah, 2020), shows that work-life balance has no visible impact on performance.

H1 : WLB has a positive and significant effect on employee performance.

b. WLB Effect on Job Satisfaction

WLB involves managing work, social activities, and family responsibilities while enjoying career and personal roles (Dhaniswari et al., 2024). Research shows that a good work-life balance can increase job satisfaction, while a bad balance leads to dissatisfaction (Pratama et al., 2021). According to previous research, work-life balance and job satisfaction have a significant and positive relationship (Pratama et al., 2021;Ardita Dewi et al., 2022). However, contrasting findings from (C. Maharani et al., 2023) showed no significant effect.

H2 : WLB has a positive and significant effect on job satisfaction.

c. Work stress effect on Employee performance

Employee performance is very important to achieve company goals, with effective performance can increase organizational success (Fauji et al., 2023). Work stress, which is characterized by emotional and physical tension, negatively affects employees' ability to manage tasks and adapt to their environment, thus reducing performance (Harahap et al., 2023). Previous research by (Wulandari et al., 2022; Harahap et al., 2023), has proven that work stress has a detrimental impact on employee performance. However, these findings contradict (Riski Andriyani & M Tony Nawawi, 2022) who indicated that there is no significance relationship between performance and work stress.

H3: Work stress has a negative and significant effect on employee performance

d. Work Stress effect on Job Satisfaction

Work stress, which is marked by physical and psychological imbalances, negatively affects employees' emotions, thoughts, and overall health, leading to reduced job satisfaction (Claudya et al., 2021), Work stress occurs when job demands exceed employee capabilities, causing pressure that impacts satisfaction levels (Sanjaya, 2021). Based on previous research by (Yuridha, 2022; Sanjaya, 2021), confirmed a significant negative relationship between work stress and job satisfaction. However, findings (Anggreini et al., 2024) showed no significant influence between work stress and job satisfaction.

H4: Work stress has a negative and significant effect on job satisfaction

e. The effect of job satisfaction on employee performance

Job satisfaction, which varies depending on the evaluation method, significantly affects employee performance. Higher job satisfaction improves employee performance by meeting their needs and aligning results with expectations (Siswadi et al., 2024; Parasian et al., 2021). Research by (Nurrohmat et al., 2021) found a significant and positive relationship between job satisfaction and performance. However, according (Fauziek et al., 2021), job satisfaction doesn't have a significantly effect on employee performance.

H5: Job satisfaction has a positive and significant effect on employee performance.

f. The relationship between work-life balance and employee performance mediated by job satisfaction.

Work-life balance provides an important part in increasing employee performance and job satisfaction. Employees will be more satisfied, motivated, and productive when they successfully balance their professional and personal lives, which will improve performance.

Job satisfaction acts as a mediator in the indirect relationship between WLB and employee performance (Amanda et al., 2024).

H6: Work-life balance has an indirect effect on employee performance through job satisfaction,

g. The relationship between work stress and employee performance mediated by job satisfaction.

Work stress significantly affects employee performance indirectly by lowering job satisfaction. Employees who experience stress tend to be less satisfied, which in turn reduces their performance. The negative correlation between work stress and performance is mediated by job satisfaction. Previous study indicates that job satisfaction and performance decrease with increasing levels of work stress (Amanda et al., 2022).

H7: Work stress has an indirect effect on employee performance through job satisfaction.

Conceptual Framework

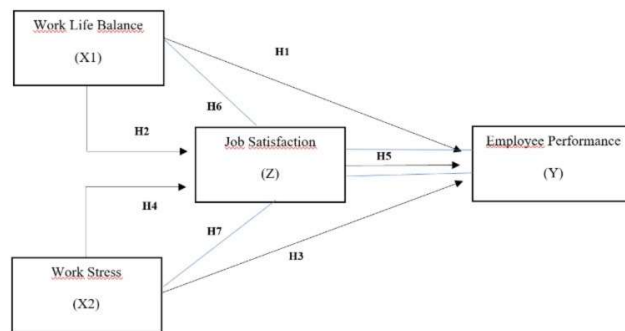


Figure 2. Conceptual Framework

3. METHODS

This study analyzes the relationship between work-life balance (WLB), work stress, job satisfaction, and employee performance using a quantitative survey method and Google Forms for data collection. WLB (X1), measured by three indicators (time balance, engagement balance, and satisfaction balance) based on the research of P. McDonald and Bradley. (Rizky Amelia et al., 2023), while work stress (X2), which is assessed using three indicators (intimidation and pressure, excessive workload, and targets and expectations) from the research of S. Krisnawati and Y.T. Lestari (2018). The dependent variable is employee performance, measured by five indicators (quantity, quality, punctuality, attendance, and collaboration) derived from the research of R.L. Mathis and J.H. Jackson. Job satisfaction acted as a mediating variable, evaluated using four indicators (satisfaction with job, salary, supervisor, and

coworkers) from F. Luthans (2006). Luthans (2006). This study targeted full-time Gen Z employees (17-27 years old) at 20 coffee shops in Semarang City with at least one year of work experience. Using purposive sampling, 151 valid responses out of 179 total respondents were analyzed. SmartPLS 3.2.8 software was used to process the data using the Structural Equation Modeling (SEM) approach using a Likert scale (1–5) for responses. Composite reliability and T-statistics were used to evaluate reliability, and outer loading and AVE were used to establish validity.

4. RESULTS

Descriptive Analysis

This section will discuss the information obtained from respondents, which includes a description of their circumstances or conditions. Such data is important to provide more relevant details in the research results.

Table 1. Characteristics of respondents

Characteristics of respondents	Frequency	Presentage
Gender		
Male	54	30%
Female	125	70%
Age		
17-20	58	32%
21-24	105	59%
25-27	16	9%
>27	0	0%
Position		
Barista	122	68%
Kitchen	11	6%
Waiters/server	38	21%
Other	8	4%
Working period		
<1 Yr	24	13%
1-2 Yr	147	82%
>2 Yr	8	4%
Employment Status		
Part time	28	16%
Full time	151	84%

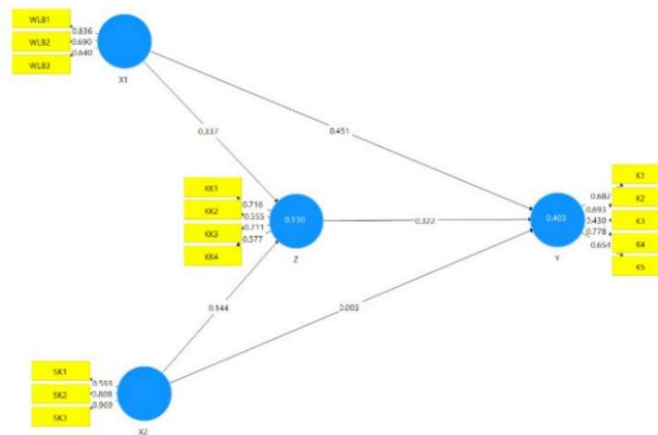
Source: Processed data

The study participants consisted of 179 respondents, with the majority being female (70%) and 30% male. All respondents were Gen Z (aged 17-27 years), with the largest age

group being 21-24 years (59%), followed by 17-20 years (32%), and 25-27 years (9%). All participants were employees at coffee shops in Semarang, with most working as baristas (68%), and the rest working as waiters (21%), kitchen staff (6%), and cashiers or back-office employees (4%).

Convergent Test

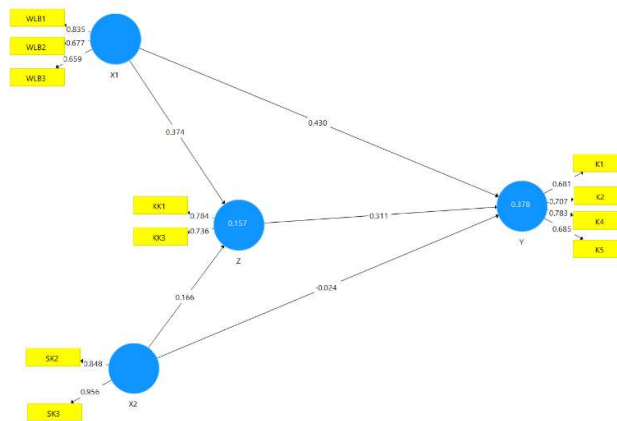
The convergence test aims to evaluate the extent to which the indicators in a construct are positively correlated. Convergent validity is tested using the Average Variance Extracted and the outer loading value (Purba et al., 2022). The findings of the outer loading in this research are shown in the following.



Source: Processed data 2024

Figure 3. Loading Factor Outer Model

Based on the results of loading factor testing on outer loading, it indicates that there are invalid indicators, these are: intimidation & pressure, satisfaction with salary, satisfaction with co-workers, and attendance rates, with a value of <0.7 so that adjustments are made by removing these four indicators so that all remaining indicators can be declared valid.



Source: Processed data 2024

Figure 4. Loading Factor Outer Model (After Adjustment)

Because the outer loading value of each indikator is higher than 0.7, the outer loading data findings above support the validity of the variables in this study. However, some theories say that the value of outer loading above 0.6 can also be said to be feasible (Purba et al., 2022). In addition, to support the findings of convergent validity, Average Variance Extracted (AVE) testing is performed, with the AVE value having to be higher than 0.5 (Rinda Pratiwi, 2021).

Table 2. Convergent Validity Loading Factor

Variable	Indicator	Outer Loading
Work-Life Balance	(X1_1) Time Balance	0.835
	(X1_2) Engagement Balance	0.677
	(X1_3) Satisfaction Balance	0.659
	Work Stres	
	(X2_2) Work overload	0.848
	(X2_3) Target and Expectation	0.956
	Job Satisfaction	
	(Z1_1) Satisfaction with the job	0.784
	(Z1_3) Satisfaction with supervisor	0.736
	Employee Performance	
	(Y1_1) Quantity	0.681
	(Y1_2) Quality of work results	0.681

(Y1_4)	0.783
Time Accuracy	
(Y1_5)	0.685
Ability to work together	

Source: Processed data

Table 3. Avarage Variance Extraced

Variable	<i>Avarage Variance Extraced (AVE)</i>
Work-life Balance	0.530
Work Stress	0.816
Job Satisfaction	0.578
Employee Performance	0.511

Source: Processed data

All variables are valid according to the AVE test since their values are larger than 0.5.

Reliability Test

Table 4. Composite Reliability

Variable	<i>Composite Reliability</i>
Work-life Balance	0.770
Work Stress	0.899
Job Satisfaction	0.733
Employee Performance	0.807

Source: Processed data

The minimum reliability level is set at 0.7 (Firdaus et al., 2023). It is shown by the test results above that every variable has a composite reliability value greater than 0.7, so all variables are considered to meet the reliability criteria.

R Square Variant Analysis

The purpose of the R-Square variant analysis is to determine the degree to which the independent variable affects the dependent one.

Table 5. R-Square dan R-Square Adjusted

	R-Square	R-Square Adjusted
Job Satisfaction	0.157	0.146
Employee Performance	0.378	0.365

Source: Processed data

With an R-Square value of 0.157 (15.7%), the job satisfaction variable has an influence of 15.7% on the dependent variable. Meanwhile, the R-Square value for the Employee Performance variable is 0.378 or 37.8%. This shows that all independent factors have a cumulative influence of 0.378 (37.8%) on the independent variable (Y).

Hypothesis Testing

Table 6. Significant t-statistic and p-value test

Influence	<i>Original sample</i>	<i>T-Statistic</i>	<i>P-Value</i>	Conclusion
Work-life Balance (X1) → Employee Performance (Y)	0.430	6.320	0.000	Accepted
Work-life Balance (X1) → Job Satisfaction (Z)	0.374	4.829	0.000	Accepted
Work Stress (X2) → Employee Performance (Y)	-0.024	0.353	0.724	Rejected
Work Stress (X2) → Job Satisfaction (Z)	0.166	1.663	0.097	Rejected
Job Satisfaction (Z) → Employee Performance (Y)	0.311	3.814	0.000	Accepted
Work-life Balance (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.116	2.986	0.003	Accepted
Work Stress (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.052	1.552	0.121	Rejected

Source: Processed data

Hypothesis testing results show that WLB (X1) significantly affects EP (Y) (T-Statistic: 6.320, P-Value: 0.000) and JS (Z) (T-Statistic: 4.829, P-Value: 0.000), with both hypotheses accepted. JS (Z) also has a significant positive impact on EP (Y) (T-Statistic: 3.814, P-Value: 0.000). Furthermore, it is acknowledged that JS mediates the association between WLB and EP (T-Statistic: 2.986, P-Value: 0.003), which is also accepted. However, WS (X2) did not significantly affect employee performance (T-Statistic: 0.353, P-Value: 0.724) or JS (T-Statistic: 1.663, P-Value: 0.097), nor indirectly affect EP through JS (T-Statistic: 1.552, P-Value: 0.121), thus this hypothesis was rejected.

5. DISCUSSION

WLB significantly and positively affects employee performance and job satisfaction, according to statistical studies. Employee performance and job satisfaction are enhanced by a healthy work-life balance. These results are consistent with earlier studies that demonstrated the positive and significant impact of work-life balance on performance (Prasetyo et al., 2023), and the correlation between better work-life balance and higher job satisfaction among coffee shop employees (Putridena et al., 2023).

Employee performance and work stress are not significantly influence by job satisfaction, according to statistical analyses. Although stress is present, it is not strong enough

to negatively affect performance or satisfaction in the context of this study. This finding is in line with previous research showing no significant relationship between job stress and performance (Angelina et al., 2022) or job satisfaction (Anggreini et al., 2024). The relaxed and flexible nature of coffee shop work likely contributed to this result, as such an environment helps to reduce stress and foster job satisfaction (Djayendra Dewa, 2019).

The findings of the analysis show that employee performance is positively and significantly affected by job satisfaction. The findings of this study are consistent with previous research, which indicates that job satisfaction significantly and positively affects employee performance. This suggests that one of the key elements affecting employee performance in a business is job satisfaction. Even in a business environment such as a coffee shop, employees perform better for the company when they are more satisfied with their jobs (Prayoga et al., 2023).

Based on the results of statistical analysis, work-life balance has a significant indirect effect on employee performance through job satisfaction. This indicates that job satisfaction acts as a mediator in the relationship between work-life balance and employee performance. Meanwhile, job stress does not have a significant indirect effect on employee performance through job satisfaction. Thus, job satisfaction does not mediate the relationship between job stress and employee performance.

Overall, these findings highlight the importance of work-life balance and job satisfaction in improving employee performance, while work stress has no significant effect on performance or job satisfaction in the context of this study.

6. CONCLUSION

The study concluded that WLB had a positive and significant impact on employee performance and job satisfaction, indicating that balancing work and personal life can improve productivity and satisfaction among coffee shop employees. However, work stress did not significantly impact performance or satisfaction, as the level of stress experienced was generally low and manageable. Job satisfaction significantly improves employee performance and mediates the relationship between work-life balance and performance, but does not mediate the relationship between work stress and performance.

Based on these findings, coffee shop management should prioritize policies that support work-life balance, such as flexible scheduling and adequate breaks, to improve employee satisfaction and performance. Efforts to improve job satisfaction, such as recognizing performance, providing career development opportunities, and fostering good communication,

are also important. In addition, although work stress has minimal impact, management should still monitor and support stress management to maintain optimal employee productivity.

7. LIMITATION

This study has several limitations that may lead to bias or inaccuracies in its findings:

- a. Limited Scope: Data collection was limited to coffee shop employees in Semarang City, limiting the generalization of the results to other sectors or regions.
- b. Limited Variable Indicators: Although validated scales were used to measure variables such as work-life balance, work stress, job satisfaction, and performance, these indicators may not fully capture all dimensions of these constructs. For example, cultural or organizational factors that influence work-life balance were not explored, which could have provided additional depth to the findings.
- c. Generational Focus: This study targeted Generation Z employees, excluding older generations who may experience and manage work-life balance and stress differently.

Acknowledging these limitations puts the findings in proper context and highlights opportunities for future research to address these constraints.

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