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The Influence of Work-Life Balance, Green Transformational Leadership, and Learning Organization on Sustainable Employee Performance Mediated by Job Satisfaction in Management Consulting Firms

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A B S T R A C T
This study investigates how work-life balance, green transformational leadership, and learning organization influence sustainable employee performance, with job satisfaction as a mediating factor, in a management consulting company. The research involved 154 consultants out of a population of 250, using SEM-PLS analysis with Smart PLS (Version 4). The results show that work-life balance and learning organization significantly improve sustainable employee performance, while green transformational leadership does not have a direct effect. However, all three factors positively influence job satisfaction, which in turn helps improve sustainable performance. Job satisfaction is confirmed as a key mediator in these relationships. The study suggests that companies should prioritize work-life balance, green leadership, and continuous learning to boost employee satisfaction and long-term performance. These findings offer valuable insights for both theory and practice in managing sustainable employee performance.

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INTRODUCTION

Employee performance refers to the level of contribution an employee makes to organizational effectiveness, assessed through specific performance indicators relevant to their role. According to Bappenas RI Guideline No. 1 of 2020, performance is defined as the output or outcome of activities or programs that have been or will be achieved, in relation to budget utilization, measured in terms of quantity and quality.

The concept of sustainability is rooted in the principle of development that meets present needs without compromising the ability of future generations to meet their own needs, as reflected in the Sustainable Development Goals (SDGs) a set of 17 global goals adopted by the United Nations in 2015. Based on the 2023 SDGs implementation report by Bappenas RI, sustainability encompasses three main dimensions: social, economic, and environmental. Sustainable employee performance is a concept that combines employee performance with sustainability principles. It not only evaluates how effectively an employee contributes to organizational goals, but also how that performance supports long-term sustainability objectives aligned with the social, economic, and environmental dimensions.

However, based on the data from the company studied, in 2022, out of a total of 292 employees working as consultants, only 98 met their performance targets, while 194 did not. In 2023, the number of consultants who achieved their targets decreased to 78 out of 311 employees. However, in 2024, there was a significant improvement, with 186 consultants meeting their targets nearly double the number from the previous year while 177 consultants still fell short.

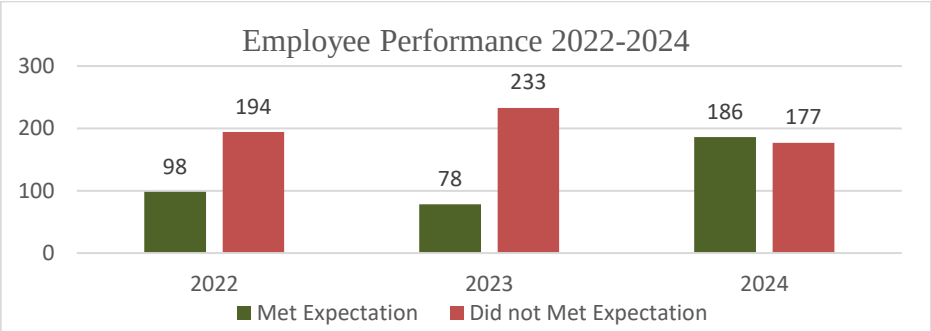

Figure 1 Employee Performance in Achieving Utilization Targets
Source: Consultant Utilization Rate Report 2022–2024 (2024)

Associate Consultants and Senior Associate Consultants are expected to achieve a utilization rate of 100%, meaning they are expected to be fully engaged in client-facing projects during their working hours. This reflects their focus on execution and the completion of daily tasks that directly impact projects and contribute to the company's revenue. Meanwhile, at the managerial level, the utilization targets are slightly lower for example, Managers have a target of 80%, and Senior Managers have a target of 70%. This decrease in utilization targets reflects the more strategic nature of their roles.

Table 1 Consultant Utilization Targets by Employee Grade

Employee Grade	**Target Consultant Utilization Rate**
Associate Consultant	100%
Senior Associate Consultant	100%
Manager	80%
Senior Manager	70%

Source: Talent Management in a Management Consulting Firm (2024)

With these utilization targets in place, the company can ensure that each employee working as a consultant contributes optimally in accordance with their responsibilities. Additionally, this parameter helps the company manage resources efficiently and ensures sustainable performance in line with business growth.

LITERATURE REVIEW

Goal Setting Theory

Goal Setting Theory, first introduced by Locke & Latham (1990), states that clear and challenging goals can motivate individuals to work harder and more effectively in achieving those goals. According to this theory, specific and challenging goals provide direction for employees to achieve better job performance. In the context of Work-Life Balance, Green Transformational Leadership, and Learning Organization, these three factors can influence more effective goal setting and have a direct impact on Job Satisfaction, which in turn enhances Sustainable Employee Performance.

The Influence of Work-Life Balance on Sustainable Employee Performance

Work-Life Balance plays a crucial role in supporting Sustainable Employee Performance. When employees feel that they have a healthy balance between work and personal life, they tend to be more motivated and productive in the long term (Lazar et al., 2019). Research shows that employees with good work-life balance are better able to maintain productivity and stable performance due to lower stress levels and higher job satisfaction (Kim, 2020). Therefore, implementing policies that support Work-Life Balance contributes positively to improving Sustainable Employee Performance.

H1: Work-Life Balance has a positive and significant effect on Sustainable Employee Performance

The Influence of Green Transformational Leadership on Sustainable Employee Performance

Green Transformational Leadership plays an important role in enhancing Sustainable Employee Performance by encouraging environmentally conscious and sustainability-oriented employee behavior. Leaders who demonstrate Green Transformational Leadership can inspire employees to engage in sustainability-related activities and strengthen their commitment to long-term performance with positive impact (Mittal & Dhar, 2016). This leadership style has been shown to increase employee motivation and help them perform better in environmentally sustainable work contexts.

H2: Green Transformational Leadership has a positive and significant effect on Sustainable Employee Performance

The Influence of Learning Organization on Sustainable Employee Performance

A Learning Organization supports sustainable performance by promoting continuous learning, innovation, and adaptability to change. When organizations consistently learn and adapt, employees acquire the necessary skills and knowledge to achieve high and sustainable performance (Malik & Garg, 2020). Ongoing learning enables employees to develop new competencies, which in turn enhances their long-term performance and creates sustainable value for the organization.

H3: Learning Organization has a positive and significant effect on Sustainable Employee Performance

The Influence of Job Satisfaction on Sustainable Employee Performance

Job Satisfaction is crucial as it directly impacts employee performance outcomes (Fachrezi & Khair, 2020). Conversely, employee dissatisfaction with the organization can lead to dissatisfaction with their job, which subsequently affects performance (Paais & Pattiruhu, 2020). High levels of Job Satisfaction have also been shown to positively influence performance. Research by Yamin & Nawangsari (2023) indicates that Job Satisfaction, both directly and as a mediator, improves employee performance. Moreover, Job Satisfaction negatively correlates with turnover intention; aspects such as a supportive work environment and fair promotion opportunities increase satisfaction and employee retention (Jiang et al., 2017).

H4: Job Satisfaction has a positive and significant effect on Sustainable Employee Performance

The Influence of Work-Life Balance on Job Satisfaction

Work-Life Balance significantly impacts employee Job Satisfaction. When employees feel they can manage both work responsibilities and personal life effectively, they tend to experience higher satisfaction in their jobs (Zhang et al., 2020). A well-maintained balance fosters motivation and engagement, contributing to overall Job Satisfaction (Kossek et al., 2019).

H5: Work-Life Balance has a positive and significant effect on Job Satisfaction

The Influence of Green Transformational Leadership on Job Satisfaction

Green Transformational Leadership positively affects Job Satisfaction. Leaders who promote environmentally friendly practices and sustainability create more meaningful work environments for employees, thereby increasing their job satisfaction (Robertson & Barling, 2017). Such leaders also strengthen emotional bonds between employees and the organization, further enhancing Job Satisfaction (Chen et al., 2020).

H6: Green Transformational Leadership has a positive and significant effect on Job Satisfaction

The Influence of Learning Organization on Job Satisfaction

A Learning Organization positively influences Job Satisfaction by offering employees continuous learning and development opportunities. Employees who feel they can learn and contribute to organizational growth tend to be more satisfied with their jobs (Malik & Garg, 2020). Furthermore, an inclusive learning culture fosters a sense of belonging and commitment, which leads to increased Job Satisfaction (Song et al., 2019).

H7: Learning Organization has a positive and significant effect on Job Satisfaction

The Influence of Work-Life Balance on Sustainable Employee Performance through Participant Job Satisfaction as a Mediating Variable

Job Satisfaction acts as a mediator between Work-Life Balance and Sustainable Employee Performance. A balanced work and personal life enhances Job Satisfaction, which in turn contributes to improved sustainable performance (Nishith & Singh, 2020). Employees who experience a good balance are more likely to be satisfied with their work and, as a result, perform better (Zhang et al., 2020).

H8: Job Satisfaction mediates the relationship between Work-Life Balance and Sustainable Employee Performance

The Influence of Green Transformational Leadership on Sustainable Employee Performance through Participant Job Satisfaction as a Mediating Variable

Job Satisfaction also mediates the relationship between Green Transformational Leadership and Sustainable Employee Performance.Leaders who apply green transformational principles tend to create positive work environments where employees feel valued and inspired to contribute to sustainability (Robertson & Barling, 2017). Employees working under such leadership are more likely to experience high Job Satisfaction, which in turn boosts their performance (Chen et al., 2020).

H9: Job Satisfaction mediates the relationship between Green Transformational Leadership and Sustainable Employee Performance

The Influence of Learning Organization on Sustainable Employee Performance through Participant Job Satisfaction as a Mediating Variable

Job Satisfaction mediates the relationship between Learning Organization and Sustainable Employee Performance by providing employees with opportunities to learn and grow, which enhances their satisfaction. Organizations that adopt continuous learning approaches create an atmosphere where employees feel motivated to contribute and develop (Malik & Garg, 2020). Increased Job Satisfaction resulting from learning opportunities contributes to improved sustainable performance (Song et al., 2019).

H10: Job Satisfaction mediates the relationship between Learning Organization and Sustainable Employee Performance

Based on the theoretical review, previous studies, and hypothesis development, the conceptual framework of the variables studied can be visualized in the following diagram.

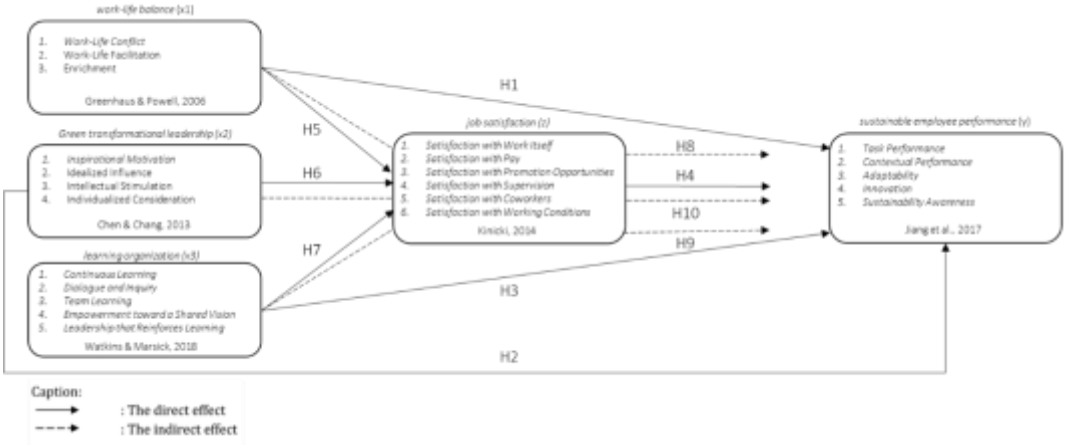

Figure 2. Framework

METHODOLOGY

The type of research applied in this study is quantitative descriptive research with a causal approach. This study aims to test hypotheses regarding the influence of independent variables on dependent variables, as previously described. The method used is causal associative research, utilizing questionnaires and surveys as part of the quantitative approach.

A population is a group of objects or subjects with specific characteristics and a defined size, established as the focus of the research, from which conclusions are drawn (Sugiyono, 2010). The population in this study consists of employees working as consultants at a management consulting company, totaling 250 individuals who are actively engaged in project work and based in the Jakarta area. Therefore, the total population for this study is 250 consultants.

A sample is a subset of the population that possesses certain characteristics and is used for analysis, with the aim that the conclusions drawn from the sample can be generalized to the entire population. Ideally, the sample size should represent the population to ensure that the research results are valid and generalizable (Sugiyono, 2010). The sampling technique used in this study is Slovin's formula, with a margin of error of 5% (0.05). Based on this calculation, the sample size obtained is 154 consultants who are currently working on projects in the management consulting company.

RESEARCH RESULT

The researcher provides an overview of the characteristics of the 154 respondents from the company. The respondents' answers regarding these characteristics are presented as follows. The majority of respondents hold the position of Associate, totaling 72 individuals (46%); followed by Senior Associates with 58 individuals (37%); Managers with 19 individuals (12%); and Senior Managers with 7 individuals (5%). In terms of tenure, 27 respondents (17%) have worked for less than 1 year, 34 respondents (21%) for 1–2 years, 53

respondents (34%) for 3–4 years, 24 respondents (16%) for 5–6 years, and 18 respondents (12%) have more than 6 years of work experience.

Validity Testing

a. Convergent Validity

The validity and reliability of the data in this study were evaluated using SEM-PLS 4 software. Factor loading, cross-loading, Average Variance Extracted (AVE), and Cronbach's alpha were employed to assess the data's validity and reliability. The test results are presented as follows:

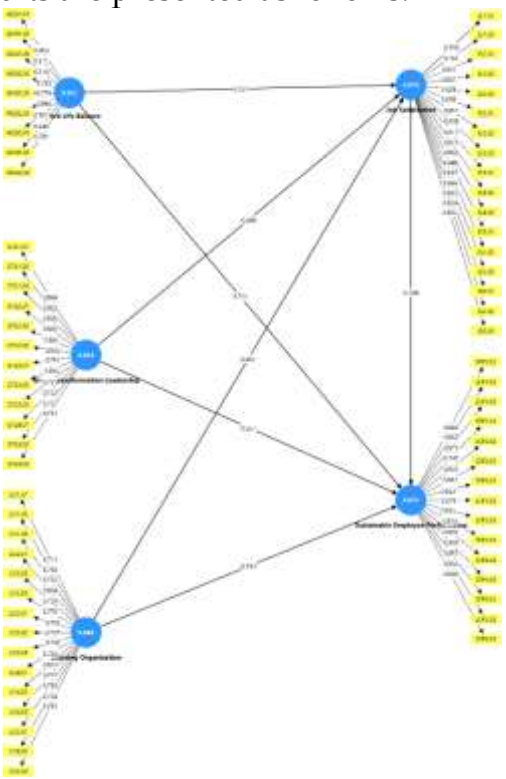

Figure 3 Validity and Reliability Testing Model

The results of the validity and reliability testing shown in the figure above indicate that all items from the variables of Work-Life Balance, Green Transformational Leadership, Learning Organization, Job Satisfaction, and Sustainable Employee Performance have loading values exceeding 0.70. This signifies that all items validly measure the variables in the study. The factor loading results are also presented in the following table.

Table 2 Outer Loadings

Variable	Indicator	Loading Factor	Cut off	Detail
Work-Life Balance	WLB1.01	0.803	0,700	Valid
Work-Life Balance	WLB1.02	0.811	0,700	Valid
Work-Life Balance	WLB1.03	0.816	0,700	Valid
Work-Life Balance	WLB2.01	0.793	0,700	Valid
Work-Life Balance	WLB2.02	0.776	0,700	Valid
Work-Life Balance	WLB2.03	0.890	0,700	Valid

Work-Life Balance	WLB3.01	0.701	0,700	Valid
Work-Life Balance	WLB3.02	0.845	0,700	Valid
Work-Life Balance	WLB3.03	0.781	0,700	Valid
Green Transformational Leadership	GTL1.01	0.804	0,700	Valid
Green Transformational Leadership	GTL1.02	0.803	0,700	Valid
Green Transformational Leadership	GTL1.03	0.856	0,700	Valid
Green Transformational Leadership	GTL2.01	0.840	0,700	Valid
Green Transformational Leadership	GTL2.02	0.862	0,700	Valid
Green Transformational Leadership	GTL2.03	0.805	0,700	Valid
Green Transformational Leadership	GTL3.01	0.751	0,700	Valid
Green Transformational Leadership	GTL3.02	0.802	0,700	Valid
Green Transformational Leadership	GTL3.03	0.761	0,700	Valid
Green Transformational Leadership	GTL4.01	0.722	0,700	Valid
Green Transformational Leadership	GTL4.02	0.727	0,700	Valid
Green Transformational Leadership	GTL4.03	0.711	0,700	Valid
Learning Organization	LO1.01	0.711	0,700	Valid
Learning Organization	LO1.02	0.765	0,700	Valid
Learning Organization	LO1.03	0.702	0,700	Valid
Learning Organization	LO2.01	0.804	0,700	Valid
Learning Organization	LO2.02	0.759	0,700	Valid
Learning Organization	LO2.03	0.770	0,700	Valid
Learning Organization	LO3.01	0.795	0,700	Valid
Learning Organization	LO3.02	0.737	0,700	Valid
Learning Organization	LO3.03	0.798	0,700	Valid
Learning Organization	LO4.01	0.726	0,700	Valid
Learning Organization	LO4.02	0.823	0,700	Valid
Learning Organization	LO4.03	0.722	0,700	Valid
Learning Organization	LO5.01	0.780	0,700	Valid
Learning Organization	LO5.02	0.732	0,700	Valid
Learning Organization	LO5.03	0.781	0,700	Valid
Job Satisfaction	JS1.01	0.751	0,700	Valid
Job Satisfaction	JS1.02	0.799	0,700	Valid
Job Satisfaction	JS1.03	0.782	0,700	Valid
Job Satisfaction	JS2.01	0.857	0,700	Valid

Job Satisfaction	JS2.02	0.807	0,700	Valid
Job Satisfaction	JS2.03	0.829	0,700	Valid
Job Satisfaction	JS3.01	0.836	0,700	Valid
Job Satisfaction	JS3.02	0.811	0,700	Valid
Job Satisfaction	JS3.03	0.835	0,700	Valid
Job Satisfaction	JS4.01	0.817	0,700	Valid
Job Satisfaction	JS4.02	0.875	0,700	Valid
Job Satisfaction	JS4.03	0.865	0,700	Valid
Job Satisfaction	JS5.01	0.848	0,700	Valid
Job Satisfaction	JS5.02	0.847	0,700	Valid
Job Satisfaction	JS5.03	0.866	0,700	Valid
Job Satisfaction	JS6.01	0.845	0,700	Valid
Job Satisfaction	JS6.02	0.824	0,700	Valid
Job Satisfaction	JS6.03	0.852	0,700	Valid
Sustainable Employee Performance	SEP1.01	0.849	0,700	Valid
Sustainable Employee Performance	SEP1.02	0.863	0,700	Valid
Sustainable Employee Performance	SEP1.03	0.871	0,700	Valid
Sustainable Employee Performance	SEP2.01	0.747	0,700	Valid
Sustainable Employee Performance	SEP2.02	0.828	0,700	Valid
Sustainable Employee Performance	SEP2.03	0.881	0,700	Valid
Sustainable Employee Performance	SEP3.01	0.823	0,700	Valid
Sustainable Employee Performance	SEP3.02	0.818	0,700	Valid
Sustainable Employee Performance	SEP3.03	0.825	0,700	Valid
Sustainable Employee Performance	SEP4.01	0.874	0,700	Valid
Sustainable Employee Performance	SEP4.02	0.895	0,700	Valid
Sustainable Employee Performance	SEP4.03	0.859	0,700	Valid
Sustainable Employee Performance	SEP5.01	0.857	0,700	Valid
Sustainable Employee Performance	SEP5.02	0.862	0,700	Valid
Sustainable Employee Performance	SEP5.03	0.869	0,700	Valid

Source: Smart PLS 4.0 Processing Results

b. Discriminant Validity

The results of the discriminant validity analysis, based on the cross-loading values between the indicators and their corresponding constructs, are presented below:

Table 3 Cross Loading Test Results

Indicator	Work-Life Balance	Green Transformational Leadership	Learning Organization	Job Satisfaction	Sustainable Employee Performance
WLB1.01	**0.803**	0.442	0.412	0.521	0.519
WLB1.02	**0.811**	0.470	0.469	0.539	0.536
WLB1.03	**0.816**	0.417	0.448	0.545	0.540
WLB2.01	**0.793**	0.525	0.654	0.614	0.613
WLB2.02	**0.776**	0.564	0.579	0.606	0.612
WLB2.03	**0.890**	0.595	0.703	0.740	0.676
WLB3.01	**0.701**	0.526	0.539	0.564	0.528
WLB3.02	**0.845**	0.587	0.655	0.713	0.691
WLB3.03	**0.781**	0.487	0.620	0.599	0.592
GTL1.01	0.446	**0.804**	0.451	0.466	0.459
GTL1.02	0.442	**0.803**	0.450	0.493	0.457
GTL1.03	0.536	**0.856**	0.517	0.536	0.519
GTL2.01	0.560	**0.840**	0.539	0.575	0.579
GTL2.02	0.632	**0.862**	0.585	0.628	0.619
GTL2.03	0.492	**0.805**	0.517	0.528	0.515
GTL3.01	0.494	**0.751**	0.495	0.545	0.517
GTL3.02	0.545	**0.802**	0.549	0.594	0.571
GTL3.03	0.539	**0.761**	0.526	0.545	0.547
GTL4.01	0.454	**0.722**	0.508	0.537	0.458
GTL4.02	0.475	**0.727**	0.551	0.532	0.467
GTL4.03	0.424	**0.711**	0.519	0.501	0.459
LO1.01	0.501	0.452	**0.711**	0.530	0.425
LO1.02	0.529	0.516	**0.765**	0.558	0.573
LO1.03	0.487	0.484	**0.702**	0.524	0.461
LO2.01	0.581	0.511	**0.804**	0.646	0.581
LO2.02	0.525	0.478	**0.759**	0.587	0.511
LO2.03	0.484	0.510	**0.770**	0.616	0.530
LO3.01	0.546	0.513	**0.795**	0.648	0.563
LO3.02	0.541	0.437	**0.737**	0.618	0.539
LO3.03	0.596	0.486	**0.798**	0.674	0.603
LO4.01	0.489	0.478	**0.726**	0.623	0.614
LO4.02	0.602	0.583	**0.823**	0.638	0.601
LO4.03	0.510	0.409	**0.722**	0.577	0.552
LO5.01	0.567	0.614	**0.780**	0.645	0.611
LO5.02	0.550	0.484	**0.732**	0.581	0.567
LO5.03	0.611	0.542	**0.781**	0.644	0.601
JS1.01	0.607	0.546	0.599	**0.751**	0.545

JS1.02	0.655	0.525	0.736	**0.799**	0.631
JS1.03	0.559	0.491	0.592	**0.782**	0.617
JS2.01	0.657	0.547	0.696	**0.857**	0.670
JS2.02	0.583	0.530	0.612	**0.807**	0.625
JS2.03	0.658	0.634	0.687	**0.829**	0.693
JS3.01	0.597	0.542	0.656	**0.836**	0.637
JS3.02	0.560	0.526	0.627	**0.811**	0.627
JS3.03	0.640	0.559	0.630	**0.835**	0.661
JS4.01	0.566	0.533	0.662	**0.817**	0.613
JS4.02	0.662	0.604	0.680	**0.875**	0.694
JS4.03	0.618	0.564	0.664	**0.865**	0.707
JS5.01	0.664	0.630	0.737	**0.848**	0.699
JS5.02	0.672	0.584	0.637	**0.847**	0.688
JS5.03	0.702	0.668	0.760	**0.866**	0.737
JS6.01	0.641	0.604	0.671	**0.845**	0.685
JS6.02	0.638	0.584	0.640	**0.824**	0.668
JS6.03	0.668	0.598	0.663	**0.852**	0.704
SEP1.01	0.656	0.535	0.658	0.690	**0.849**
SEP1.02	0.648	0.591	0.615	0.698	**0.863**
SEP1.03	0.641	0.593	0.621	0.696	**0.871**
SEP2.01	0.544	0.522	0.503	0.559	**0.747**
SEP2.02	0.619	0.521	0.581	0.676	**0.828**
SEP2.03	0.686	0.529	0.652	0.728	**0.881**
SEP3.01	0.586	0.526	0.586	0.678	**0.823**
SEP3.02	0.595	0.572	0.633	0.650	**0.818**
SEP3.03	0.598	0.527	0.563	0.646	**0.825**
SEP4.01	0.650	0.564	0.675	0.732	**0.874**
SEP4.02	0.668	0.586	0.685	0.715	**0.895**
SEP4.03	0.627	0.602	0.629	0.669	**0.859**
SEP5.01	0.620	0.565	0.636	0.671	**0.857**
SEP5.02	0.669	0.570	0.642	0.663	**0.862**
SEP5.03	0.606	0.559	0.641	0.671	**0.869**

Source: Smart PLS 4.0 Processing Results

The table clearly shows that the constructs have a stronger relationship with their own indicators than with other constructs. All latent constructs demonstrate excellent discriminant validity, as they can predict indicators within their block more accurately than indicators in other blocks The Fornell-Larcker criterion results show that each variable used in the measurement model has good discriminant validity.

Table 4 Final Fornell-Larcker Test Results

Variable	*Green Transformation Leadership*	*Job Satisfaction*	*Learning Organization*	*Sustainable Employee Performance*	*Work Live Balance*
Green Transformation Leadership	**0.789**				
Job Satisfaction	0.689	**0.831**			
Learning Organization	0.658	0.801	**0.761**		
Sustainable Employee Performance	0.657	0.798	0.734	**0.849**	
Work Live Balance	0.644	0.761	0.713	0.741	**0.803**

Source: Smart PLS 4.0 Processing Results

The correlation values of each variable are greater than the inter-variable correlations. Based on the Fornell-Larcker test, it can be stated that this measurement model is valid and can be used for further testing. The Fornell Larcker test was conducted in several stages, and Table 4 shows the final results. HTMT or Heterotrait-monotrait values must be less than 0.9 to ensure discriminant validity between two reflective constructs (Henseler, 2014).

Table 5 Final HTMT Test Results

	***Heterotrait-monotrait ratio* (HTMT)**
Job Satisfaction <-> Green Transformation Leadership	0.714
Learning Organization <-> Green Transformation Leadership	0.693
Learning Organization <-> Job Satisfaction	0.830
Sustainable Employee Performance <-> Green Transformation Leadership	0.682
Sustainable Employee Performance <-> Job Satisfaction	0.818
Sustainable Employee Performance <-> Learning Organization	0.760
Work Live Balance <-> Green Transformation Leadership	0.677
Work Live Balance <-> Job Satisfaction	0.790
Work Live Balance <-> Learning Organization	0.748
Work Live Balance <-> Sustainable Employee Performance	0.772

Source: Smart PLS 4.0 Processing Results

The HTMT test was conducted in several stages, and the final table shows that all HTMT values are < 0.9, indicating that all constructs have valid discriminant validity based on HTMT calculations. Thus, the measurement model used is valid and can be used for further testing. With the cross-loading, Fornell-Larcker, and HTMT test results showing good values for each variable, this study meets the discriminant validity requirement.

Relibility Testing

Ghozali and Latan (2015) state that composite reliability testing aims to evaluate the reliability of instruments in a research model. If all latent variable values have a composite reliability > 0.7 and Cronbach's alpha > 0.6, it indicates that the construct has good reliability, meaning the questionnaire used is reliable and consistent. The summary of the composite reliability and Cronbach's alpha calculations is presented in the following table:

Table 6 Construct Variable Reliability Test Results

Variabel	*Cronbach's Alpha*	*Composite Reliability*
Work-life balance	0.931	0.942
Green transformational leadership	0.944	0.976
Learning organization	0.948	0.954
Job satisfaction	0.974	0.976
Sustainable employee performance	0.972	0.975

Source: Smart PLS 4.0 Processing Results

From the table, it is evident that all variables have Cronbach's alpha values above 0.6 and composite reliability values above 0.7. Therefore, based on these calculations, all dimensions are considered reliable in measuring their respective variables.

Structural Model Testing (Inner Model)

This model outlines the relationships between latent variables or inner relations. In this evaluation phase, methods are provided to assess the structural model using PLS, beginning with the examination of R-squared values, predictive relevance Q2 values, Goodness of Fit Index (GoF), and then evaluating the significance of the relationships between constructs as indicated by the path coefficient.

a. Coefficient of Determination / R Square Test

The R-square indicates the predictive power of each endogenous latent variable in the structural model. Changes in R-square values can show whether an exogenous latent variable has a significant impact on an endogenous latent variable. According to Ghozali (2014), R-square values of 0.67, 0.33, and 0.19 indicate strong, moderate, and weak models, respectively. The values are presented in the table below:

Table 7 R-square Values

Variabel	*R-Square*	*R-Square Adjusted*
Job Satisfaction	0.732	0.727
Sustainable Employee Performance	0.697	0.689

Source: Smart PLS 4.0 Processing Results

The R-square value for Job Satisfaction is 0.732, indicating that 73% of the variability in Job Satisfaction can be explained by the independent variables in

the model. The adjusted R-square of 0.727 accounts for the number of predictors in the model and provides a more accurate estimate of the model's explanatory power. This high value suggests that the model fits the data well.

Meanwhile, the R-square value for Sustainable Employee Performance is 0.697, which means that approximately 70% of the variability in Sustainable Employee Performance can be explained by the independent variables. The adjusted R-square of 0.689, though slightly lower, still indicates that nearly 69% of the variation in Sustainable Employee Performance is explained by the model. Although this is somewhat lower than the R-square for Job Satisfaction, it still represents a moderately strong model in explaining variability.

b. Predictive Relevance Q2 Value

Q2 evaluates the adequacy of a model in producing observed values and estimating its parameters. A Q2 value greater than 0 indicates a satisfactory model, while a value less than 0 signifies insufficient predictive relevance of the model. Here are the results of the Predictive Relevance test (Q2).

Table 8 Result Q2 Value

Variabel	**Q^2predict**
Job Satisfaction	0.704
Sustainable Employee Performance	0.624

Source: Smart PLS 4.0 Processing Results

The results show that the Predictive Relevance (Q2) values are all greater than 0, indicating that the models are considered sufficiently good.

Goodness of Fit Index (GoF) Value

In this study, SRMR (Standardized Root Mean Square Residual) was used to measure average covariance residuals. It assesses the fit of the model by comparing observed and expected correlations.

Table 9 Result SRMR Value

Kriteria	***Saturated Model***	***Estimated Model***	***Cut Off Value***	**Hasil**
SRMR	0.055	0.055	≤ 0,10	Cukup Baik

Source: Smart PLS 4.0 Processing Results

According to Henseler et al. (2014) values below 0.10 are considered suitable. Goodness of Fit (GoF) testing showed results ≤ 0.10, indicating adequate model fit.

Research Hypothesis Testing

Hypothesis testing uses SmartPLS software for conducting the tests. The evaluations performed are inner model evaluation and t-test to answer the ten hypotheses. The hypothesis test results are as follows:

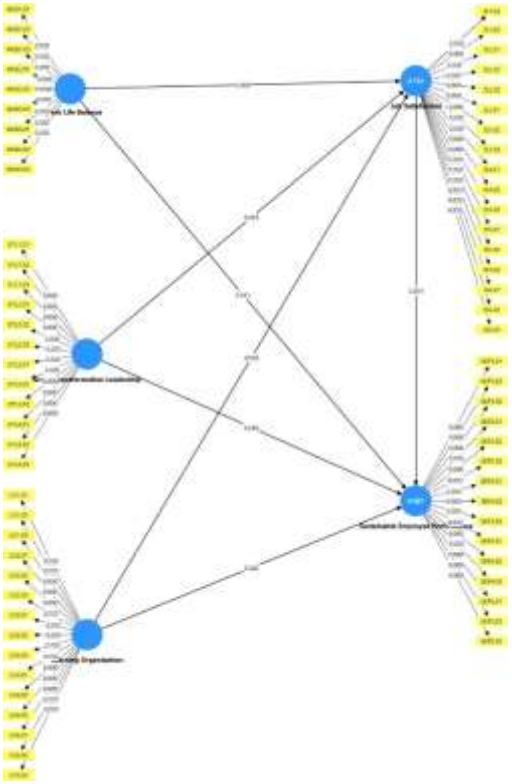

Figure 4 Hypothesis Testing Model

Direct Influence Hypothesis Testing

Table 10 T-Statistics (Bootstrapping) Results

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Detail
Work-Life Balance on Sustainable Employee Performance	0.245	2.307	0.011	Has a positive and significant effect
Green Transformational Leadership on Sustainable Employee Performance	0.116	1.506	0.066	Does not have a positive and significant effect
Learning Organization on Sustainable Employee Performance	0.159	1.726	0.042	Has a positive and significant effect
Job Satisfaction on Sustainable Employee Performance	0.404	3.169	0.001	Has a positive and significant effect
Work-Life Balance on Job Satisfaction	0.320	3.324	0.000	Has a positive and significant effect
Green Transformational Leadership on Job Satisfaction	0.187	2.545	0.005	Has a positive and significant effect
Learning Organization on Job Satisfaction	0.450	4.733	0.000	Has a positive and significant effect

Source: Smart PLS 4.0 Processing Results

Based on the direct influence analysis from Table 10, it can be seen that:

1. The effect of Work-Life Balance on Sustainable Employee Performance has a coefficient value of 0.245, indicating a positive influence. The T-statistic

is 2.307, which is greater than the critical value of 1.65, and the p-value is 0.011, which is less than 0.05. These results indicate that the influence is statistically significant. This means that an increase in Work-Life Balance is likely to significantly improve Sustainable Employee Performance.

2. The effect of Green Transformational Leadership on Sustainable Employee Performance has a coefficient value of 0.116. The T-statistic is 1.506, which is less than the critical value of 1.65, and the p-value is 0.066, which is greater than 0.05. These results show that the effect is not statistically significant. This means that increases in Green Transformational Leadership do not significantly influence Sustainable Employee Performance.
3. The effect of Learning Organization on Sustainable Employee Performance has a coefficient value of 0.159, indicating a positive influence. The T-statistic is 1.726, which is greater than 1.65, and the p-value is 0.042, which is less than 0.05. These results indicate a statistically significant effect, meaning that increases in Learning Organization significantly enhance Sustainable Employee Performance.
4. The effect of Job Satisfaction on Sustainable Employee Performance has a coefficient value of 0.404, indicating a positive relationship. The T-statistic is 3.169, greater than 1.65, and the p-value is 0.001, less than 0.05. This confirms a statistically significant effect, meaning that higher levels of Job Satisfaction lead to better Sustainable Employee Performance.
5. The effect of Work-Life Balance on Job Satisfaction has a coefficient value of 0.320, indicating a positive effect. The T-statistic is 3.324, exceeding the critical value of 1.65, and the p-value is 0.000, indicating strong statistical significance. Thus, increased Work-Life Balance significantly improves Job Satisfaction.
6. The effect of Green Transformational Leadership on Job Satisfaction has a coefficient value of 0.187, indicating a positive effect. The T-statistic is 2.545, and the p-value is 0.005, both of which confirm that the effect is statistically significant. Therefore, improvements in Green Transformational Leadership significantly increase Job Satisfaction.
7. The effect of Learning Organization on Job Satisfaction has a coefficient value of 0.450, indicating a strong positive influence. The T-statistic is 4.733, and the p-value is 0.000, both demonstrating a high level of statistical significance. This means that a stronger Learning Organization significantly enhances Job Satisfaction.

Indirect Influence Hypothesis Testing

Table 11 T-Statistics (Bootstrapping) Specific Indirect Effect Results

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Detail
Work-Life Balance on Sustainable Employee Performance through Job Satisfaction	0.129	2,199	0.014	Has a positive and significant effect. Partially mediated

Green Transformational Leadership on Sustainable Employee Performance through Job Satisfaction	0.076	1.821	0.034	Has a positive and significant effect. Fully mediated
Learning Organization on Sustainable Employee Performance through Job Satisfaction	0.182	2.691	0.004	Has a positive and significant effect. Partially mediated

Source: Smart PLS 4.0 Processing Results

Based on the indirect influence analysis from Table 11, it can be seen that:

1. The indirect effect of Work-Life Balance on Sustainable Employee Performance through Job Satisfaction has a coefficient value of 0.129, indicating a positive influence. The T-statistic is 2.199, well above the threshold of 1.65, and the p-value is 0.014, which is well below 0.05, indicating that this mediation effect is statistically significant. This means that Work-Life Balance indirectly improves Sustainable Employee Performance through increased Job Satisfaction. In other words, better Work-Life Balance enhances Job Satisfaction, which in turn leads to improved Sustainable Employee Performance. Thus, Job Satisfaction acts as a partial mediator in this relationship.
2. The indirect effect of Green Transformational Leadership on Sustainable Employee Performance through Job Satisfaction has a coefficient value of 0.076, indicating a positive influence. The T-statistic is 1.821 and the p-value is 0.034, both of which confirm that the mediation effect is statistically significant. This suggests that Green Transformational Leadership indirectly enhances Sustainable Employee Performance by increasing Job Satisfaction. Since the direct effect of Green Transformational Leadership on Sustainable Employee Performance was not statistically significant, while the indirect effect through Job Satisfaction is significant, it can be concluded that Job Satisfaction fully mediates this relationship.
3. The indirect effect of Learning Organization on Sustainable Employee Performance through Job Satisfaction has a coefficient value of 0.182, indicating a positive influence. The T-statistic is 2.691 and the p-value is 0.004, both of which demonstrate that the mediation effect is statistically significant. This indicates that Learning Organization indirectly contributes to Sustainable Employee Performance through increased Job Satisfaction. As both the direct and indirect effects are statistically significant, Job Satisfaction can be considered a partial mediator in this relationship.

DISCUSSION

The research findings indicate that Work-Life Balance and Learning Organization have both direct and indirect effects on Sustainable Employee

Performance. This means that these two variables not only enhance sustainable performance directly but also do so indirectly through increased Job Satisfaction as a mediator. Meanwhile, Green Transformational Leadership does not have a significant direct effect on sustainable performance, but it does influence it indirectly through Job Satisfaction. These findings highlight that Job Satisfaction plays a significant mediating role in strengthening the relationship between the three independent variables Work-Life Balance, Green Transformational Leadership, and Learning Organization and Sustainable Employee Performance.

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study is to examine the significant influence of Work-Life Balance, Green Transformational Leadership, and Learning Organization on Sustainable Employee Performance, mediated by Job Satisfaction in management consulting firms. The results show that the better the Work-Life Balance perceived by employees, the higher the Sustainable Employee Performance that can be achieved. Likewise, a strong Learning Organization positively contributes to enhanced sustainable performance, as a learning-supportive work environment fosters innovation and adaptability. However, Green Transformational Leadership does not always directly improve Sustainable Employee Performance, indicating that this leadership style may require additional supporting factors to achieve optimal results. On the other hand, Job Satisfaction plays a crucial role in driving sustainable performance. Work-Life Balance, Green Transformational Leadership, and Learning Organization each have a positive relationship with Job Satisfaction, meaning that the higher the quality of these three factors, the greater the employees' job satisfaction. These findings highlight that creating a balanced work environment, visionary leadership, and a strong learning culture are essential foundations for building job satisfaction, which ultimately drives sustainable employee performance.

ADVANCED RESEARCH

Future researchers are encouraged to explore additional variables, involve a wider range of companies, and apply more diverse research methods and statistical analysis tools. Future studies could investigate other factors that may influence Sustainable Employee Performance, such as organizational culture, innovative leadership, or the role of technology in supporting sustainable performance. Given the relevance of Green Transformational Leadership in this study, comparative research examining other leadership styles—such as Servant Leadership or Ethical Leadership—could provide insights into their effectiveness in enhancing Sustainable Employee Performance and Job Satisfaction. Additionally, future research may consider exploring alternative mediating variables such as employee engagement, organizational commitment, or perceived organizational support to better understand their roles in the relationships among Work-Life Balance, Green Transformational Leadership, Learning Organization, and Sustainable Employee Performance.

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