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Employee Performance, Socialization, and Job Satisfaction Are Influenced by the Independent Variable of Work-Life Balance: Community Service

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Abstract: This Community Service activity was conducted with the aim of increasing participants' knowledge and awareness regarding the role of work-life balance and its relationship to employee performance and job satisfaction. The activity was held online on October 8, 2025, via Zoom Meeting by STEKOM Semarang University. A total of 74 participants, consisting of students, recent graduates, educators, and employees from various fields, participated in this activity. The implementation method used was a socialization combined with discussions and interactive Q&A sessions to encourage active participant involvement. The results of the activity showed an increase in participants' understanding of the concept of work-life balance and its impact on performance and job satisfaction. Participants were able to identify various obstacles in maintaining a balance between work and personal life demands, while also understanding the importance of time management, mental health, and work role limitations. Furthermore, this activity fostered participants' motivation to begin implementing work-life balance principles in their daily work and academic activities. Overall, this community service activity had a positive impact in raising awareness of the importance of work-life balance as a supporting factor for optimal and sustainable performance and job satisfaction.

Keywords: Work-Life Balance, Employee Performance, Job Satisfaction, Community Service.

INTRODUCTION

The increasingly rapid changes in the work environment due to globalization and technological advances have presented new challenges for organizations in managing human resources. Both public and private organizations are required to not only pursue performance targets but also address employee well-being (Teo et al., 2020). Human resources are now understood as a strategic factor that plays a crucial role in determining the success and

sustainability of an organization. Therefore, employee performance and job satisfaction have become key indicators in assessing the effectiveness of workforce management (Ruotsalainen et al., 2023).

Employee performance reflects an individual's ability to carry out their duties and responsibilities according to the standards set by the organization (Susanto, Sawitri, Ali, et al., 2023). Good performance directly impacts productivity, service quality, and the achievement of organizational goals. Meanwhile, job satisfaction reflects the level of positive feelings employees have about their work, encompassing psychological, social, and economic aspects. Employees who are satisfied with their jobs tend to have high commitment, strong loyalty, and sustained work motivation (Susanto, Syailendra, et al., 2023).

However, the reality of today's workplace demonstrates that increasing work demands are often not balanced by healthy time and energy management. Long working hours, tight targets, and the pressure to be consistently responsive to work, especially in the digital age, have increasingly blurred the boundaries between work and personal life. This condition has the potential to cause physical and mental fatigue, work stress, and a decline in the quality of employees' personal lives. If left untreated, this situation can negatively impact employee job satisfaction and performance (Jumawan & Widjaja, 2023).

In this context, the concept of work-life balance is a highly relevant issue to study and promote. Work-life balance can be defined as an individual's ability to balance the demands of work with the needs of personal, family, and social life. This balance enables employees to carry out professional and personal roles harmoniously without compromising one another. Implementing a good work-life balance is believed to improve employee well-being while supporting optimal performance (Chatterjee et al., 2023).

Various studies show that work-life balance is significantly related to job satisfaction and employee performance. Employees who manage their work-life balance well tend to have lower stress levels, better health, and a positive attitude toward work. Conversely, an imbalance between work and personal life can trigger role conflict, decrease job satisfaction, and ultimately lead to decreased performance. However, understanding of the importance of work-life balance remains unequal, especially among employees and organizations that have not yet incorporated it into their work culture (Rony, 2017).

In practice, many organizations still emphasize improving performance through structural approaches such as increasing working hours, raising targets, or stricter supervision. These approaches often neglect the aspect of work-life balance (Susanto, Parmenas, & Tannady, 2023). As a result, employees experience excessive work pressure and lack the opportunity for physical and psychological recovery. This situation is not only detrimental to employees but also to the organization in the long term, as it can increase absenteeism, employee turnover, and decrease performance quality (Lee et al., 2023).

As part of the Tri Dharma of Higher Education, community service activities play a crucial role in bridging the gap between academic concepts and practical practice. Universities, through community service activities, are expected to provide education, mentoring, and practical solutions to problems faced by society and the workplace. Socializing work-life balance as a factor influencing employee performance and job satisfaction is one tangible contribution from academics to improving the quality of human resources.

This socialization activity is relevant because target partners still have limited understanding of the relationship between work-life balance, job satisfaction, and employee performance. Many employees do not yet realize that work-life balance is not a barrier to work, but rather a supporting factor for achieving better performance. Furthermore, management often lacks a comprehensive perspective on the importance of creating a work environment that supports this balance (Primadi Candra Susanto et al., 2023).

Through community service activities, which focus on socializing employee performance and job satisfaction as influenced by work-life balance, it is hoped that awareness and mindset

changes will be fostered, both among employees and organizational management. This outreach program is designed to provide both conceptual understanding and practical insights into simple ways to maintain a balance between work and personal life. With an educational and participatory approach, this activity is expected to encourage a healthier and more productive work environment.

In addition to providing direct benefits to target partners, this community service activity also aligns with efforts to support sustainable development, particularly in the creation of decent work and improving employee welfare. Employees who maintain a good work-life balance tend to demonstrate higher job satisfaction, more stable health, and optimal performance. These positive impacts are felt not only by individuals but also by organizations and society at large (Xiongying & Boku, 2021).

Based on the aforementioned description, this community service activity focuses on promoting the role of work-life balance as an independent variable influencing employee performance and job satisfaction. Through this activity, it is hoped that target partners will gain a more comprehensive understanding of the importance of work-life balance as part of a human resource management strategy. Thus, this community service is expected to make a tangible contribution to improving the quality of employee performance and employee well-being in a sustainable manner (Rustiawan et al., 2023).

The development of the modern work environment is characterized by increasing demands on employees, both in terms of workload, target achievement, and flexibility in working hours (Jumawan, 2023). The use of digital technology in work activities has blurred the boundaries between work time and personal life. Employees are often expected to remain connected to work outside of formal working hours, reducing time for rest, family time, and personal activities. This situation has triggered an imbalance between work and personal life, which is increasingly experienced by workers across various sectors (Sjarifudin & Ali, 2023).

This phenomenon has resulted in work fatigue, psychological stress, and decreased employee morale and motivation. In many cases, this condition is considered normal and not identified as a problem requiring special attention. As a result, employees tend to sacrifice their personal well-being to meet work demands. If persisted over a long period, this situation has the potential to reduce job satisfaction and negatively impact employee performance (Panjaitan et al., 2023).

On the other hand, some organizations still do not fully understand the importance of work-life balance as part of their human resource management strategy. Organizations' focus on short-term work results often neglects employee life balance. Inadequate work policies, unbalanced workload distribution, and limited education on stress management and working hours indicate that work-life balance has not yet become a strong work culture. This situation risks increasing employment issues such as high absenteeism, decreased loyalty, and increased employee turnover (Susanto, Perwitasari, Pahala, et al., 2023).

The urgency of this issue relates not only to individual employee interests but also to organizational performance and sustainability. Employees experiencing an imbalance between work and personal life tend to exhibit low levels of job satisfaction, emotional instability, and suboptimal performance. If this situation persists, organizations could potentially experience decreased productivity, decreased service quality, and increased costs related to health and employee turnover (Susanto, Parmenas, & Suryawan, 2023).

Within the framework of community service, this phenomenon demonstrates the urgent need for systematic and ongoing educational efforts. Socialization activities are an important means to increase employee and management understanding of the role of work-life balance in supporting job satisfaction and employee performance. Through socialization, it is hoped that awareness will be raised that work-life balance is not a barrier to productivity, but rather a supporting factor for sustainable performance.

Furthermore, the urgency of this community service activity is reinforced by the limited number of educational programs that specifically address the link between work-life balance, job satisfaction, and employee performance in a practical context. Many employees lack the knowledge and skills to manage work time, establish boundaries between work and personal life, and maintain mental health amidst work pressures. Meanwhile, organizations often lack a comprehensive approach to creating a work environment that supports this balance.

Therefore, implementing community service activities that focus on promoting work-life balance is highly relevant and important. These activities are expected to raise awareness, change mindsets, and encourage healthier and more balanced work behaviors. With increased understanding of the importance of work-life balance, employees and organizations are expected to build a more conducive work environment, increase job satisfaction, and support the achievement of optimal and sustainable employee performance.

METHODS

This Community Service activity was held on October 8, 2025, using the online platform Zoom Meeting. Seventy-four participants from diverse backgrounds attended, including students, recent graduates, educators, and employees from various fields. This activity was part of a community service program initiated by STEKOM Semarang University.

The activity utilized a socialization method that emphasized systematic and communicative delivery of material. In addition to the presentation of material, the activity also facilitated interactive discussions and question-and-answer sessions between the presenters and participants. The participants' active participation throughout the activity reflected their high level of interest and involvement in understanding the material presented, while also supporting the achievement of the objectives of the community service activity.

RESULTS AND DISCUSSION

Results

The Community Service program, held online on October 8, 2025, via the Zoom Meeting platform, proceeded smoothly and according to the established plan. Seventy-four participants from diverse backgrounds, including students, recent graduates, education practitioners, and employees from various sectors, participated in the event. This diverse character of the participants added a unique touch to the socialization process and enriched the dynamics of the discussions.

Overall, the level of participant participation throughout the event was high. This was evident in their consistent attendance from beginning to end, as well as their active involvement in the discussion and Q&A sessions. Participants not only listened to the presentations but also contributed by asking questions, expressing their opinions, and sharing their experiences related to work-life balance. This demonstrated the strong relevance of the topics discussed to the needs and challenges faced by participants in both academic and professional contexts.

The primary outcome of this activity was an increased understanding of the concept of work-life balance and its role in influencing employee performance and job satisfaction. Before participating in the activity, some participants still had a limited understanding of work-life balance, which was generally understood as simply dividing time between work and rest. Through the socialization process, participants gained a broader understanding that work-life balance encompasses the comprehensive management of work and personal life roles, including prioritization, time management, mental health, and the ability to set healthy work boundaries.

In addition to improving conceptual understanding, the activity also led to increased awareness of the negative impacts of work-life imbalance. During the discussion session, many participants shared experiences related to work fatigue, psychological stress, and difficulties in managing time due to the demands of both work and academic activities. Through the

presentation of the material and interactive discussion, participants began to understand that these conditions not only impact individual health but also have the potential to reduce job satisfaction and performance in the long term.

The results of the activity also demonstrated that participants were able to identify various factors influencing work-life balance, depending on their individual backgrounds. Students and recent graduates expressed challenges in balancing academic pursuits, part-time work, and personal activities. Meanwhile, employees and education practitioners emphasized workload, demanding targets, and administrative pressures as the main factors affecting work-life balance. The participants' ability to identify these factors demonstrated a more contextual and applicable understanding of the material presented.

From a performance perspective, the activity's results demonstrated a better understanding of the relationship between work-life balance and job performance. Participants recognized that optimal performance is not always achieved through increased working hours or high work pressure, but rather through physical and mental health. During the discussion, participants stated that a balance between work and personal life allows them to work with greater focus, efficiency, and creativity. This understanding reinforces the view that work-life balance is a crucial factor in supporting sustainable performance.

Beyond performance, this activity also positively impacted participants' understanding of job satisfaction. Participants began to realize that job satisfaction is determined not only by material aspects such as salary, but also by non-material factors, including a conducive work environment, a proportionate workload, and the opportunity to have time for themselves and their families. This understanding was reflected in participants' responses, which emphasized the importance of work-life balance as part of efforts to increase comfort and satisfaction at work.

Another outcome of this activity was increased self-reflection among participants regarding their work patterns and lifestyles. Through socialization and discussion, participants were encouraged to evaluate their work habits, including how they manage their time, set priorities, and respond to work demands. This process enabled participants to identify habits that could potentially disrupt their work-life balance, such as taking work outside of work hours, insufficient rest time, and minimal relaxation activities. This reflective ability was an important outcome because it encouraged participants to be more aware of their own well-being.

This community service activity also successfully created a space for constructive dialogue among participants from diverse backgrounds. The interaction between students, recent graduates, education practitioners, and employees enabled the exchange of experiences and perspectives regarding the world of work and managing work-life balance. Through this dialogue, participants gained new insights into simple strategies that can be implemented to maintain work-life balance according to their individual circumstances. This dialogue strengthened the socialization's function as a collaborative learning medium.

In terms of implementation methods, the use of socialization combined with interactive discussions proved effective in achieving the activity's objectives. The material was delivered communicatively and systematically, making it easily understood by participants from diverse backgrounds. The question-and-answer session provided an opportunity for participants to clarify the material and relate it to real-life experiences. These results indicate that the method used was appropriate for the participants' characteristics and optimally supported the knowledge transfer process.

In addition to gains in knowledge and attitudes, this activity also resulted in increased participant motivation to begin implementing work-life balance principles in their daily lives. Participants expressed a desire to better manage their work time, establish clear boundaries between work and personal life, and pay more attention to their mental and physical health.

Although behavioral change requires ongoing progress, the initial motivation generated through this activity is a positive and strategic outcome.

Overall, the results of this Community Service activity indicate that the socialization of work-life balance had a positive impact on increasing participants' understanding, awareness, and attitudes regarding work-life balance. Understanding the relationship between work-life balance, employee performance, and job satisfaction was a key achievement supporting the activity's objectives. These results indicate that this activity is relevant to the participants' needs and has the potential to make a significant contribution to improving the quality of human resources.

Thus, the Community Service activity organized by STEKOM Semarang University can be considered successful in achieving its stated objectives. The results obtained are not only short-term, in the form of increased knowledge, but also open up opportunities for changes in work attitudes and behaviors toward healthier and more productive ones. Going forward, the results of this activity can form the basis for implementing more applicable follow-up community service programs, such as time management training, work stress management, and mentoring on implementing work-life balance in the target partner's work environment.

Discussion

The results of the Community Service activities indicate that the socialization of work-life balance had a positive impact on increasing participants' understanding and awareness of the importance of balance between work and personal life. This finding indicates that work-life balance is a relevant and needed issue for various groups, including students, recent graduates, education practitioners, and employees. The high level of participant participation during the activities confirmed that the topics presented were aligned with the real conditions and challenges faced in today's workplace.

The participants' increased understanding of the concept of work-life balance demonstrates that the socialization activities were effective as a means of transferring knowledge in the context of community service. Participants not only understood the conceptual definition of work-life balance but were also able to relate it to their personal experiences and working conditions. This aligns with the adult learning approach, where the learning process becomes more meaningful when the material presented is relevant to the participants' needs and realities. Thus, the socialization method used proved effective in bridging the gap between theory and practice.

Regarding employee performance, the results of the activities indicate that participants are beginning to realize that optimal performance is not solely determined by work duration or target pressure, but rather by a balanced physical and mental state. This understanding is crucial because many organizations still assess performance based on the number of hours worked without considering employee well-being. Discussions during the activity demonstrated a shift in participants' perspectives, from an overworked orientation to an understanding that work-life balance can support focus, productivity, and the quality of work.

Discussions on job satisfaction were also a key part of the activity. Participants understood that job satisfaction is not solely related to financial compensation, but also to a comfortable work environment, social relationships, and opportunities to fulfill personal and family needs. This understanding aligns with the multidimensional concept of job satisfaction. With increasing awareness of the importance of work-life balance, participants realized that high job satisfaction can be achieved when professional and personal needs are met in a balanced manner.

The findings of this activity also revealed differences in perceptions and challenges regarding work-life balance based on participant backgrounds. Students and recent graduates tended to face challenges managing time between study, initial work, and personal activities. Meanwhile, employees and education practitioners faced greater workload pressure,

administrative demands, and limited rest time. These differences demonstrate that implementing work-life balance is contextual and requires an approach tailored to individual characteristics and work environments.

From a community service perspective, this activity demonstrates that outreach can be an effective initial step in encouraging changes in participants' attitudes and mindsets. Although this activity did not directly measure behavioral changes, the increased motivation of participants to apply work-life balance principles is a positive indication. This motivation is an important initial foundation in the process of changing work behaviors towards healthier and more sustainable ones. Therefore, follow-up, practical community service activities are essential to strengthen the long-term impact.

Furthermore, the interactive discussions that took place during the activity demonstrated that active participant participation played a crucial role in deepening understanding of the material. The two-way interaction between the presenter and participants allowed for the exchange of experiences and shared reflection, enriching the learning process. This confirms that participatory outreach methods are more effective than one-way approaches, especially in community service activities involving participants from diverse backgrounds.

Overall, this discussion confirmed that work-life balance is a strategic factor contributing to improved performance and job satisfaction. The Community Service activities successfully increased participants' awareness and understanding of the importance of work-life balance in the work context. These findings reinforce the urgent role of higher education institutions in providing education and mentoring to the community and the workplace. In the future, synergy is needed between individuals, organizations, and educational institutions to create a work environment that supports work-life balance as part of efforts to continuously improve the quality of human resources.

CONCLUSIONS AND RECOMMENDATIONS

The Community Service program conducted by STEKOM Semarang University, focusing on socializing work-life balance as a factor influencing employee performance and job satisfaction, went well and achieved its stated objectives. The online event, conducted via Zoom Meeting, enabled the participation of participants from various backgrounds, including students, recent graduates, education practitioners, and employees, providing diverse perspectives on the issue of work-life balance.

The results of the activity demonstrated that the socialization increased participants' understanding and awareness of the concept of work-life balance and its relationship to performance and job satisfaction. Participants not only grasped the concept theoretically but were also able to relate it to their experiences and circumstances in their academic and professional lives. This increased understanding is a significant achievement because it demonstrates that work-life balance is seen as a real need, not merely a conceptual discourse.

The activity also emphasized the strategic role of work-life balance in supporting optimal and sustainable employee performance. Participants recognized that a balance between work and personal life demands contributes to better physical and mental health, enabling individuals to work with greater focus, productivity, and quality. Furthermore, understanding of the multidimensional nature of job satisfaction has also strengthened, where satisfaction is determined not only by financial aspects, but also by job satisfaction, social relationships, and opportunities to fulfill personal needs.

From a community service perspective, this activity demonstrated that the socialization method combined with interactive discussions was effective in delivering material and actively engaging participants. The two-way interaction established during the activity enriched the learning process and encouraged participants' reflection on their work patterns and lifestyles. Although this activity did not directly measure behavioral changes, the increased motivation

of participants to apply work-life balance principles is a positive early indication of potential long-term impacts.

Overall, this Community Service activity made a significant contribution to increasing participants' understanding, awareness, and attitudes regarding the importance of work-life balance as part of sustainable human resource management. This activity also emphasized the strategic role of higher education institutions in bridging academic concepts with practical applications. Going forward, more applicable and sustainable community service activities are needed to strengthen the implementation of work-life balance in the workplace, thereby supporting sustainable improvements in performance, job satisfaction, and human resource well-being.

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