THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF WORK-LIFE BALANCE AND EMOTIONAL INTELLIGENCE ON CIVIL SERVANT PERFORMANCE

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Abstract

Changes in work patterns and increasing demands for public services require civil servants to maintain optimal and sustainable performance. This study aims to analyze the influence of work-life balance and emotional intelligence on civil servant performance, with job satisfaction as a mediating variable. The study used an explanatory quantitative approach with a survey method of 384 ASN in the Tana Tidung Regency Government. Data were collected through structured questionnaires and analyzed using Partial Least Squares-based Structural Equation Modeling (PLS-SEM). The results showed that emotional intelligence had a positive and significant effect on job satisfaction and ASN performance. Job satisfaction also has a significant effect on performance. Meanwhile, work-life balance has a significant effect on job satisfaction, but does not have a direct effect on performance. Indirect effect analysis proves that job satisfaction acts as a significant mediating variable in the relationship between emotional intelligence and performance, as well as between work-life balance and civil servant performance. These findings emphasize the importance of psychological factors in improving civil servant performance and provide implications for the development of human resource management policies oriented towards work-life balance and job satisfaction.

Keywords: Work-Life Balance; Emotional Intelligence; Job Satisfaction; Civil Servant Performance

INTRODUCTION

Changes in post-pandemic work patterns characterized by increased work flexibility, accelerated digitalization of processes, and increasingly high demands for public service responsiveness have given rise to new challenges in human resource management, particularly in the public and healthcare sectors (ILO Publications 2015; Public Employment and Management 2023, 2023; Vyas & Butakhieo, 2020). Globally, the imbalance between work demands and personal life (work-life balance) has become an increasingly prominent issue with direct impacts on mental health, job satisfaction, and individual performance (Brougham & Haar, 2013; Deery & Jago, 2015; Xu & Wang, 2023). The World Health Organization reports that unhealthy working conditions such as excessive workload, time pressure, and low control over work contribute significantly to increasing stress, depression, and anxiety among workers, which in aggregate causes the loss of approximately 12 billion workdays per year and enormous global productivity losses (J. Campbell & Mills, 2022). In this context, work-life balance is seen as a strategic factor for maintaining the sustainability of employee performance and welfare, particularly in work environments laden with pressure and rapid change (Allen et al., 2020; Sylvia et al., 2024). On the other hand, emotional intelligence serves as a crucial personal resource in helping individuals manage emotions, work pressure, and the dynamics of social interaction in an adaptive manner, thereby helping to improve public service efficiency and the effectiveness of workers' efforts (Miao et al., 2016; Petrides et al., 2018).

Work happiness and performance are just two of the many work outcomes that have been linked to emotional intelligence and work-life balance in previous research (Allen et al., 2020; Haar et al., 2018; T. Kim & Oh, 2025). Having a healthy work-life balance helps foster positive attitudes toward work; according to various studies, lower stress levels and more stable performance result, especially when individuals feel satisfied with their work (Keefer & Vlaicu, 2023; Sharma, 2024). Likewise, emotional intelligence has been shown to be closely related to the ability to regulate emotions, quality of working relationships, and effectiveness in task execution, which ultimately has a positive impact on the performance of individuals and teams (Miao et al., 2016; Rezvani et al., 2019; Sanchez-Gomez & Breso, 2020). Individuals with high levels of emotional intelligence tend to be able to manage work pressure adaptively and maintain sustained work motivation (Junior & Jimad, 2022; Zeidner et al., 2004). In both the public and private sectors, recent research shows that job satisfaction mediates the relationship between work-life balance, emotional intelligence, and performance (Bulińska-Stangrecka & Bagieńska, 2021; Kundi et al., 2021; Muzti & Mardiana, 2024). Nevertheless, research results indicate that the strength of this relationship is still influenced by organizational context, job characteristics, and different work cultures (Huyghebaert et al., 2018; Karatepe, 2013).

At the national level, the issue of improving the performance of civil servants (ASN) is an important part of Indonesia's ongoing bureaucratic reform agenda (Auliansyah, 2024; Public Employment and Management 2023). The Indonesian government consistently promotes the strengthening of work culture, internalization of ASN values, and improvement of employee engagement through various national evaluation instruments, such as performance accountability systems and public service satisfaction surveys (Auliansyah, 2024; Improving Public Sector Performance, 2018). At the same time, policies on work

pattern adjustments and ASN work flexibility during certain periods require government agencies to maintain the balance between employee productivity and public service quality (Advancing Decent Work in Supply Chains, 2025; Public Employment and Management 2023, 2023). This situation places psychological aspects of employees such as job satisfaction and the ability to manage emotions as increasingly relevant factors in supporting sustainable ASN performance, particularly in facing dynamic and results-oriented work demands (Judge et al., 2020).

In the regional context, particularly in public service organizations in the health sector, the challenge of ASN management tends to be more complex due to the high intensity of services and limited resources (J. Campbell & Mills, 2022; Public Employment and Management 2023, 2023). The service-oriented nature of the work, demands for service accuracy and speed, and limited resources at the regional level require ASN performance that is not only high administratively, but also consistent in terms of behavior and emotional regulation (Bakker & Demerouti, 2017; Karatepe et al., 2023). In Tana Tidung Regency, for example, the distribution and availability of health workers across regions and the results of service quality evaluations through the Community Satisfaction Survey indicate the need for sustained efforts to improve service performance (Mustofa, 2022). This situation is inseparable from the daily work experiences of ASN, including how they balance work roles and personal life and manage emotions in carrying out public service duties which has been proven to affect service quality and individual performance in the public sector (Haar et al., 2018; Lee & Na, 2023).

Although much research has examined how emotional intelligence and work-life balance affect performance, there are still several theoretical and practical gaps in this research. Job satisfaction as a mediating variable in an integrated model that simultaneously examines the influence of work-life balance and emotional intelligence on performance is relatively rarely found in the literature, especially concerning civil servants (Karatepe et al., 2023; Miao et al., 2018a; Mulyono & Iqbal, 2025). Most studies still focus on the private sector or position job satisfaction only as an independent or dependent variable, rather than as an explanatory mechanism for the causal relationship between psychological factors and performance (Miao et al., 2018b; Mulyono & Iqbal, 2025). In addition, research related to ASN tends to examine performance from a structural and bureaucratic perspective, while psychological aspects of work such as emotion management and work-life balance have not been comprehensively integrated into performance analysis models (Pratiwi & Fadila, 2021).

Practically speaking, policies for improving ASN performance at the agency level often place greater emphasis on structural and administrative aspects such as performance appraisal systems and procedural compliance while psychological aspects of work that have the potential to serve as long-term performance levers have not been fully accommodated in the formulation of human resource policies (Public Employment and Management 2023, 2023; Zeffane & Bani Melhem, 2017). Yet empirical evidence shows that work-life balance and emotional intelligence contribute significantly to the job satisfaction and performance of public sector employees, especially in the context of public services that demand high emotional interaction (Teo et al., 2015).

Taking these parameters into consideration, the purpose of this study is to determine whether and how job satisfaction moderates the relationship between work-life balance, emotional intelligence, and ASN performance. In this study, we will examine how work-life

balance and emotional intelligence affect ASN performance. We will also evaluate how work happiness affects performance and examine whether work happiness acts as a mediator between the two (Bolin, 2014; Hair et al., 2021). Thus, this research is expected to provide a scientific contribution in the form of strengthening a theoretical model that integrates factors of work role regulation, emotional resources, and work attitudes in explaining ASN performance (Bakker & Demerouti, 2017; Höddinghaus et al., 2023), while also providing practical implications for apparatus human resource management, particularly in the formulation of policies that support work-life balance, the development of emotional intelligence, and the improvement of job satisfaction to support sustainable public service performance (Public Employment and Management 2023, 2023; WHO Advocacy Strategy for Mental Health, Brain Health and Substance Use, 2024).

REVIEW OF LITERATURE

Work-Life Balance, Job Satisfaction, and Performance

A person is said to have achieved work-life balance when they are able to maintain a balance between their personal and professional lives without allowing their responsibilities to burden them to an unhealthy degree (Haar et al., 2018; Sirgy & Lee, 2017). This concept is rooted in the classic views of Greenhaus and Allen, which emphasize the balance of involvement and satisfaction between work and non-work roles, and which to this day remains a primary reference in the development of modern work-life balance theoretical frameworks (Allen et al., 2020; Haar et al., 2018). From the perspective of Job Demands-Resources Theory, work-life balance is positioned as a strategic work resource capable of reducing pressure from job demands and strengthening the psychological well-being of employees (Bakker & Demerouti, 2017; Lesener et al., 2018).

Previous research shows that work-life balance plays a significant role in shaping positive work attitudes, such as job satisfaction, work engagement, and employee performance, in both the private and public sectors (P. Kim et al., 2022; Kundi et al., 2021; B. Wang et al., 2020; Xu & Wang, 2023). In addition, a work environment that supports time flexibility, proportional workload distribution, and adequate organizational support has been proven to sustainably improve employees' perceptions of work-life balance (V, 2025; Work-Life Integration: The Role of Flexible Work Arrangements, 2023).

One definition of job satisfaction is the pleasant emotional state resulting from the best possible reflection and utilization of time spent at work (Judge et al., 2017). This concept is in line with Locke's view, which emphasizes that job satisfaction reflects the degree of alignment between employee expectations and the reality received in the workplace, which in contemporary literature is understood as a form of cognitive-affective evaluation of the job (Judge et al., 2020). Within the Affective Events Theory framework, job satisfaction is understood as an affective response to daily work events and conditions, such as workload, interpersonal relationships, and organizational policies, which cumulatively shape the work attitudes of employees (Beal et al., 2005; Hsu, n.d.). Internationally reputable literature indexed in Scopus Q1 in recent years has shown that job satisfaction plays a strategic role as a psychological variable that bridges work conditions with employee behavior and performance (-, 2024; Karatepe et al., 2023). The success of organizations in the public sector is positively influenced when employees feel satisfied with their work because they tend to

be more engaged, motivated, and committed to the organization (M. Kim & Beehr, 2017; W. Wang & Yang, 2015).

When discussing civil servant (ASN) service, employee performance is defined as the quantity and quality of work completed, the quantity, timeliness, and responsibility in carrying out public service duties (Chiwawa, 2022; Public Employment and Management 2023). ASN performance is not only measured by administrative achievements, but also by the quality of service interactions, responsiveness, and accountability to the public as users of public services (Van der Voet et al., 2015). Goal-setting theory and social exchange theory explain that employees who receive fair, supportive, and meaningful working conditions will demonstrate more optimal performance as a form of reciprocity toward the organization (Anseel et al., 2013; Cropanzano & Dasborough, 2015). In the public sector, where emotional stability, constant service delivery, and a focus on the public interest are greatly needed, several recent empirical studies have confirmed that psychological elements, including work happiness, significantly affect ASN performance (Misriyani et al., 2025; Tummers & Knies, 2013).

The relationship between work-life balance and job satisfaction can be explained through the mechanism of reduced role conflict and emotional exhaustion. When employees are able to manage their work and personal life roles in a balanced manner, work stress levels decrease and perceptions of work become more positive, which ultimately increases job satisfaction (Dalila & Kholidi Hadi, 2024). For both public sector workers and service-industry professionals, several credible empirical studies have shown that healthy work-life balance significantly increases job satisfaction (Asari, 2022; Darwin et al., 2025; Misriyani et al., 2025). These results support the idea that a healthy work-life balance is a key factor in determining how happy an employee is with their job.

There is a strong correlation between work happiness and employee performance. When workers feel satisfied with their position, they tend to be more loyal to their employers, motivated to do their work well, and show initiative at work (Ernawati, 2025; Harun et al., 2025). Job satisfaction encourages individuals to allocate greater effort in completing tasks and maintaining the quality of work results. Empirical evidence from international research shows that in highly service-oriented public sector organizations, work happiness has a direct and beneficial effect on employee performance (Maslikha, 2022; Misriyani et al., 2025).

There is a direct correlation between work-life balance and employee performance. Work energy, focus, and the individual's ability to adapt to workplace demands are all positively influenced by their work-life balance (Asari, 2022; Haveliwala, 2002; Muzti & Mardiana, 2024). However, several studies have shown that work-life balance affects performance indirectly, through psychological characteristics such as job satisfaction, rather than directly (Dalila & Kholidi Hadi, 2024; Muzti & Mardiana, 2024). This provides further evidence that work happiness mediates the relationship between role balance and productivity improvement.

According to the Job Demands-Resources (JD-R) Theory framework, an individual's work motivation and psychological well-being are influenced by the balance between job demands and their personal resources. This, in turn, affects their performance through motivational and emotional mechanisms (Bakker & Demerouti, 2017; Mulyono & Iqbal, 2025). In line with this, Affective Events Theory explains that positive daily work experiences will shape employees' emotional responses that affect their level of job

satisfaction and work behavior, including performance (Judge et al., 2017). In this context, good work-life balance is seen as a job resource capable of reducing role conflict and increasing positive evaluation of work, thereby promoting the formation of higher job satisfaction (Judge et al., 2020; Wirtadipura & Sumarjo, 2025). More recent empirical research supports the idea that healthy work-life balance improves work happiness and performance, with job satisfaction as the key mediator of this relationship (Mulyono & Iqbal, 2025; Wirtadipura & Sumarjo, 2025). Thus, job satisfaction can be positioned as a psychological bridge connecting the condition of work-life balance with ASN performance output.

Emotional Intelligence, Job Satisfaction, and Performance

The ability to identify, understand, control, and constructively use one's own and others' emotions in a professional environment is known as emotional intelligence (Miao et al., 2018; Sanchez-Gomez & Breso, 2020). This concept is rooted in the thinking of Salovey and Mayer, who viewed emotional intelligence as a cognitive ability in processing emotional information, and was further developed in a competency perspective by Goleman, who emphasizes aspects of self-awareness, self-control, empathy, and social skills (O'Boyle et al., 2011; Petrides et al., 2018). Internationally reputable scientific literature indexed in Scopus shows that emotional intelligence functions as an important personal resource in facing work demands, emotional pressure, and social interaction dynamics, particularly in public sector organizations laden with service demands and accountability (Merida-Lopez & Extremera, 2020; Zeidner et al., 2004). Individuals with good emotional intelligence tend to be able to manage stress, maintain harmonious working relationships, and make more adaptive decisions, thereby supporting positive work attitudes and performance effectiveness (Miao et al., 2018a; B. Wang et al., 2020).

The ability of government employees to have emotional intelligence is operationally defined in this study as follows: self-awareness and emotion regulation; empathy and understanding of the emotional states of others; and the ability to use one's own and others' emotions positively while working (Petrides et al., 2018; Sanchez-Gomez & Breso, 2020). Modern empirical research in the public sector has widely used and validated indicators of emotional self-awareness, emotion control, empathy, and social skills in the workplace as measures of emotional intelligence (Merida-Lopez & Extremera, 2020; B. Wang et al., 2020).

A person's level of job satisfaction is a reflection of how well their expectations and actual work experience align (Bednarczuk, 2019; Judge et al., 2020). One definition of job satisfaction is "a pleasant emotional state resulting from an overall evaluation of one's job or work experience," which in turn reflects one's emotional reaction to various parts of their work (Zacher et al., 2019). Herzberg proposed a two-factor model of job satisfaction, with motivational elements related to the nature of the work and hygienic considerations related to the physical and social aspects of the workplace. When trying to understand the dynamics of job satisfaction of public sector workers, these elements remain important to consider (Alshmemri et al., 2013; Hur, 2017). Affective states such as job satisfaction mediate the relationship between individual traits and organizational outcomes such as performance, according to recent empirical research (Judge et al., 2020; Zacher et al., 2019). Workers who are happy with their work are more motivated in their jobs, have a good view of the company,

and are more likely to deliver service exceeding customer expectations (Bednarczuk, 2019; Hur, 2017).

Operationally, job satisfaction in this study is defined as the level of positive feelings of ASN toward their work as a result of evaluating various aspects of the job (Judge et al., 2020; Zacher et al., 2019). Job satisfaction is measured through indicators of satisfaction with the work itself, working conditions and environment, relationships with superiors and colleagues, and the reward and recognition systems received, as recommended in contemporary organizational research (Alshmemri et al., 2013; Bednarczuk, 2019).

The performance metrics of Civil State Apparatus (ASN) measure how well a person has completed the work assigned to them in accordance with organizational expectations, policies, and guidelines (Armstrong's Handbook of Human-Resource Management Practice, 11th ed., 2010; Public Employment and Management 2023, 2023). In work performance theory, performance encompasses not only aspects of core work results (task performance), but also contextual behaviors that support overall organizational effectiveness, such as cooperation, initiative, and organizational commitment (J. P. Campbell & Wiernik, 2015; Koopmans et al., 2012). In the public sector, ASN performance reflects the quality and quantity of services, timeliness in task completion, and compliance with procedures and job responsibilities as a form of public accountability (Perry et al., 2010). International research shows that employee performance is influenced by a combination of individual and psychological factors, including emotional intelligence and job satisfaction, which play an important role in maintaining the consistency and quality of work results (Miao et al., 2018b; O'Boyle et al., 2011).

In this study, ASN performance is operationally defined as the level of ASN work result achievement in carrying out public service duties in accordance with organizational targets and standards (Koopmans et al., 2012). Indicators of responsibility, work discipline, timeliness, the number of tasks completed, and quality of work results are part of performance measurement for ASN in public organizations. These factors demonstrate the effectiveness and professionalism of ASN (Armstrong's Handbook of Human-Resource Management Practice, 11th ed., 2010; Public Employment and Management 2023, 2023).

Theories of psychology and organizational behavior can explain the relationship between EQ, work happiness, and productivity (Ashkanasy & Dorris, 2017). Adaptive situational interpretation, building positive relationships, and stress management are skills known to be possessed by civil servants with high emotional intelligence (Miao et al., 2018a; Sanchez-Gomez & Breso, 2020). As a result of these factors, employees report higher levels of job satisfaction and more pleasant emotional experiences while working (Judge et al., 2020; Mayer et al., 2003). Improvements in civil servant performance are directly influenced by job satisfaction, which in turn promotes motivation, work engagement, and productive work behavior (Bakotic, 2016; Stefurak et al., 2020). In addition, emotional intelligence is believed to have a direct impact on performance, because the ability to control emotions helps a person become more effective in the workplace, which is especially important when facing public service demands that are constantly changing and complex (O'Boyle et al., 2011; Perry & Wise, 1990).

RESEARCH METHOD

The researchers in this study used a survey-based quantitative explanatory design. This design was chosen due to its widespread use in research on organizational behavior and human resource management, as well as its effectiveness in demonstrating causal relationships between variables at a single measurement point (Hair et al., 2021). Using an integrated structural model, the researchers were able to test the impact of work-life balance and emotional intelligence on civil servant performance, while simultaneously testing job satisfaction as a mediating variable (Aziz-Ur-Rehman & Siddiqui, 2019; Karatepe et al., 2023).

The research population encompasses all Civil State Apparatus in the regional government agencies that became the research locus, particularly work units with public service characteristics. The determination of sample size was based on the analytical needs of Structural Equation Modeling, specifically Partial Least Squares-based SEM, which requires an adequate number of respondents to produce stable and reliable parameter estimates (Hair et al., 2021). Taking into account power analysis and empirical practices in PLS-SEM research, the minimum sample size was set at approximately 200 respondents, then increased to anticipate the potential for incomplete data or non-response that commonly occurs in public sector survey research (Hair et al., 2021).

The primary data collection instrument was a structured questionnaire. This method is highly suitable for management and social science research because it allows systematic measurement of respondents' views, attitudes, and behavior (Hair et al., 2021). The questionnaire was designed with a five-point Likert scale that allows respondents to indicate their level of agreement with each item. This scale was chosen because it can improve the reliability and sensitivity of latent construct measurement (Hair et al., 2021). To maximize response rates and engagement from all demographics, the questionnaire can be distributed online or offline, taking into account the circumstances and accessibility of respondents (Millar & Dillman, 2011). Before completing the questionnaire, respondents were given an explanation of the research objectives, assurance of data confidentiality, and a statement of consent to participate, so that participation is voluntary and in line with the ethical principles of social and organizational research (Beal et al., 2005).

The measurement instrument was compiled by adapting scales used in previous research published in internationally reputable journals to ensure construct validity and comparability of research results (Hair et al., 2021). According to recent empirical research on employee happiness and productivity, tasks that demonstrate an individual's ability to effectively manage their personal and professional life form the work-life balance variable (Allen et al., 2020; Haar et al., 2018). The Wong and Law Emotional Intelligence Scale measures emotional intelligence in four domains: self-emotion appraisal, social emotion appraisal, emotion regulation, and use of emotion at work. The public sector and organizational research continue to use this scale widely, and it has been validated (Miao et al., 2018a; Sirgy & Lee, 2017). The job satisfaction variable was measured using the short version of the Minnesota Satisfaction Questionnaire, which describes the level of intrinsic and extrinsic satisfaction with work, because this instrument has been proven consistent and relevant in job satisfaction research of public sector employees (Nailissaadah & Suharmono, 2022). The ASN performance variable was measured using individual performance

indicators reflecting task performance and contextual performance, in accordance with the modern performance approach in public organizations (J. P. Campbell & Wiernik, 2015; Koopmans et al., 2012). All items were adapted to the ASN context without changing the conceptual substance of the measured constructs, as recommended in the process of adapting instruments across organizational contexts.

Partial Least Squares-based Structural Equation Modeling was used to analyze the data. This method is excellent for evaluating complex predictive models and mediating interactions between latent variables, and is therefore widely used by researchers (Hair et al., 2021). This method was chosen for public sector research with diverse respondent characteristics due to its adaptability in terms of sample size and data distribution assumptions (Hair et al., 2021). As part of the analysis process, we examined the measurement model for instrument validity and reliability, and the structural model for the strength and direction of variable associations (Hair et al., 2021). Bootstrapping is a common method in modern PLS-SEM analysis used to test hypotheses and generate test statistics, path coefficients, and the significance of direct and indirect effects (Hair et al., 2021).

Systematic testing for validity and reliability was conducted. A minimum acceptable threshold of 0.70 was used to measure construct reliability, which is a sufficient indicator for internal consistency in modern quantitative research. Cronbach's alpha values and composite reliability were used for this purpose (Article in Issue with No Doi, 2019; Ramezani & Mostafavi, 2025). A minimum AVE value of 0.50 indicates that the construct adequately explains the majority of the variance in its indicators, providing strong evidence of convergent validity (Maslikha, 2022). At the same time, we checked the discriminant validity of the measurement model to ensure that each construct is distinct from the others, which is generally evaluated using the Fornell-Larcker approach or the heterotrait-monotrait ratio (HTMT) (Ramezani & Mostafavi, 2025). In addition, potential common method bias was minimized through anonymous questionnaire design and tested statistically to ensure that no measurement distortion occurred due to a single data source (Podsakoff et al., 2003).

Ethical considerations were an important part of the conduct of the research. Respondent participation was guaranteed to be voluntary and based on informed consent, in accordance with the ethical principles of research involving human subjects (Informed Consent in Surgery: Legal and Ethical Considerations, 2024). The research ensured that respondent participation did not pose psychological or administrative risks and did not affect respondents' performance appraisal or employment status (Cilar Budler & Stiglic, 2025). Respondent data were kept confidential, analyzed anonymously, and presented in aggregate form for academic purposes to protect individual privacy (Cilar Budler & Stiglic, 2025). Where required by the target journal or related institution, the research was accompanied by official research permits and ethical approval from the relevant authorities prior to data collection.

Research Hypothesis

Based on the theoretical development and support from these empirical findings, the research hypotheses are formulated as follows:

Hypothesis 1: Work-life balance has a positive effect on ASN job satisfaction.
Hypothesis 2: Job satisfaction has a positive effect on ASN performance.
Hypothesis 3: Work-life balance has a positive effect on ASN performance.
Hypothesis 4: Job satisfaction mediates the influence of work-life balance on performance.

Hypothesis 5: Emotional intelligence has a positive effect on ASN job satisfaction.
Hypothesis 6: Emotional intelligence has a positive effect on ASN performance.
Hypothesis 7: Job satisfaction is hypothesized to act as a mediating variable in the relationship between emotional intelligence and ASN performance.

Research Model

This research model describes the relationship between independent variables to dependent variables as a mediating variable. This model can be illustrated as follows:

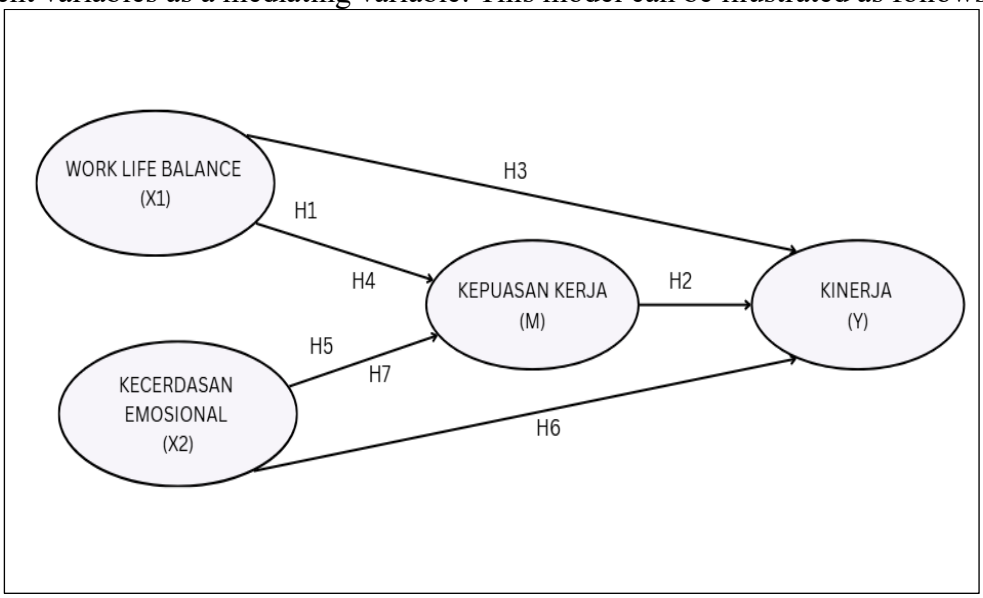

Figure 1.
Research Framework

RESULTS AND DISCUSSION

Table 1.
Research Results

Characteristic	Category	Total	Percentage (%)
Gender	Male	178	46.4
	Female	206	53.6
Age	30 years and under	62	16.1
	31 to 40 years	146	38.0
	41 to 50 years	118	30.7
	Over 50 years	58	15.1
Education	Senior High School/Vocational	72	18.8
	Diploma (D3)	64	16.7
	Bachelor's (S1)	198	51.6
	Postgraduate (S2/S3)	50	13.0
Length of Service	5 years and under	84	21.9
	6 to 10 years	112	29.2
	11 to 20 years	126	32.8
	Over 20 years	62	16.1

Characteristic	Category	Total	Percentage (%)
Rank/Grade	II	78	20.3
	III	228	59.4
	IV	78	20.3
Position	Executive Staff	216	56.3
	Functional	128	33.3
	Structural	40	10.4

As part of this study, 384 Civil State Apparatus (ASN) personnel from various Regional Government Organizations (OPD) in Tana Tidung Regency were surveyed. Broken down by gender, 206 people (or 53.6% of the total) are female and 178 people (or 46.4% of the total) are male.

The youngest group of respondents is between 21 and 40 years of age (146 people, or 38.0%), followed by those between 41 and 50 years of age (118 people, or 30.7%). Of the total respondents, 62 are under 30 years old (16.1%), while 58 are 50 years old and above (15.1%). Based on this age distribution, it appears that the majority of respondents are well-positioned in terms of maturity, work experience, and productivity.

The majority of respondents (198 out of 384) hold a bachelor's degree (S1), according to their final level of education. Of the total respondents, 72 (or 18.8%) only completed senior high school or vocational programs; 64 (or 16.7%) hold a diploma; and 50 (or 13.0%) have completed postgraduate studies (S2/S3). This forms a sufficiently adequate level of ASN education to support the execution of job duties and obligations.

Broken down by length of service, the largest group consists of 126 respondents (or 32.8 percent) with 11 to 20 years of experience, followed by 112 respondents (or 29.2 percent) with 6 to 10 years of service. Of the total respondents, 84 (21.9%) have five years or fewer of service, while 62 (16.1%) have twenty or more years of service. This indicates that the range of work experience among ASN with varying lengths of service is roughly balanced.

Based on rank/grade, the majority of respondents are in Grade III at 228 people or 59.4 percent, while Grade II and Grade IV each number 78 people or 20.3 percent. Furthermore, based on position, respondents are dominated by executive staff at 216 people or 56.3 percent, followed by functional positions at 128 people or 33.3 percent, and structural positions at 40 people or 10.4 percent.

Overall, the respondent characteristics show that ASN in Tana Tidung Regency are dominated by employees of productive age, with bachelor's degrees, mid-range lengths of service, and holding executive and functional positions as the primary executors of government activities and public services.

Data Analysis Results

Convergent Validity Test

To ensure that the measurement model indicators reliably represent the concepts or latent variables they measure, convergent validity testing was conducted. Factor loading magnitudes are used to determine convergent validity; an indicator is considered valid if its value is higher than the recommended minimum threshold of 0.70, while values between 0.50 and 0.70 are still considered acceptable during the exploratory study phase. Indicators must measure the same idea and significantly contribute to the formation of the latent

variable; this test aims to determine this. The following table displays the convergent validity test results for each indicator in this study:

Table 2.
Convergent Validity Test Results through Loading Factor

Indicator	Work-Life Balance	Emotional Intelligence	Performance	Job Satisfaction
My working hours often reduce time for family	0.606			
Work makes it difficult for me to provide time for family	0.716			
Family activities reduce my time for work	0.666			
Family busyness makes me postpone work	0.659			
Work stress affects my mood at home	0.752			
Fatigue from work interferes with my time with family	0.774			
Family problems disturb my focus when working	0.715			
Family stress reduces my work enthusiasm	0.732			
My work behavior is often unsuitable for the family environment	0.775			
Habits at home interfere with my professional role	0.759			
Habits at home interfere with my professional role		0.700		
I understand how my emotions affect my behavior		0.610		
I understand how my emotions affect my behavior		0.800		
I can control negative emotions when facing difficult situations		0.793		
I stay enthusiastic about work even when facing obstacles		0.767		

I am committed to continuously improving my performance	0.797		
I can understand others' feelings even when they don't express them directly	0.660		
I am able to place myself in others' perspectives	0.788		
I can work well in a team	0.810		
I easily build good relationships with others	0.785		
My work results meet the established standards		0.809	
I produce accurate work		0.871	
I can complete the targeted amount of work		0.871	
My work productivity is high		0.852	
I complete tasks on time according to given deadlines		0.857	
I work quickly without compromising quality		0.880	
I use work resources efficiently		0.855	
I avoid waste in my work		0.757	
I am able to make work decisions according to procedures without much direction		0.732	
I am able to cooperate positively in a team		0.806	
I am satisfied with the work I do			0.656
My job tasks feel interesting			0.732
My salary is appropriate for my work			0.521
I have opportunities for growth			0.709
The promotion process at my workplace is fairly fair			0.632

My superior supports my work	0.828
My superior is fair	0.792
I get along well with my colleagues	0.819
My colleagues are easy to work with	0.756
My work environment is comfortable	0.795
Work facilities support my tasks	0.673

The loading factor analysis results show that the Work-Life Balance variable is formed from various indicators depicting the imbalance between work and family roles. Some aspects with high contributions include fatigue from work that interferes with time with family, work behavior that is unsuitable for the family environment, and habits at home that interfere with professional roles. In addition, work stress affecting the home atmosphere, family problems disturbing work focus, and family busyness causing work to be postponed further reinforce the picture that respondents face challenges in maintaining work-life balance.

For the Emotional Intelligence variable, indicators with good loading values show that respondents are generally able to manage their own emotions and understand others' emotions. The ability to work well in a team, place oneself in others' perspectives, remain enthusiastic despite facing obstacles, and easily build good relationships are the most prominent indicators. In addition, the ability to control negative emotions, understand others' feelings, and commitment to continuously improving performance further show that respondents' emotional intelligence is at a fairly good level.

The Performance variable shows strong consistency with indicators having high loading values. Respondents are able to work quickly without compromising quality, produce accurate work, complete targeted amounts of work, and demonstrate high productivity. Efficiency in resource use, timeliness in task completion, ability to cooperate in a team, and decision-making according to procedures confirm that respondents' performance is at a very good level.

Meanwhile, the Job Satisfaction variable is formed from various aspects such as working relationships, supervisory support, opportunities for growth, fairness in promotions, and comfort of the work environment. Feeling supported by superiors, having good relationships with colleagues, and feeling treated fairly by superiors are the biggest indicators. A comfortable work environment and adequate work facilities also contribute to increased job satisfaction. However, the salary aspect is the indicator with the lowest loading value, suggesting that compensation may be one of the less satisfying factors for some respondents.

Overall, these results indicate that all four variables are well-formed through valid indicators, where Work-Life Balance is influenced by dual-role pressure, Emotional Intelligence reflects strong interpersonal abilities, Performance is dominated by solid work

performance, and Job Satisfaction is primarily influenced by working relationships and supervisory support.

Convergent Validity Test through Average Variance Extracted (AVE)

Both factor loadings and the Average Variance Extracted (AVE) values for each concept are used to evaluate convergent validity in testing. Average Variance Extracted (AVE) is a measure of the latent variable's ability to explain indicator variance relative to measurement error variance. For a construct to be considered to have convergent validity, its AVE value must be greater than or equal to 0.50. This shows that the construct can explain more than 50% of the variation in its individual indicators. Consequently, the convergent validity of a variable is better when its AVE value is higher. The following table displays the AVE calculation results for all research variables:

Table 3.
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Work-Life Balance	0.515
Emotional Intelligence	0.568
Performance	0.690
Job Satisfaction	0.526

Since each variable in this study has an Average Variance Extracted (AVE) value greater than or equal to 0.50, we can say that the convergent validity criteria have been met. An AVE of 0.515 for the work-life balance variable indicates that this construct explains more than 51% of indicator variance. With an AVE of 0.568, the indicators for the Emotional Intelligence variable adequately represent the concept. Performance also has the best indicator consistency, with an AVE of 0.690, indicating that the indicators adequately explain the performance construct. With an AVE of 0.526, the Job Satisfaction variable is still considered convergently valid as it exceeds the minimum requirement. All research constructs meet the requirements for use in structural model analysis and satisfy convergent validity requirements, according to these results.

Discriminant Validity Test

Table 5.
Fornell-Larcker Criterion Method

Variable	Emotional Intelligence	Job Satisfaction	Performance	WLB
Emotional Intelligence	0.754			
Job Satisfaction	0.656	0.725		
Performance	0.788	0.654	0.830	
WLB	-0.236	-0.304	-0.184	0.717

The discriminant validity test using the Fornell-Larcker criterion found that the correlation between variables is lower than the square root of the Average Variance Extracted (AVE), represented by the diagonal values, for each variable. The correlations between Emotional Intelligence and Job Satisfaction (0.656), Performance (0.788), and Work-Life Balance (-0.236) are lower than the square root of AVE (0.754), which is higher for this variable. This provides strong evidence of the discriminant validity of the Emotional

Intelligence concept. In addition, the square root of the AVE for the job satisfaction variable is 0.725, which is greater than its correlations with emotional intelligence (0.656), performance (0.654), and work-life balance (-0.304).

This criterion verifies that the Job Satisfaction construct can be distinguished from the others. The results for the Performance variable show an AVE of 0.830, which is greater than the correlations with EQ (0.788), JS (0.654), and WL (-0.184). Consequently, discriminant validity is also satisfied by the Performance variable. Finally, the Work-Life Balance measure outperforms its correlations with Emotional Intelligence (-0.236), Job Satisfaction (-0.304), and Performance (-0.184) with a root mean squared AVE score of 0.717. The results indicate that the WLB variable can discriminate adequately. All variables in this research model pass the Fornell-Larcker test, which means that all constructs are considered to have strong discriminant validity and are suitable for use in subsequent research.

Table 6.
Heterotrait-Monotrait Ratio (HTMT) Method

Variable	Emotional Intelligence	Job Satisfaction	Performance	Work-Life Balance
Emotional Intelligence				
Job Satisfaction	0.682			
Performance	0.841	0.670		
Work-Life Balance	0.260	0.328	0.203	

The HTMT table displays the findings of the inter-variable relationship analysis. It shows that Emotional Intelligence, Job Satisfaction, Performance, and Work-Life Balance (WLB) are all correlated at different levels. First, a correlation value of 0.682 between emotional intelligence and job satisfaction indicates a good relationship between the two. Employees report higher levels of work happiness when their emotional intelligence is strong. Staff members who are adept at controlling their emotions are more likely to approach their work with a positive attitude. In addition, with a correlation of 0.841, Emotional Intelligence is also highly correlated with Performance. These results indicate that EQ is a key component in achieving peak performance. Workers with higher levels of self-awareness, motivation, and stress management skills will be more productive.

A correlation score of 0.670 also indicates a fairly high relationship between work happiness and performance. This means that job satisfaction is directly proportional to the quality of performance. Meanwhile, Work-Life Balance shows a relatively low correlation with the other three variables. Work-Life Balance correlates 0.260 with Emotional Intelligence, 0.328 with Job Satisfaction, and 0.203 with Performance. These results indicate that although Work-Life Balance remains influential, its contribution is not as strong as other variables in influencing employee satisfaction and performance. Overall, these results show that Emotional Intelligence is the most dominant factor associated with both Job Satisfaction and Performance, while Work-Life Balance has an influence but tends to be weaker compared to the other two main variables.

Construct Reliability Test

Examining the consistency of indicators measuring the latent variable is at the core of construct reliability testing. When indicators in a construct consistently and reliably measure the same concept, we say that the construct has good reliability. Two primary reliability metrics, Composite Reliability (CR) and Cronbach's Alpha (CA), are used in this study.

According to Hair et al. (2019), a construct is considered reliable if it meets the following criteria: a Composite Reliability (CR) value of 0.70 or higher, and a Cronbach's Alpha (CA) value of 0.70 or higher. For each concept, indicators with values above these thresholds reflect the latent variable with a high degree of reliability. The following table displays the reliability test results for all constructs in this study, using Composite Reliability and Cronbach's Alpha values:

Table 7.
Composite Reliability (CR) and Cronbach's Alpha (CA)

Variable	Cronbach's Alpha	Composite Reliability (rho_c)
Work-Life Balance	0.895	0.913
Job Satisfaction	0.908	0.923
Emotional Intelligence	0.915	0.929
Performance	0.950	0.957

The reliability testing findings show that all research variables have Cronbach's Alpha and Composite Reliability (rho_c) values exceeding 0.70. This indicates that there is a high level of internal consistency among the indicators in the analyzed variables. Cronbach's Alpha values of 0.895 and Composite Reliability of 0.913 for the Work-Life Balance variable indicate that this instrument is valid and trustworthy for measuring this construct. With a Composite Reliability of 0.923 and Cronbach's Alpha of 0.908, the Job Satisfaction variable also demonstrates very good reliability, so the indicators are considered stable and reliable.

With a Composite Reliability score of 0.929 and Cronbach's Alpha of 0.915, the Emotional Intelligence variable is sufficiently reliable. The performance instrument has a very high level of internal consistency, as indicated by the highest reliability value (0.957) and Cronbach's Alpha (0.950) for the performance variable. These findings indicate that this study is worthy of further investigation as all variables were found to meet reliability standards.

Structural Model (Inner Model)

The relationships between latent variables in this study were examined using the structural model, often known as the inner model. At this stage, we tested hypotheses by looking for evidence of relationships between variables to see how they mutually influence each other and how strong these relationships are. Several metrics were used to assess the inner model, including path coefficients, R-squared and Q-squared values, as well as t-statistics and p-values obtained from the bootstrapping process. To determine whether the model adequately explains the endogenous variables and whether there are statistically significant causal relationships between variables, these values are used. The structural model better explains the situation when R-squared values are high and path coefficients are

statistically significant. The following table displays the structural model testing results of this study.

Table 8.
Structural Model Evaluation (Inner Model)

Variable	R-square	R-square Adjusted	Q^2 predict	RMSE	MAE	f-square EI	f-square JS	f-square Performance	f-square WLB
Job Satisfaction	0.454	0.451	0.439	0.759	0.558			0.099	0.043
Performance	0.655	0.653	0.616	0.627	0.443	0.663	0.662		0.005

The strength of the relationships between variables in the research model is indicated by the R-squared, Adjusted R-squared, Q^2predict, RMSE, MAE, and f-squared values obtained from the structural model evaluation.

The predictor factors explain 45.1% of the variance in Job Satisfaction, as indicated by the R-squared value of 0.454 and Adjusted R-squared value of 0.451. The strong predictive capability of the model is shown by the Q^2predict value of 0.439. There is a tolerable amount of prediction error, with an RMSE of 0.759 and MAE of 0.558. With an f-squared value of 0.099, Performance is proven to have a moderate influence on job satisfaction, while work-life balance is found to have a small influence (0.043).

With an R-squared value of 0.655 and Adjusted R-squared of 0.653, the predictor variables can explain 65.3% of the variation in Performance. This information relates to the Performance variable. The model shows good predictive capacity, as indicated by the Q^2predict score of 0.616. Moderate prediction error is shown by the RMSE value of 0.627 and MAE of 0.443. Both Emotional Intelligence (with a value of 0.663) and Job Satisfaction (with a value of 0.662) have a substantial impact on performance, according to the f-square values. However, with a value of only 0.005, the impact of Work-Life Balance on performance is negligible. The structural model evaluation shows that this model is good at explaining and predicting performance, with Emotional Intelligence and Job Satisfaction as the most important variables in this regard.

Hypothesis Testing

Direct Effects

Table 9.
Hypothesis Testing Table (Direct Effects)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Emotional Intelligence → Job Satisfaction	0.619	0.618	0.045	13.768	0.000	Supported
Emotional Intelligence → Performance	0.789	0.788	0.037	21.340	0.000	Supported

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Job Satisfaction → Performance	0.250	0.251	0.077	3.256	0.001	Supported
Work Life Balance → Job Satisfaction	-0.158	-0.165	0.042	3.715	0.000	Supported
Work Life Balance → Performance	0.002	-0.000	0.036	0.061	0.951	Not Supported

The results of the Partial Least Squares (PLS) analysis in the hypothesis testing table indicate that work-life balance, emotional intelligence, and job satisfaction all play a role in the performance of civil servants. Several key findings regarding these relationships are shown in the table. First, the original sample value is 0.619, the t-statistic is 13.768, and the p-value is 0.000, all of which indicate that Emotional Intelligence has a substantial impact on Job Satisfaction. This suggests that an employee's level of job happiness is directly correlated with their emotional intelligence. Employees report higher levels of job satisfaction when they are able to regulate their emotions, identify and address the emotions of others, and effectively manage the stress that accompanies their work.

Furthermore, EQ has a substantial impact on productivity, with an original sample value of 0.789 and a t-statistic of 21.340 (p-value = 0.000). Given the magnitude and significance of this effect, it is clear that emotional intelligence is a key factor in determining how well civil servants perform their jobs. The ability to regulate emotions is associated with increased productivity, adaptability, and efficiency in the workplace.

With a p-value of 0.001, a t-statistic of 3.256, and an original sample value of 0.250, it is evident that the Job Satisfaction variable significantly influences performance. Employee output is directly proportional to their level of satisfaction with their work. An employee's intrinsic motivation, organizational commitment, and task performance are all influenced by how satisfied they are with their job.

Work-Life Balance, unlike the previous variables, has a statistically significant and negative impact on Job Satisfaction. Government employees report lower levels of job satisfaction when their work-life balance is more imbalanced, according to an original sample value of -0.158, a t-statistic of 3.715, and a p-value of 0.000. Although the effect is negative, this finding is substantial and highlights how important work-life balance is for a happy workplace.

Finally, the results show that Work-Life Balance has no significant impact on performance (p = 0.951, t = 0.061, and original sample value = 0.002). Therefore, the notion that work-life balance has a direct impact on productivity is unfounded. This suggests that WLB does not directly affect civil servant performance, but may do so through mediating variables such as job satisfaction.

Indirect Effects

To determine how much mediating variables help bridge the gap between dependent and independent variables, an indirect effects analysis was conducted. Mediation paths were tested using the PLS-SEM bootstrapping method to obtain path coefficients, t-statistics, and p-values. A t-statistic of 1.96 or higher and a p-value of less than or equal to 0.05 are required for an indirect effect to be considered significant. As can be seen, the mediating factors help to reinforce or clarify the relationship between the two sets of data. By using indirect effects analysis, one can gain a more comprehensive understanding of the causal mechanisms within the research model. The table below provides a summary of the indirect effects test findings.

Table 10.
Results of the Indirect Effects Analysis

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Emotional Intelligence → Job Satisfaction → Performance	0.155	0.155	0.049	3.174	0.002	Supported
Work Life Balance → Job Satisfaction → Performance	-0.040	-0.041	0.016	2.433	0.015	Supported

The indirect effects analysis found that EQ significantly and positively influences performance through job satisfaction. The results confirm this, as the p-value is less than 0.05 (0.002), the t-statistic is 3.174, and the coefficient is 0.155. It can be concluded that public officials with high emotional intelligence report higher levels of job satisfaction, which in turn leads to better performance. Consequently, there is a substantial and indirect relationship between emotional intelligence and performance, mediated by job satisfaction.

At the same time, a t-statistic of 2.433 and a p-value of 0.015 indicate that job satisfaction has an indirect effect on the relationship between work-life balance and performance (-0.040). Although the effect is negative, its statistical significance is confirmed by the p-value being below 0.05. This suggests that, contrary to theoretical predictions, work-life balance has a substantial impact on performance in this study's model through job satisfaction. This finding may be worth exploring further in the discussion section. As a mediating variable, job satisfaction plays a significant role in both indirect pathways.

Discussion

Job satisfaction mediates the relationship between work-life balance, emotional intelligence, and performance improvement among government employees in Tana Tidung Regency, according to this research. These results are consistent with the theory that mental health, work happiness, and worker performance can benefit from a fairer distribution of

time between work and personal responsibilities (Brougham & Haar, 2013; Work-Life Balance, Work Engagement and Employee Performance: An Examining the Mediating Role of Job Satisfaction, 2024). In addition, emotional intelligence has been shown to be an important factor in managing emotions, building positive working relationships, and improving adaptive work attitudes, which contribute to ASN job satisfaction and performance (Abebe & Singh, 2023).

The empirical findings of this study also reinforce the argument that job satisfaction is a key psychological mechanism that bridges the influence of work-life balance and emotional intelligence on performance, particularly in the context of public sector organizations (Judge et al., 2020; M. Kim & Beehr, 2017). In other words, the better the work-life balance and emotional abilities of ASN, the higher the level of job satisfaction felt, which in turn drives sustained performance improvement (Work-Life Balance, Work Engagement and Employee Performance: An Examining the Mediating Role of Job Satisfaction, 2024; Xu & Wang, 2023).

Furthermore, the findings of this study are consistent with the results of research by Nugroho and Abdillah (2023), which showed that internal employee factors, particularly the ability to control emotions, have a significant influence on public service quality. Similar results were also reported by Widodo et al. (2022) and Kim and Beehr (2023), who affirmed that emotional intelligence plays an important role in improving work effectiveness through adaptive and service-oriented work behavior. Through comparison with these empirical studies, it can be concluded that findings from research in the last three years generally confirm a relatively consistent pattern of relationships between individual psychological factors and performance quality, thereby strengthening the credibility of the empirical findings in this research (Bakker & Demerouti, 2017; Luthans et al., 2007).

Theoretically, this research makes an important contribution to the development of organizational behavior theory, particularly in modeling the relationship between work-life balance, emotional intelligence, job satisfaction, and performance. The research results support the view that job satisfaction functions not only as an outcome, but also as a mediating variable that bridges the influence of personal factors and work environment on individual performance (Haar et al., 2018; Karatepe, 2013). These findings are in line with the job demands-resources model approach that emphasizes the role of psychological resources in improving employee well-being and performance (Bakker & Demerouti, 2017). Furthermore, recent research shows that psychological factors have an increasingly strategic role in influencing public sector performance, which is characterized by bureaucratic structures and formal service standards (Perry et al., 2010; Tummers & Knies, 2013).

From a practical standpoint, the findings of this research have direct implications for managers, practitioners, and policy makers in the regional government sector, particularly in the management of public sector human resources. The development of work-life balance policies through workload adjustments, work time flexibility, and psychological support has been proven important in helping employees manage work demands without sacrificing personal welfare, which ultimately impacts the improvement of positive work attitudes and behavior (Haar et al., 2018; Keefer & Vlaicu, 2023; Xu & Wang, 2023). In addition, public organizations need to make emotional intelligence training and development a strategic program, given that employees' ability to manage emotions, face work pressure, and build harmonious working relationships contributes to work effectiveness and public service

quality (Miao et al., 2018a; Sanchez-Gomez & Breso, 2020). Furthermore, improving job satisfaction through a fair reward system, creating a supportive work environment, and clearly defined career development are effective strategies for promoting sustainable employee performance (Judge et al., 2020; Sadewo & Shinta, 2024). These implications serve as important considerations in efforts to improve the quality of public services at community health centers (Puskesmas) and other regional government organizations, which are highly dependent on the performance and professionalism of ASN (Public Employment and Management 2023, 2023).

This study also found several results that are not fully consistent with the initial hypotheses. One of them is work-life balance, which in some indicators does not show a strong direct effect on performance, but has a significant effect when mediated by job satisfaction. This finding indicates that work-life balance does not directly improve employee performance, but first forms feelings of satisfaction, comfort, and motivation that then indirectly drive performance (Aziz-Ur-Rehman & Siddiqui, 2019; M. Kim & Beehr, 2017; Kundi et al., 2021). In addition, some emotional intelligence indicators do not have a significant effect on certain performance dimensions, which may be influenced by the characteristics of a bureaucratic organizational culture or structural task burdens that are relatively rigid and difficult to control through individual emotional abilities (Junior & Jimad, 2022; Kang et al., 2022). These results indicate that characteristics including organizational culture, leadership, and workload may moderate the relationships between work-life balance, emotional intelligence, job satisfaction, and job success. Subsequent studies should investigate this possibility. Overall, the results indicate that psychological variables and work-life balance have a far greater impact on improving ASN performance than structural variables. These findings contribute to academic literature and serve as an empirical basis for policy making on improving the quality of human resources within the Tana Tidung Regency Government.

CONCLUSION

This research highlights the crucial impact of human resource quality on health service performance in community health centers (Puskesmas). Key findings indicate that health workers' competence, experience, technical skills, and professional attitudes enhance service quality, including timeliness, diagnostic accuracy, responsiveness, and community satisfaction. Motivation is identified as a vital factor that correlates strongly with performance. The study underscores that motivation and technical capacity are psychological components essential for service quality in primary healthcare settings. Practical implications suggest that local governments and Puskesmas managers should enhance service quality through continuous training, adequate facilities, fair incentives, and improved supervision. Limitations noted include the study's focus on a single regency and potential respondent bias, suggesting future research should broaden the scope to include varying public service organizations and employ qualitative methods for deeper insights. Additional variables such as leadership, organizational culture, and user satisfaction are recommended for future studies to yield more comprehensive findings that can inform human resource management policies and practices.

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