Employee Performance Formation Mechanism in the Ready-Mix Concrete Industry: The Role of Work-Life Balance, Self-Esteem, Self-Efficacy, Quality of Work Life, and Job Satisfaction

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ABSTRACT
This study aimed to analyze the influence of work-life balance, self-esteem, and self-efficacy on quality of work life, job satisfaction, and employee performance in the ready-mix concrete industry and to examine the role of quality of work life and job satisfaction as mediating mechanisms. This study used a quantitative explanatory approach with partial least squares–structural equation modeling (PLS-SEM) analysis using SmartPLS. The research respondents were plant heads and area superintendents at ready-mix concrete companies in East Java. The results show that work-life balance has a positive and significant effect on job satisfaction, while quality of work life also has a significant effect on job satisfaction. Conversely, work-life balance, self-esteem, and self-efficacy have no significant effect on quality of work life or employee performance. Quality of work life and job satisfaction also have no significant effect on employee performance. All indirect effects through quality of work life and job satisfaction do not show significant results. These results indicate that work-life balance and quality of work experience play a greater role in shaping job satisfaction, while employee performance in the ready-mix concrete industry requires the support of organizational and operational conditions that enable individual competencies to be translated into work results.

ABSTRAK
Studi ini menguji pengaruh keseimbangan kerja-hidup, harga diri, dan efikasi diri terhadap kinerja karyawan di industri beton siap pakai. Hasil menunjukkan: Keseimbangan kerja-hidup dan kualitas kehidupan kerja berpengaruh positif signifikan pada kepuasan kerja. Tidak ada pengaruh signifikan dari ketiga variabel tersebut terhadap kualitas kehidupan kerja atau kinerja karyawan. Kualitas kehidupan kerja dan kepuasan kerja tidak memediasi kinerja karyawan. Keseimbangan kerja-hidup dan kualitas pengalaman kerja lebih memengaruhi kepuasan kerja, sementara kinerja karyawan tergantung pada faktor organisasi dan operasional.

1. INTRODUCTION

The ready-mix concrete industry holds a strategic position in supporting infrastructure development, but its operational characteristics place relatively high demands on human resources. Unlike jobs with a fully scheduled work rhythm, ready-mix concrete production and distribution must adhere to casting schedules, maintain product quality, ensure batching plant and fleet readiness, and respond quickly to changing customer needs. Consequently, human resource performance is crucial for operational continuity, as delays, miscoordination, or poor decisions can impact service quality and customer satisfaction.

These issues become increasingly complex in the production function, particularly for plant managers (Ka Plant) and area superintendents (SPI Area). These positions are at the intersection of management targets

and operational practices. Plant managers and area superintendents must ensure material and facility readiness, coordinate operators, quality control, mechanics, dispatchers, and drivers, and make decisions when machine failures, volume changes, fleet delays, or casting schedule changes occur. These demands for punctuality, flexibility, coordination, and the ability to cope with pressure have the potential to extend work engagement beyond formal timeframes and impact the work experiences of plant managers and area superintendents.

This situation demonstrates that performance cannot be explained solely through technical competency. Two employees facing relatively similar job demands can exhibit different performance outcomes because of differing abilities in managing job demands and personal resources. Work-life balance relates to an individual's ability to allocate time, energy, and commitments across various life roles. Self-esteem relates to an individual's assessment of their worth and competence, while self-efficacy relates to their belief in their ability to complete tasks and face challenges. These three factors have the potential to shape how plant heads and area superintendents perceive the quality of their work life and feel satisfied with their jobs.

To theoretically connect these relationships, this study utilizes Job Demands–Resources (JD-R) Theory. This theory explains that work contains job demands that drain energy and job resources that help achieve goals, reduce demands, or support individual development. The theory also positions personal resources as important resources that influence how individuals cope with job demands and their psychological consequences. In the context of ready-mix concrete, target pressure, schedule changes, coordination needs, and rapid response demands can be understood as job demands, while self-esteem and self-efficacy are personal resources. Work-life balance and quality of work life further represent conditions of work experience related to well-being, while job satisfaction is one of the psychological outcomes that can drive behavior and performance. The JD-R Theory is widely used to explain the relationship between demands, resources, well-being, and performance (Bakker & Demerouti, 2017; Bakker, Demerouti, & Sanz-Vergel, 2023).

Previous empirical findings support the importance of personal resources. Coelho, Costa, and Esgalhado (2024) found that occupational self-efficacy and self-esteem were positively related to work-related quality of life in 607 workers, and that self-efficacy had an indirect effect on quality of work life through self-esteem. These findings are relevant to this study, but the model and context are different because the current study places self-esteem and self-efficacy as personal factors examined alongside work-life balance and then continues with quality of work life, job satisfaction, and performance in the ready-mix concrete industry.

The relationship between work-life balance and satisfaction and performance is also not entirely consistent. Research by Agarwal and Bhakuni (2024) reported a positive relationship between work-life balance and job satisfaction, as well as between job satisfaction and employee performance. Asari (2022) also examined the relationship between work-life balance and performance through job satisfaction. Differences in context, job characteristics, and mediating mechanisms require further testing of this relationship in an operational work environment under high time pressure. Research by Jamillah, Setyanti, and Mufidah (2023) showed that work-life balance and self-efficacy can influence performance through employee engagement, while Wicaksono and Ratnawati (2022) demonstrated that self-esteem and self-efficacy influence job satisfaction and employee performance. The literature has partially examined this relationship, but has not provided an adequate explanation of the integration of these three personal/balance factors with the quality of work life and job satisfaction within a single mechanism in the ready-mix concrete industry.

Quality of work life does not always directly translate into performance. Putra, Umar, and Wahda (2021) used SEM-PLS in the context of LinkAja and showed that the relationship between quality of work life and performance was not always directly significant, while job satisfaction played a significant role in the model. These findings open up the possibility of testing whether quality of work life operates through job satisfaction before generating performance. Thus, the research question is not only what factors influence performance but also through what mechanisms personal factors and work-life balance translate into performance.

Based on the literature, there are three main research gaps. First, the empirical gap, which is the inconsistency of the results of the relationship between work-life balance, job satisfaction, and performance. Second, the mechanism gap is the limited research that integrates work-life balance, self-esteem, and self-efficacy with quality of work life and job satisfaction as a series of mechanisms leading to performance. Third, the contextual gap, owing to the characteristics of the ready-mix concrete industry, time targets, coordination, production, distribution, plant readiness, fleet, schedule changes, and operational pressures, differs from the context of administrative work, services, or the public sector, which are more widely researched. This gap is increasingly important in the functions of plant heads and area superintendents because these positions face operational demands and are responsible for achieving targets.

This research aims to analyze the influence of work-life balance, self-esteem, and self-efficacy on employee performance through quality of work life and job satisfaction in a ready-mix concrete company. The contribution offered is not a claim that the combination of these variables is entirely new, but rather an

examination of the performance-building mechanism in a specific industrial context. Thus, this research is expected to provide theoretical contributions to the application of JD-R Theory in a ready-mix concrete manufacturing environment and practical contributions for management in designing work time management policies, personal resource development, quality of work life, job satisfaction, and performance systems.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Job Demands–Resources Theory

JD-R Theory explains that every job has demands and resources. Job demands include physical, psychological, social, or organizational aspects that require sustained effort, whereas job resources help achieve goals, reduce demands, and encourage development. This theory also recognizes personal resources, namely positive self-evaluations related to resilience and the ability to cope with work demands. In this study, production pressure, schedule changes, cross-functional coordination, and punctuality demands are viewed as job demands, self-esteem and self-efficacy as personal resources, and work-life balance and quality of work life are understood as conditions of work experience related to well-being. Job satisfaction is positioned as a psychological outcome that can strengthen motivation to produce performance (Bakker & Demerouti, 2017; Bakker et al., 2023).

Work-Life Balance

Work-life balance is an individual's ability to allocate time, energy, and commitment adequately across various life domains to achieve a satisfying experience (Kirchmeyer, 2000). In ready-mix concrete, this balance is crucial because production and casting schedules can change and require quick responses.

Self-Esteem

Self-esteem is an individual's assessment of their own worth and competence (Mruk, 2006). In an organizational context, healthy self-esteem can be a personal resource because it helps individuals maintain a sense of competence and worth when facing work demands (Pierce & Gardner, 2004).

Self-Efficacy

Self-efficacy is an individual's belief that they are capable of carrying out the actions necessary to achieve a specific goal (Bandura, 1997). For plant managers and area superintendents, this belief is relevant when making decisions, resolving operational disruptions, directing subordinates, and meeting targets.

Quality of Work Life

Quality of Work Life is the worker's perception of the physical and psychological well-being they experience in their work environment (Cascio, 2016). In this study, quality of work life is understood as the overall experience of security, well-being, work relationships, recognition, and growth opportunities.

Job satisfaction

Job satisfaction is an individual's affective and cognitive evaluation of their jobs. Satisfaction occurs when job characteristics are perceived to meet an individual's needs and expectations (Robbins & Judge, 2019).

Employee performance

Performance is the work results achieved by employees in carrying out their duties and responsibilities, which can be seen from the quality, quantity, timeliness, and effectiveness of work (Mangkunegara, 2017).

CONCEPTUAL FRAMEWORK

The conceptual framework of this study was developed to explain the mechanisms that shape employee performance in a ready-mix concrete company through a combination of individual factors, work-life balance, and work experience. This study positions work-life balance, self-esteem, and self-efficacy as exogenous variables that are thought to influence quality of work life and job satisfaction, as well as directly and indirectly influence employee performance.

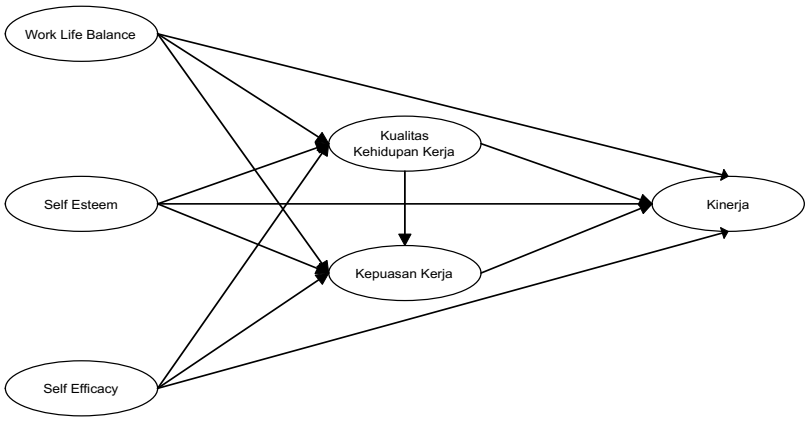


Figure 1.1 Conceptual Framework
Source: developed based on JD-R Theory and previous studies.

HYPOTHESIS

Based on the conceptual framework of the research, the relationships between variables in this study are constructed by positioning work-life balance, self-esteem, and self-efficacy as individual factors that can influence quality of work life, job satisfaction, and employee performance. Furthermore, quality of work life and job satisfaction are positioned as mechanisms that explain the formation of employee performance in ready-mix concrete companies.

H1. Work-life balance positively impacts the quality of work life. Balancing work and personal demands increases the availability of recovery resources and improves perceptions of the work experience. In the ready-mix concrete environment, the ability to manage time and work demands is thought to lead employees to evaluate working conditions more positively.

H2. Self-esteem has a positive impact on the quality of work life. Individuals who perceive themselves as competent and valuable tend to evaluate their work experiences and the resources available within their organizations more positively.

H3. Self-efficacy positively impacts the quality of work life. Confidence in one's ability to cope with work demands can reduce perceptions of helplessness and help individuals manage operational demands.

H4. Work-life balance positively affects job satisfaction. Role balance reduces interdomain conflict and allows individuals to have a more positive work experience.

H5. Self-esteem positively influences job satisfaction. Positive self-assessment is a personal resource that can support positive job evaluations.

H6. Self-efficacy has a positive effect on job satisfaction. Employees who believe that they can complete tasks tend to have greater control and experience success, which increases job satisfaction.

H7. A work-life balance positively impacts employee performance. A better balance helps restore energy and maintain concentration, thus supporting the quality and accuracy of work.

H8. Self-esteem positively impacts employee performance. A sense of competence and worth can foster courage in facing tasks and sustaining work efforts.

H9. Self-efficacy positively affects employee performance. Belief in one's abilities drives goal setting, effort, persistence, and problem-solving strategies.

H10. Quality of work life positively affects job satisfaction. A good quality of work life creates a safe, comfortable, and supportive work environment and provides opportunities for development so that employees have a more positive work experience.

H11. Quality of work life positively impacts employee performance. A safe and supportive work environment that offers opportunities for growth provides the conditions conducive to job performance.

H12. Job satisfaction positively impacts employee performance. Satisfaction strengthens motivation, engagement, and willingness to give the best effort, potentially improving performance.

3. RESEARCH METHOD

This study uses a quantitative explanatory approach with partial least squares–structural equation modeling (PLS-SEM) analysis using SmartPLS software. The study population consisted of 30 people responsible for the operation of 29 batching plants at a ready-mix concrete company in East Java. The sampling

technique used was saturated sampling, so that all members of the population were used as research samples (Sugiyono, 2022:85). The respondents consisted of 21 plant heads and 9 area superintendents. Primary data collection in the form of questionnaires was carried out on August 20–22, 2026, by distributing questionnaires online to 30 people responsible for batching plants, and data processing was carried out on August 1–24, 2026. Data were collected using a questionnaire with a Likert scale of 1–7. The variables measured included work-life balance, self-esteem, self-efficacy, quality of work life, job satisfaction, and employee performance.

Data analysis used PLS-SEM with measurement model and structural model testing. The evaluation of the measurement model included outer loading, Cronbach's alpha, composite reliability, average variance extracted (AVE), and discriminant validity. The structural model was evaluated through collinearity, path coefficient, coefficient of determination (R^2), and effect size (f^2). The significance of the relationship between variables was determined using bootstrapping, which involved examining the t-statistic, p-value, and confidence interval. Mediation testing was conducted through indirect effects to identify the role of quality of work life and job satisfaction in the relationship between work-life balance, self-esteem, self-efficacy, and employee performance.

4. DATA ANALYSIS AND DISCUSSION

Respondent Characteristics

The respondents in this study were 30 individuals directly responsible for the operation of 29 batching plants at a ready-mix concrete company in East Java, Indonesia. The respondents were at the plant operational level and were directly responsible for the implementation of production activities, operational control, workforce coordination, and achievement of batching plant targets. This is highly relevant to the research objectives because all respondents were decision-makers in batching plant operations. Assessments of work-life balance, self-esteem, self-efficacy, quality of work life, job satisfaction, and performance were obtained from individuals who directly understood the demands and operational conditions of ready-mix concrete companies.

Table 4.1
Respondent Characteristics

KARATERISTIK	JABATAN	KATEGORI	FREKUENSI	%
JABATAN	KA PLANT		21	70%
	SUPERITENDENT AREA		9	30%
USIA	KA PLANT	25-30 TAHUN	1	5%
		> 30-35 TAHUN	14	67%
		> 35-40 TAHUN	2	10%
		> 40-45 TAHUN	2	10%
		> 45-50 TAHUN	2	10%
	SUPERITENDENT AREA	25-30 TAHUN	1	11%
		> 30-35 TAHUN	3	33%
		> 35-40 TAHUN	2	22%
		> 40-45 TAHUN	1	11%
		> 45-50 TAHUN	2	22%
JENIS KELAMIN	KA PLANT	PRIA	20	95%
		WANITA	1	5%
	SUPERITENDENT AREA	PRIA	9	100%
		WANITA	0	0%
PENDIDIKAN	KA PLANT	SMA	20	95%
		D1	0	0%
		D3	0	0%
		S1	1	5%
	SUPERITENDENT AREA	SMA	7	70%
		D1	0	0%
		D3	0	0%
		S1	3	30%
PENGALAMAN KERJA DI READYMIX X	KA PLANT	0-5 TAHUN	1	5%
		>5-10 TAHUN	3	15%
		>10-15 TAHUN	15	75%
		>15-20 TAHUN	1	5%
	SUPERITENDENT AREA	0-5 TAHUN	0	0%
		>5-10 TAHUN	1	5%
		>10-15 TAHUN	6	30%
		>15-20 TAHUN	2	10%

Source: Processed Data

Validity and Reliability Test

Validity and reliability are two key components of quantitative research that determine the quality of the instrument and the validity of the research data. Validity ensures the accuracy of the instrument in measuring the construct being studied, while reliability ensures the consistency of the measurement results.

Table 4.2
Validity and Reliability Test

VARIABEL	INDIKATOR	OUTER LOADING	AVE	KETERANGAN	CRONBACH'S ALPHA	COMPOSITE REALIBLILITY	KETERANGAN
Work Life Balance (X1)	X1.1	0.796	0.627	VALID	0.880	0.890	REALIBLE
	X1.2	0.798					
	X1.3	0.723					
	X1.4	0.838					
	X1.5	0.725					
	X1.6	0.859					
Self Esteem (X2)	X2.1	0.864	0.767	VALID	0.899	0.904	REALIBLE
	X2.2	0.913					
	X2.3	0.885					
	X2.4	0.841					
Self Efficacy (X3)	X3.1	0.936	0.835	VALID	0.805	0.844	REALIBLE
	X3.2	0.890					
Kualitas Kehidupan Kerja (Z1)	Z1.1	0.886	0.783	VALID	0.724	0.724	REALIBLE
	Z1.2	0.885					
Kepuasan Kerja (Z2)	Z2.1	0.769	0.646	VALID	0.723	0.725	REALIBLE
	Z2.2	0.861					
	Z2.3	0.777					
Kinerja (Y)	Y1.1	0.825	0.665	VALID	0.745	0.751	REALIBLE
	Y1.2	0.872					
	Y1.3	0.744					

Source: Data processed using SmartPLS

The test results show that all constructs have indicators with outer loading values that are above the general limit of 0.70. In the Work-Life Balance variable (X1), the outer loading of the indicators is in the range of 0.723 to 0.859. This value indicates that the X1 indicators have a good ability to represent the Work-Life Balance construct. The Self-Esteem variable (X2) has an outer loading between 0.841 and 0.913. This value indicates very good indicator consistency in reflecting the Self-Esteem construct. Self-Efficacy (X3) has an outer loading of 0.890 and 0.936. Both indicators provide a very strong contribution to the measurement of Self-Efficacy.

Quality of Work Life (Z1) has outer loadings of 0.886 and 0.885. Both indicators demonstrate excellent measurement capabilities. Job Satisfaction (Z2) has an outer loading between 0.769 and 0.861, while Employee Performance (Y) has an outer loading between 0.744 and 0.872. All indicators meet the convergent validity criteria. The AVE results also strengthen this conclusion. Work-Life Balance has an AVE of 0.627, Self-Esteem 0.767, Self-Efficacy 0.835, Quality of Work Life 0.783, Job Satisfaction 0.646, and Employee Performance 0.665. All of these values are greater than 0.50. Overall, it can be concluded that the measurement model has met convergent validity. The research construct has an adequate ability to explain the variance of its indicators.

The Cronbach's alpha of each construct was also at an acceptable value. Work-life balance had an alpha of 0.880, self-esteem 0.899, self-efficacy 0.805, quality of work life 0.724, job satisfaction 0.723, and employee performance 0.745. The composite reliability of each construct was also at an acceptable level: work-life balance 0.890, self-esteem 0.904, self-efficacy 0.844, quality of work life 0.724, job satisfaction 0.725, and employee performance 0.751. Thus, the research instrument was deemed reliable. This means that the indicators used had adequate internal consistency.

Determinant Coefficient (R2)

This determination coefficient test is conducted to measure the model's ability to explain how the independent variables simultaneously influence the dependent variable, as indicated by the adjusted R-squared value (Ghozali, 2016). The determination coefficient indicates the extent to which the independent variables in the regression model explain the variation in the dependent variable.

Table 4.3
Determinant Coefficient (R2)

VARIABEL ENDOGEN	R^2
Kualitas Kehidupan Kerja (Z1)	0.567
Kepuasan Kerja (Z2)	0.737
Kinerja Karyawan (Y)	0.579

Source: Data processed using SmartPLS

The test results show that the R^2 value of Quality of Work Life (Z1) is 0.567. This means that approximately 56.7% of the variation in Quality of Work Life can be explained by Work-Life Balance, Self-Esteem, and Self-Efficacy in the research model. Meanwhile, approximately 43.3% were influenced by factors not included in the model. The R^2 value for Job Satisfaction (Z2) was 0.737. This value is relatively high. This means that approximately 73.7% of the variation in Job Satisfaction can be explained by the constructs that are predictors in the model, especially Work-Life Balance, Self-Esteem, Self-Efficacy, and Quality of Work Life.

This finding is one of the important results of the study. The research model has very strong explanatory power regarding job satisfaction. Meanwhile, the R^2 of Employee Performance (Y) is 0.579. This means that 57.9% of the variation in employee performance can be explained by the predictor variables in the model, while the remaining 42.1% comes from factors outside the model. Overall, the R^2 value indicates that the model has quite good explanatory power.

Hypothesis Testing

Hypothesis testing is a statistical method used to test a hypothesis based on the sample data. Its primary purpose is to determine whether a statement about a population can be accepted or rejected based on the evidence from the sample data.

Table 4.4
Hypothesis Test Results

HIPOTESIS	HUBUNGAN	T Statistik	P value	KETERANGAN
H1	Work Life Balance (X1) ke Kualitas Kehidupan Kerja (Z1)	0.712	0.477	Ditolak
H2	Self Esteem (X2) ke Kualitas Kehidupan Kerja (Z1)	1.779	0.075	Ditolak
H3	Self Efficacy (X3) ke Kualitas Kehidupan Kerja (Z1)	1.046	0.296	Ditolak
H4	Work Life Balance (X1) ke Kepuasan Kerja (Z2)	3.178	0.001	Diterima
H5	Self Esteem (X2) ke Kepuasan Kerja (Z2)	0.793	0.428	Ditolak
H6	Self Efficacy (X3) ke Kepuasan Kerja (Z2)	0.602	0.547	Ditolak
H7	Work Life Balance (X1) ke Kinerja Karyawan (Y)	1.059	0.29	Ditolak
H8	Self Esteem (X2) ke Kinerja Karyawan (Y)	0.571	0.568	Ditolak
H9	Self Efficacy (X3) ke Kinerja Karyawan (Y)	0.193	0.847	Ditolak
H10	Kualitas Kehidupan Kerja (Z1) ke Kepuasan Kerja (Z2)	2.146	0.032	Diterima
H11	Kualitas Kehidupan Kerja (Z1) ke Kinerja Karyawan (Y)	0.364	0.716	Ditolak
H12	Kepuasan Kerja (Z2) ke Kinerja Karyawan (Y)	0.55	0.582	Ditolak

Source: Data processed using SmartPLS

Indirect Effect

The process of path *analysis* or *Structural Equation Modeling (SEM)* to test whether an intermediate variable (*mediating* or *intervening variable*) significantly mediates the influence of an independent (exogenous) variable on a dependent variable (endogenous)

Table 4.5
Indirect Effect Results

MEDIASI	T Statistik	P value
Work Life Balance (X1) ==> Kualitas Kehidupan Kerja (Z1) ==> Kinerja Karyawan (Y)	0.205	0.837
Self Esteem (X2) ==> Kualitas Kehidupan Kerja (Z1) ==> Kinerja Karyawan (Y)	0.242	0.809
Self Efficacy (X3) ==> Kualitas Kehidupan Kerja (Z1) ==> Kinerja Karyawan (Y)	0.268	0.789
Work Life Balance (X1) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.489	0.625
Self Esteem (X2) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.268	0.789
Self Efficacy (X3) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.254	0.799
Kualitas Kehidupan Kerja (Z1) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.461	0.645
Work Life Balance (X1) ==> Kualitas Kehidupan Kerja (Z1) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.239	0.811
Self Esteem (X2) ==> Kualitas Kehidupan Kerja (Z1) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.365	0.715
Self Efficacy (X3) ==> Kualitas Kehidupan Kerja (Z1) ==> Kepuasan Kerja (Z2) ==> Kinerja Karyawan (Y)	0.366	0.715

Source: Data processed using SmartPLS

Structural Model

A model in SEM-PLS that describes and tests the relationships between constructs/latent variables in a study. This model is used to determine how exogenous variables influence endogenous variables, either directly or through mediating variables. In this study, a structural model was used to explain the relationship between work-life balance, self-esteem, and self-efficacy as exogenous variables and quality of work life, job satisfaction, and employee performance as endogenous variables.

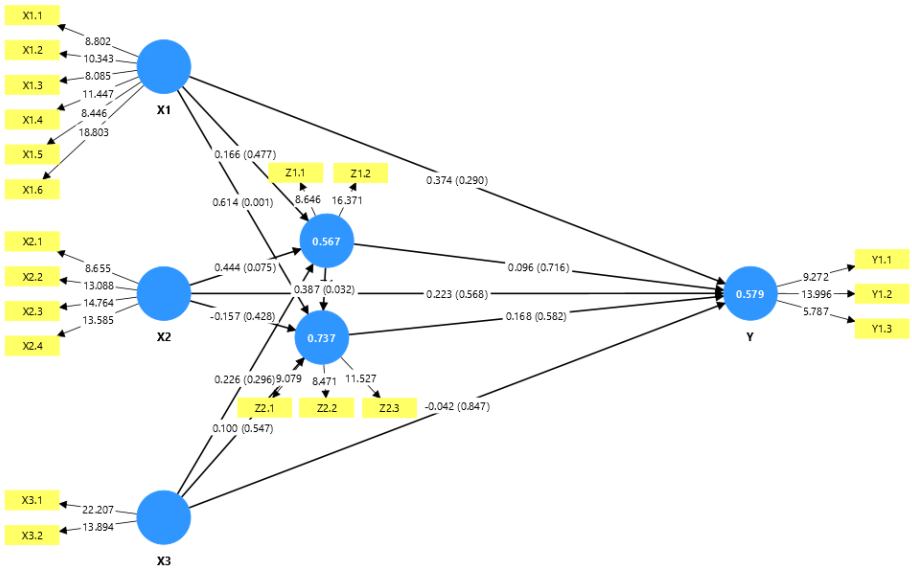


Figure 1.2
Structural Model
Source: Data processed using SmartPLS

DATA ANALYSIS

This study analyzes the relationship between work-life balance, self-esteem, and self-efficacy on employee performance with quality of work life and job satisfaction as endogenous variables and mediators in a ready-mix concrete company environment. The research respondents specifically consisted of plant heads and area superintendents, namely operational leaders who have direct responsibility for managing production activities, operational control, human resource coordination, target achievement, quality control, occupational safety, and resolving various operational problems in the field. The selection of these groups has important consequences for the interpretation of the research results. Plant Heads and Area Superintendents are not a group of workers with relatively routine and structured work characteristics, but rather a group that holds a high level of responsibility. They are required to make decisions, control operational activities, handle production disruptions, coordinate with various parties, and ensure the achievement of organizational targets. Therefore, the relationship between work-life balance, individual psychological conditions, quality of work life, job satisfaction, and performance in this group may differ compared to operational employees in general.

In terms of age, the majority of plant managers are in the age group above 30 to 35 years old, or around 67%. Meanwhile, the Area Superintendent group is also spread across several age groups, with the largest proportion being in the group above 30 to 35 years old. This composition indicates that respondents are relatively in their productive age phase and have mature work experience. This condition is relevant to the characteristics of work in the ready-mix concrete industry, which requires decision-making skills, operational control, problem-solving, and the ability to cope with work pressure.

In terms of gender, respondents were predominantly male. In the Plant Head group, there were 20 men and 1 woman, while all Area Superintendents in the research data were male. This male dominance can be understood from the characteristics of the ready-mix concrete industry work, which is operationally closely related to production activities, equipment maintenance, batching plant control, vehicle mobilization, and field supervision. These characteristics also need to be understood in the context of the research, not as a basis for concluding that gender determines the quality of the research variables.

In terms of education, the majority of the Plant Heads (20 or approximately 95%) had a high school education, while one person had a bachelor's degree. Among the Area Superintendents, seven (approximately 70 %) had a high school education, and three (30 %) had a bachelor's degree. This finding indicates that operational leadership positions in ready-mix concrete companies are not solely determined by formal education but are influenced by work experience, technical competence, field experience, leadership skills, and mastery of operational processes. This is further evident in the work experience. In the Plant Head group, most respondents (approximately 75%) had 10–15 years of work experience in the ready-mix concrete industry. This means that most Plant Heads are individuals who have been in the ready-mix concrete operational environment for a long period. In the Area Superintendent role, experience is also relatively long, with the majority being in the group of more than 10–15 years.

1. **The Influence of Work-Life Balance on the Quality of Work Life**
   The results of the study indicate that work–life balance has a positive relationship with quality of work life, but the effect is not statistically significant (t = 0.712; p = 0.477). This finding indicates that the ability of plant heads and area superintendents to manage the balance between work demands and personal life does not directly determine their perceptions of quality of work life.
   This situation is understandable because quality of work life is a broader construct than the balance between work and personal life. In the context of the ready-mix concrete industry, quality of work life also relates to job security, operational facilities, work relationships, communication, organizational support, rewards, and development opportunities. Therefore, work-life balance alone is not sufficient to shape a comprehensive perception of the quality of the work experience.
   These findings imply that improving the Quality of Work Life cannot be achieved solely through Work-Life Balance policies. Companies must consider the organizational factors and operational conditions that directly shape the work experiences of operational leaders.

2. **The Influence of Self-Esteem on the Quality of Work Life**
   Self-Esteem was not shown to have a significant effect on Quality of Work Life (t = 1.779; p = 0.075). These results indicate that an individual's appreciation of their abilities and self-worth is not sufficient to explain differences in perceptions of quality of work life. These findings indicate a difference between personal resources and organizational conditions. Self-esteem is a psychological resource at the individual level, whereas Quality of Work Life reflects broader experiences within the organizational environment. A person can have a high level of self-esteem but still perceive the quality of their work life as less than optimal if they face limitations in facilities, operational burdens, communication, authority, or organizational support.
   Thus, strengthening self-esteem remains relevant in Human Resource development, but the research results show that this factor cannot yet be positioned as a direct determinant of Quality of Work Life in the Plant Head and Area Superintendent groups.

3. **The Influence of Self-Efficacy on Quality of Work Life**
   Self-efficacy has a positive relationship but has no significant effect on QWL (t = 1.046; p = 0.296). This means that confidence in one's ability to complete work does not directly determine how respondents assess the quality of their work life. This condition is relevant to the characteristics of Plant Heads and Area Superintendents who already have relatively high operational responsibilities and experience. The ability to make decisions, resolve production disruptions, manage the workforce, and deal with operational problems is part of the job demands. These abilities do not automatically make the work environment perceived as higher quality. This finding strengthens the understanding that self-efficacy is a personal resource, while the quality of work life requires support from job resources and organizational conditions. Thus, personal abilities need to go hand in hand with the support of facilities, work systems, authority, communication, and leadership to produce a better work experience.

4. **The Effect of Work-Life Balance on Job Satisfaction**
   The results of the study indicate that work-life balance has a positive and significant effect on job satisfaction, with a t-statistic of 3.178 and a p-value of 0.001. The path coefficient was recorded at 0.614. Thus, H4 is accepted. This finding is the strongest result in the research model. For Plant Heads and Area Superintendents, the balance between work demands and personal life has a significant relationship with how they evaluate their jobs. The nature of ready-mix concrete work that has demands on time, coordination, quick response, and direct problem-solving makes managing work-life balance an important aspect in shaping job satisfaction. These findings indicate that work-life balance is not just a matter of personal well-being, but is part of the work experience that is directly related to job satisfaction. Companies need to view the management of working time, workload, division of responsibilities, and organizational support as part of a strategy to improve the job satisfaction of operational leaders.

5. **The Influence of Self-Esteem on Job Satisfaction**
   Self-esteem has no significant effect on job satisfaction (t = 0.793; p = 0.428). These results indicate that an individual's level of self-esteem and self-worth is not sufficient to explain the level of job satisfaction. This finding is important because theoretically, self-esteem can be a personal resource, but in the context of this study, its influence did not appear significant. One contextual explanation is that Plant Heads and Area Superintendents work in an operational system that is highly influenced by production

targets, equipment readiness, labor, materials, coordination, and authority. Job satisfaction in the operational leadership group is not solely shaped by positive self-evaluations, but is more sensitive to how individuals experience the overall conditions and demands of the job.

6. **The Influence of Self-Efficacy on Job Satisfaction**
   Self-efficacy has no significant effect on job satisfaction (t = 0.602; p = 0.547). This means that an individual's confidence in their ability to complete a job does not directly result in higher job satisfaction. This finding suggests that the ability to deal with operational problems is not always synonymous with a satisfying work experience. Plant heads and area superintendents may have high confidence in their competence, but job satisfaction is still influenced by broader work conditions, including workload, organizational systems, facilities, management support, and work-life balance. Self-efficacy is more appropriately viewed as personal capital that needs to be supported by organizational conditions to have positive consequences for work experiences.

7. **The Influence of Work-Life Balance on Employee Performance**
   Work-life balance has no significant effect on employee performance (t = 1.059; p = 0.290). These results indicate that a better work-life balance has not directly resulted in improved performance in the respondent group. This finding provides an important understanding that performance in the ready-mix concrete industry is not only determined by psychological conditions or work-life balance. The performance of operational leaders is highly dependent on the organization's ability to provide ready equipment, available materials, sufficient manpower, authority, coordination, communication systems, and effective work processes. Work-life balance plays a role in shaping job satisfaction, not as a direct predictor of employee performance.

8. **The Influence of Self-Esteem on Employee Performance**
   Self-esteem had no significant effect on employee performance (t = 0.571, p = 0.568). This indicates that an individual's sense of competence and worth did not directly result in a significant difference in performance. This finding suggests that an individual's psychological potential requires organizational conditions that enable it to be realized. In a ready-mix concrete environment, performance depends not only on individual abilities but also on interconnected operational systems.

9. **The Influence of Self-Efficacy on Employee Performance**
   Self-efficacy had no significant effect on employee performance (t = 0.193; p = 0.847). These results indicate that an individual's belief in their ability to complete a job is not sufficient to directly explain performance. These findings further strengthen the characteristics of performance as a system-enabled outcome, namely a result formed from the interaction between individual competencies and organizational system support. Self-efficacy development needs to be accompanied by improvements in competency, authority, facilities, workforce, equipment, and work systems.

10. The Influence of Quality of Work Life on Job Satisfaction
    Work Life has a significant effect on Job Satisfaction, with a t-statistic of 2.146 and a p-value of 0.032. Thus, H10 is accepted. This finding indicates that the quality of experience individuals gain in the work environment plays a role in forming positive evaluations of their jobs. In the ready-mix concrete industry, the quality of work life includes security, facilities, communication, work relationships, organizational support, rewards, and development opportunities. Quality of Work Life affects Job Satisfaction but not on Performance. This pattern indicates that the quality of the work environment is first reflected in the psychological aspect in the form of satisfaction but has not automatically translated into increased performance.

11. The Influence of Quality of Work Life on Employee Performance
    Quality of Work Life had no significant effect on employee performance (t = 0.364; p = 0.716). This finding indicates that a perceived good work environment does not automatically result in improved performance. Theoretically, it shows that the relationship between well-being and performance is not always direct. In ready-mix concrete, performance requires more concrete operational conditions, such as the readiness of machines, materials, labor, coordination, delivery accuracy, production quality, and the ability to resolve operational disruptions.

12. The Influence of Job Satisfaction on Employee Performance

Job satisfaction had no significant effect on employee performance (t = 0.550; p = 0.582). Thus, H12 is rejected. This finding indicates that job satisfaction in the Plant Head and Area Superintendent groups is insufficient to explain performance variations. Satisfaction is a positive psychological state, but actualizing performance requires the support of organizational systems. This finding also represents a new research innovation, as it shows that, in the context of the ready-mix concrete industry, increased well-being and satisfaction do not automatically result in increased performance. Performance requires organizational enabling conditions that allow individual potential to be translated into operational outcomes.

DISCUSSION

Indirect Influence

The results of the indirect effect test indicated that all mediation pathways were insignificant. There is no evidence that quality of work life or job satisfaction mediates the influence of work-life balance, self-esteem, or self-efficacy on employee performance. All p-values were well above 0.05. This finding indicates that the performance-building mechanism in this study does not occur through the psychological pathways that were tested. Although work-life balance and quality of work life influence job satisfaction, these conditions have not yet influenced performance. Thus, the novelty of this study is not claimed to be the success of mediation but rather the finding that the relationship between well-being and performance has a more complex mechanism in the ready-mix concrete industry. The performance of operational leaders is more dependent on the organization's ability to provide conditions that allow individual competencies to be utilized optimally.

DISCUSSION

The research on Plant Heads and Area Superintendents in ready-mix concrete companies shows that work-life balance, self-esteem, self-efficacy, quality of work life, job satisfaction, and employee performance are interrelated parts in shaping the quality of operational human capital. This is because the character of the work of Plant Heads and Area Superintendents is in an environment that demands punctuality, production readiness, workforce control, equipment conditions, product quality, safety, and coordination with various sections. With these characteristics, the performance of operational leaders is not sufficiently understood only from personal abilities but also from how the organization creates conditions that allow these abilities to be used optimally.

Work-Life Balance in the Context of Operational Leadership

The results of this study indicate that work–life balance is reflected in the respondents' ability to maintain engagement with work, gain energy from their personal lives, and complete work without always sacrificing their personal lives. These findings indicate that work–life balance for Plant Heads and Area Superintendents does not mean reducing responsibilities, but rather the ability to manage the demands of work and personal life so that both can continue to run proportionally. This condition is relevant to the character of the ready-mix concrete industry, whose activities are strongly influenced by project needs and operational situations. Equipment disruptions, schedule changes, delivery needs, labor issues, and field conditions can arise unexpectedly. This situation makes leaders face not only formal workloads but also the burden of psychological responsibility, namely, the feeling of having to remain ready when problems arise.

Therefore, work-life balance in this study can be understood as a source of recovery and sustainability of work capacity. Personal life is not simply something that must be separated from work but can be a source of energy and motivation to return to facing work demands. This finding strengthens the work-life balance perspective that the ability to manage multiple roles can reduce conflict between roles and maintain an individual's psychological resources. This study provides a more contextual meaning: for ready-mix concrete operational managers, work-life balance is not only a matter of time allocation but also the ability to manage the burden of responsibility that continues to be attached to the leadership position.

Companies must consider workload management, division of responsibilities, substitute systems when leaders are absent, and limits on work communication outside working hours. This approach is intended not only to increase comfort but also to maintain leaders' capacity to work consistently.

*Self-Esteem*as Professional Capital

*Self-Esteem*In the study, self-esteem was reflected in beliefs about one's abilities and potential, skills, self-control, and the environment, and feelings of being valued and accepted by colleagues and superiors. These findings indicate that respondents' self-esteem is not only related to how they view themselves but also

relates to their professional identity as operational leaders. Experience dealing with production issues, managing the workforce, making decisions, and solving problems can shape their belief in their abilities and contributions to the organization.

In this context, self-esteem can develop into professional confidence. This means that self-confidence does not stem solely from personal character but is formed through experience and success in carrying out responsibilities. This contributes to the understanding that the psychological resources of experienced leaders can develop into accumulated human capital. Therefore, companies need not simply provide motivation; they also need to provide experiences of success, trust, recognition, and decision-making space.

***Self-Efficacy*and Problem-Solving Skills**

Self-Efficacy. This study describes respondents' confidence in facing work difficulties and their ability to communicate with various parties. These findings align with the nature of the work of Plant Heads and Area Superintendents, which requires the ability to quickly address problems. In ready-mix concrete operations, managers may face issues with production, equipment, labor, quality, delivery, and changing project requirements. Therefore, confidence in their ability to address these issues is a crucial psychological resource.

This study provides an understanding that self-efficacy cannot be separated from the organizational environment. Confidence in problem-solving will not be optimal if leaders lack adequate authority, information, manpower, equipment, materials, or management support. Therefore, self-efficacy needs to be developed alongside empowerment. Companies need to provide decision-making space, coaching, problem-solving training, and access to necessary resources. In this way, confidence in one's abilities can truly translate into operational capability.

Quality of Work Life as an Organizational Experience

Quality of Work Life in the questionnaire is reflected in confidence in career and skill development, as well as happiness and positive social relationships at the workplace. These findings demonstrate that Work Life is not solely related to a comfortable work environment. For Plant Heads and Area Supervisors, trust, development opportunities, social relationships, and happiness at work are important components of the quality of work life.

Trust is crucial in operational leadership positions. Plant Heads and Area Superintendents are responsible for operational results, and ideally, this responsibility is accompanied by adequate authority. An imbalance between responsibility and authority can be a source of stress, while trust and room for growth can strengthen a sense of ownership at work. Therefore, Work Life in this study can be understood as the quality of the relationship between individuals and the organization. A good work environment is not only physically safe but also provides trust, support, opportunities for development, and healthy social relationships.

Job Satisfaction as a Reflection of Work Experience

Job satisfaction in this study was reflected in feelings of pride and joy after completing a job, supportive relationships with colleagues and superiors, and career development opportunities. These findings indicate that job satisfaction among operational leaders stems from factors other than compensation. Satisfaction is also formed through achievements, social relationships, recognition, and growth opportunities. This condition can be explained through motivational theory, which places achievement, responsibility, recognition, and growth as sources of positive work experience. When Plant Heads and Superintendents are able to maintain operations, resolve problems, meet production needs, and earn the trust of the organization, work can provide a sense of pride and meaning. There is a real issue that needs to be addressed: the success of operational leaders is often overlooked because when the plant is running well, the conditions are considered normal. Conversely, when disruptions occur, attention is immediately drawn to leaders. Companies must build a reward culture that recognizes success in maintaining operational stability, not just providing attention when problems arise.

Performance as a Result of Individual and System Interaction

In this study, employee performance relates to facility support for work effectiveness, measurement of the quality and quantity of work results, and targets adjusted to actual conditions and efficiency. These findings provide important insights that respondents view performance not only as an individual's ability. Facilities, work systems, targets, quality, quantity, and efficiency are among the conditions that enable performance. This is highly relevant to the ready-mix concrete industry. The performance of Plant Heads and Area Superintendents is influenced by the readiness of the batching plant, equipment, truck mixers, materials, manpower, maintenance, project schedules, communication, and field conditions. Competent leaders require

a supportive operational system. This condition demonstrates the importance of distinguishing individual abilities from the system's ability to enable individuals to perform tasks. Performance evaluations that only consider results without considering operational conditions can result in incomplete assessments.

Integration of Findings, Novelty, and Implications

All research findings are understood as a whole, showing that self-esteem and self-efficacy are psychological resources, work-life balance is a source of sustainable energy and role balance, and quality of work life describes the quality of an individual's experience within the organization. Furthermore, job satisfaction represents a positive evaluation of that experience, while performance represents the actualization of operational activities.

This process does not happen automatically. Factors linking individual potential to performance include organizational enabling conditions, including leadership, authority, competence, facilities, equipment, manpower, materials, communication, coordination, safety, and work systems. This research not only demonstrates the importance of psychological factors and work experience, but also provides insight that the human capital potential of operational leaders can only produce optimal performance if the organization provides the conditions that allow for that potential to be realized.

This study describes the perspective of Operational Human Capital Well-Being–Performance.

Psychological Resources → Work-Life Experience → Job Satisfaction → Organizational Enabling Conditions → Sustainable Operational Performance.

This perspective expands on previous research that primarily examined the relationship between personal factors, satisfaction, and performance. In the context of ready-mix concrete, this research demonstrates that work characteristics that rely heavily on people, equipment, materials, time, and coordination make performance a system-enabled outcome. The implication for companies is that human resource management must be addressed on two fronts. First, individuals must be strengthened through coaching, competency development, leadership, problem-solving, and career development. Second, the system must be strengthened through equipment readiness, workforce adequacy, material availability, clarity of authority, communication, coordination, and workload management.

With this approach, the company strives not only to create high performance but also to build sustainable high performance. This means that high performance is achieved without sacrificing work-life balance, the quality of work experience, and the sustainability of operational leadership capacity. This is a key contribution of the research: in the ready-mix concrete industry, sustainable performance is not just about having competent people, but about how the company creates a work ecosystem that allows those competent people to maintain balance, develop, feel valued, and be able to optimally utilize their competencies.

5. CONCLUSION

1. The Influence of Work-Life Balance on the Quality of Work Life. *Work-life balance* has no significant effect on the quality of work life. The test results show a t-statistic of 0.712 and a p-value of 0.477. Thus, H1 is rejected. This finding indicates that work-life balance does not directly determine the perceptions of Plant Heads and Area Superintendents regarding quality of work life.
2. The Influence of Self-Esteem on the Quality of Work Life: *Self-esteem* has no significant effect on quality of work life, with a t-statistic of 1.779 and a p-value of 0.075. Thus, H2 is rejected. This means that an individual's positive self-assessment is not sufficient to shape their perception of the quality of work life.
3. The Influence of Self-Efficacy on Quality of Work Life. *Self-efficacy* has no significant effect on Quality of Work Life, with a t-statistic of 1.046 and a p-value of 0.296. Thus, H3 is rejected. Confidence in one's abilities does not directly determine the quality of work life because this construct is also related to environmental conditions and organizational systems.
4. The Effect of Work-Life Balance on Job Satisfaction. *Work-Life Balance has* a positive and significant effect on Job Satisfaction, with a t-statistic of 3.178 and a p-value of 0.001. Thus, H4 is accepted. This finding indicates that the better the Plant Head and Area Superintendent's ability to manage the demands of work and personal life, the more positive their evaluation of their work.
5. The Influence of Self-Esteem on Job Satisfaction. *Self-esteem* has no significant effect on job satisfaction, with a t-statistic of 0.793 and a p-value of 0.428. Thus, H5 is rejected. This means that an individual's level of self-esteem has not been proven to be a determining factor in respondents' job satisfaction.

6. The Influence of Self-Efficacy on Job Satisfaction. Self-efficacy had no significant effect on job satisfaction, with a t-statistic of 0.602 and a p-value of 0.547. Thus, H6 is rejected. Confidence in one's own abilities has not been proven to directly increase the job satisfaction of plant heads and area superintendents.
7. The Influence of Work-Life Balance on Employee Performance. *Work-life balance* has no significant effect on employee performance, with a t-statistic of 1.059 and a p-value of 0.290. Thus, H7 is rejected. Work-life balance has not been proven to directly improve performance; thus, achieving performance in the ready-mix industry likely requires the support of other operational and organizational factors.
8. The Influence of Self-Esteem on Employee Performance. *Self-Esteem has* no significant effect on employee performance, with a t-statistic of 0.571 and a p-value of 0.568. Thus, H8 is rejected. A sense of competence and self-esteem has not been proven to directly result in significant differences in performance.
9. The Influence of Self-Efficacy on Employee Performance. *Self-efficacy* has no significant effect on employee performance, with a t-statistic of 0.193 and a p-value of 0.847. Thus, H9 is rejected. An individual's belief in their ability to complete a job is not sufficient to directly explain performance.
10. The Influence of Quality of Work Life on Job Satisfaction. Quality of Work Life has a positive and significant effect on job satisfaction, with a t-statistic of 2.146 and a p-value of 0.032. Thus, H10 is accepted. This finding indicates that the better an individual's experience of the environment, security, work relationships, support, facilities, and working conditions, the higher the tendency for job satisfaction.
11. The Influence of Quality of Work Life on Employee Performance. Quality of Work Life has no significant effect on Employee Performance, with a t-statistic of 0.364 and a p-value of 0.716. Thus, H11 is rejected. A good quality of work life does not automatically translate into improved performance among the study respondents.
12. The Influence of Job Satisfaction on Employee Performance
13. Job satisfaction has an insignificant effect on employee performance, with a t-statistic of 0.550, and a p-value of 0.582. Therefore, H12 was rejected. This means that higher levels of job satisfaction have not been proven to directly increase the performance. In the ready-mix context, performance is likely to be more influenced by operational factors, competence, leadership, resources, authority, and the effectiveness of work systems.

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