

## The Influence of Work-Life Balance and Employee Engagement on Performance Through Job Satisfaction

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### Abstract

This research aims to analyze the impact of work-life balance and employee engagement on employee performance, proposing job satisfaction as a mediating variable. The study was conducted at PT. Nindya Karya (Persero) Region 2. The study sample comprised 220 employees. The data analysis technique uses Smart PLS to employ the Structural Equation Model (SEM). The findings highlight that work-life balance and employee engagement significantly impact both job satisfaction and performance. Moreover, job satisfaction plays a crucial role in enhancing employee performance. The relationship between work-life balance and employee engagement in performance is significantly influenced by job satisfaction as a mediating factor. Consequently, the endorsement of the mediating role of job satisfaction emphasizes its importance as a strategy for improving employee performance at PT. Nindya Karya (Persero) Region 2.

**Keywords:** Employee Performance, Job Satisfaction, Work-Life Balance, Employee Engagement

## Pengaruh Work-Life Balance dan Keterlibatan Karyawan terhadap Kinerja Melalui Kepuasan Kerja

### Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh antara keseimbangan kehidupan-kerja dan keterlibatan karyawan terhadap kinerja karyawan dengan menawarkan solusi kepuasan kerja sebagai variabel mediasi. Penelitian ini dilakukan pada PT. Nindya Karya (Persero) Wilayah 2. Sampel pada penelitian ini adalah 220 orang karyawan. Teknik analisis data menggunakan Structural Equation Model (SEM) Smart PLS. Temuan utama pada penelitian ini adalah keseimbangan kehidupan-kerja dan keterlibatan karyawan berpengaruh terhadap kepuasan kerja dan kinerja karyawan. Kepuasan kerja berpengaruh terhadap kinerja karyawan. Kepuasan kerja berperan dalam memediasi pengaruh keseimbangan kehidupan-kerja dan keterlibatan karyawan terhadap kinerja karyawan. Diterimanya hipotesis yang menyatakan peran mediasi dari kepuasan kerja menunjukkan pentingnya kepuasan kerja sebagai salah satu strategi dalam meningkatkan kinerja karyawan PT. Nindya Karya (Persero) Wilayah 2.

**Kata Kunci:** Kinerja Karyawan, Kepuasan Kerja, Keseimbangan Kehidupan-Kerja, Keterlibatan Karyawan

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## INTRODUCTION

State-owned enterprises (BUMN) in the construction sector represent entities under the ownership of the Indonesian government, tasked with the critical function of developing and enhancing infrastructure throughout Indonesia (Apriwarto & Sasono, 2022). The construction services provided by BUMN play a crucial role in the development and

restoration of infrastructure, encompassing a range of projects, including roads, bridges, airports, ports, electricity networks, telecommunications networks, and office buildings, among others (Pandoyo, Pramesti, & Tulhanifah, 2021). The construction services sector occupies a pivotal role in facilitating national development. This significance is evidenced by its interconnectedness with other industries (Harefa & Laia, 2022).

PT. Nindya Karya (Persero) is a state-owned construction services company with a long history and experience in its central business line in construction services. Currently, PT Nindya Karya is committed to improving the company's performance by thoroughly restructuring the company, including the company logo, vision, mission, fundamental values, culture, finance, organization, HR, and systems, to become an innovative company driven by knowledge and technology.

The subsequent data pertains to the consolidated profit, loss, and other comprehensive income report for the company (PT. Nindya Karya (Persero) Indonesia) in 2017-2021, presented in Table 1.

Table 1. *Consolidated Profit (Loss) and Other Comprehensive Income of PT. Nindya Karya (Persero) Indonesia Period 2017 – 2021*

Description	(In million rupiah)				
	2017	2018	2019	2020	2021
Operating revenues	5,875,138	6,226,911	5,783,502	3,616,483	4,415,364
Cost of income	-5,203,412	-5,534,321	-5,158,970	-3,299,318	-4,053,477
Gross profit	671,726	692,590	624,533	317,165	361,887
Profit before income tax expense	244,331	273,388	220,087	50,101	65,700
Net Profit for the current year	244,273	272,181	215,873	42,822	65,794
Amount of other comprehensive income	260,272	178	-5,984	4,333	13,608
Total comprehensive profit for the year	504,546	272,358	209,889	47,155	79,402

Source: Annual Report PT. Nindya Karya (Persero) Indonesia (2021)

Table 1 demonstrates that the business income of PT. Nindya Karya (Persero) Indonesia experienced fluctuations during 2017–2021. This variability in operating income and net profit suggests a corresponding instability in employee performance. An organization's employees' performance fundamentally impacts its efficacy (Sayekti & Suhartini, 2022). The performance of employees is manifested in their productivity and output, which can be attributed to the processes of employee development (Sinambela, 2018). Examining employee performance is a critical factor that warrants attention, as it significantly enhances overall employee effectiveness. Furthermore, it catalyzes organizations to persist in their innovative endeavors to bolster employee performance and welfare. This, in turn, facilitates the attainment of corporate objectives and positions the company favorably within the competitive business landscape (Sedarmayanti, 2017).

Organizations strive to enhance employee productivity and foster loyalty, and they achieve this through initiatives to ensure job satisfaction among their workforce (Saranga et

al., 2022). Job satisfaction represents an employee's disposition regarding their perception of work (Sun et al., 2020). Employee satisfaction yields numerous advantages, notably fostering a harmonious relationship between the organization and its workforce (Saptono et al., 2020). The assessment of employee job satisfaction at PT. Nindya Karya (Persero) Indonesia reveals deficiencies in promotion, interpersonal relationships among coworkers, and overall work conditions. These shortcomings represent ongoing challenges that adversely affect job satisfaction within the organization, consequently impacting performance outcomes.

Another determinant affecting employee performance is the equilibrium between work and personal life. The concept of work-life balance pertains to how individuals manage their obligations within professional and familial contexts (Rony & Yulisyahyanti, 2022). This notion pertains to the interplay between an employee's professional responsibilities and personal life demands (Riyanto & Lukertina, 2019). The equilibrium within the family unit holds significant importance as a manifestation of responsibility among its members (Alvesteffer, 2016). The equilibrium an employee must maintain between professional responsibilities and personal life presents a significant challenge, as Nurul et al. (2018) noted. An employee undoubtedly possesses specific responsibilities and roles within the family context; however, concerning the organization, the employee must also attend to additional roles and responsibilities (Muzakki & Rokhmah, 2019).

Nonetheless, achieving an optimal work-life balance remains a significant challenge at Nindya Karya, particularly for employees engaged in projects that necessitate flexible working hours and, sometimes, demand more than the standard eight-hour workday. Consequently, PT. Nindya Karya (Persero) Indonesia persistently endeavors to establish a work environment that is both balanced and conducive to the health of its employees.

Another determinant that affects employee performance is the level of employee engagement. Employee engagement refers to a condition in which employees are physically and psychologically invested in their work. This dual connection fosters a sense of commitment, leading individuals to contribute more significantly and dedicate their energy to achieving the organization's objectives (Dessler, 2019). The significance of work engagement extends beyond private enterprises; it is equally pertinent within BUMN, governmental institutions, and various organizations (Djastuti et al., 2022). Elevated levels of work engagement significantly enhance an individual's motivation, fostering a sense of commitment and enthusiasm in the workplace (Muliawan et al., 2017).

Nonetheless, the phenomenon of employee engagement remains a significant challenge at PT. Nindya Karya (Persero) Indonesia, particularly among project employees who frequently exit the organization due to elevated work demands and associated job risks. Consequently, PT. Nindya Karya (Persero) Indonesia persistently endeavors to enhance employee commitment, thereby fostering loyalty among its workforce towards the organization.

Numerous studies have examined the relationship between work-life balance, job satisfaction, and employee performance. For instance, previous studies conducted indicate that work-life balance exerts a significant positive influence on both job satisfaction and

employee performance (Arief et al., 2021; Thamrin & Riyanto, 2020; Aruldoss et al., 2021; Hussein et al., 2016; Abdirahman et al., 2018; Waworuntu et al., 2022; Fayyazi & Aslani, 2015). Conversely, other findings suggest that work-life balance does not significantly enhance job satisfaction or employee performance (Foanto et al., 2020; Krishnan et al., 2018; Endeka et al., 2020; Shantha, 2019; and Kim, 2014).

Subsequent investigations into the relationship between employee engagement, job satisfaction, and performance have yielded varied conclusions. Some previous studies indicate a significant positive correlation between employee engagement, job satisfaction, and employee performance (Arief et al., 2021; Saranga et al., 2022; Happy, 2021; Maleka, 2019; Jaiswal, 2017). Conversely, findings from Joushan (2015) and Yusuf et al. (2019) suggest that employee engagement does not significantly influence job satisfaction or performance.

Numerous prior investigations have yielded findings indicating that job satisfaction influences performance considerably. At the same time, other studies have concluded that job satisfaction does not significantly impact employee performance. The findings of various studies (Juniantara & Riana, 2015; Damayanti et al., 2018; Rosita & Yuniati, 2016; and Wijaya, 2018) indicate a positive and significant relationship between job satisfaction and employee performance. Meanwhile, studies conducted by Supiyanto (2015) and Arianto (2017) have determined that job satisfaction exerts an insignificant influence on employee performance.

The motivation behind researchers' interest in the construction services sector stems from the contemporary governmental focus on modern infrastructure development, which is being executed effectively in Indonesia to facilitate Development 5.0. Consequently, the construction services sector plays a significant role in the nation's development. There is an increasing demand for construction service companies to enhance their operations to align with advancements in this modern era. These companies are anticipated to achieve greater productivity (Pandoyo et al., 2021).

This research is necessitated by the evident deficiency in scholarly inquiry regarding the impact of work-life balance on job satisfaction within the construction sector, particularly among employees of state-owned construction services (Muzakki & Rokmah, 2019). The rationale for undertaking research at PT. Nindya Karya (Persero) Indonesia stems from the company's extensive portfolio of projects nationwide, encompassing building construction and large-scale infrastructure initiatives. This diversity presents a unique opportunity to examine various dimensions of project management, work quality, and employee performance. Furthermore, PT. Nindya Karya's esteemed reputation within the construction sector suggests that the findings derived from research conducted at this organization could yield substantial contributions to the academic discourse in the field. Research examining the correlation between employee engagement and job satisfaction within the construction sector is notably scarce, as highlighted by Owusu and Ansah-Adu (2016). The existing literature reveals a notable deficiency in exploring the simultaneous effects of work-life balance and employee engagement on job satisfaction within the construction sector (Puspitasari & Apriani, 2020). Prior investigations predominantly

focused on private enterprises, whereas the current study will examine state-owned enterprises, which exhibit distinct characteristics and requirements (Afsar et al., 2019; Mahalakshmi & Ramesh, 2017; Singh & Pradhan, 2021).

Thus, this research aims to address the existing gap by examining the interconnections among work-life balance, employee engagement, job satisfaction, and their subsequent effects on employee performance within the framework of BUMN Construction Services.

**METHOD**

The present study is conducted at PT. Nindya Karya (Persero) Indonesia, situated within region 2, encompasses Jakarta, Banten, West Java, East Java, Central Java, and Yogyakarta. This study employs quantitative methodologies, utilizing primary questionnaire data collected from respondents as the primary instrument for analysis. The operational variables pertinent to this research are delineated in the subsequent Table 2.

Table 2. *Latent Variables & Indicator*

Latent Variables	Indicator / Measurable	References
Work-life balance	1. I feel like I have enough time to get my work done without sacrificing personal time 2. I feel like I stay involved in family and social activities despite my work responsibilities 3. I feel satisfied with the time I spend on my work and personal life.	(Choudhury, 2015; Weerakkody, et al, 2017; Wenno, 2018)
Employee engagement	1. I feel excited when I come to work every day 2. I feel like my work has a clear meaning and purpose. 3. I often feel so involved in my work that I lose track of time	(Riyanto & Lukertina, 2019; Yusuf, et al, 2019; Arief et al, 2021).
Job satisfaction	1. I find the work I do interesting and challenging 2. My salary is in line with my expectations 3. I feel like there is a good chance of getting a promotion in this company 4. My relationships with my coworkers are very good and respectful 5. I feel like my boss gives me clear direction in my work	(Priansa, 2016; Muliawati & Frianto, 2020; Muzakki & Rokhmah, 2019)
Employee performance	1. I always try to get my work done with high-quality results 2. I am able to complete the volume of work given to me within the allotted time 3. I always complete my tasks according to the deadlines that have been set 4. I am able to complete tasks in the most efficient manner 5. I can complete my work without needing much guidance from my boss	(Yulianto, 2020; Asari, 2022; Thamrin & Riyanto, 2020)

This study examines both exogenous and endogenous variables within its framework. Endogenous variables fall within the classification of dependent variables, as they are

affected by exogenous or independent variables (Sugiyono, 2018). This study identifies employee performance and job satisfaction as the dependent variables, whereas work-life balance and employee engagement are the independent variables.

The methodology employed for sampling involved Cluster Proportional Random Sampling, resulting in a total of 220 participants. This cohort comprised 70 employees from the Jakarta region, 42 from Banten, 38 from West Java, 25 from East Java, 22 from Central Java, and 23 from Yogyakarta. The survey instrument employed in this research comprises 16 statements, utilizing a Likert Scale that encompasses five distinct response categories, including 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). The following presents a visual representation of the research model.

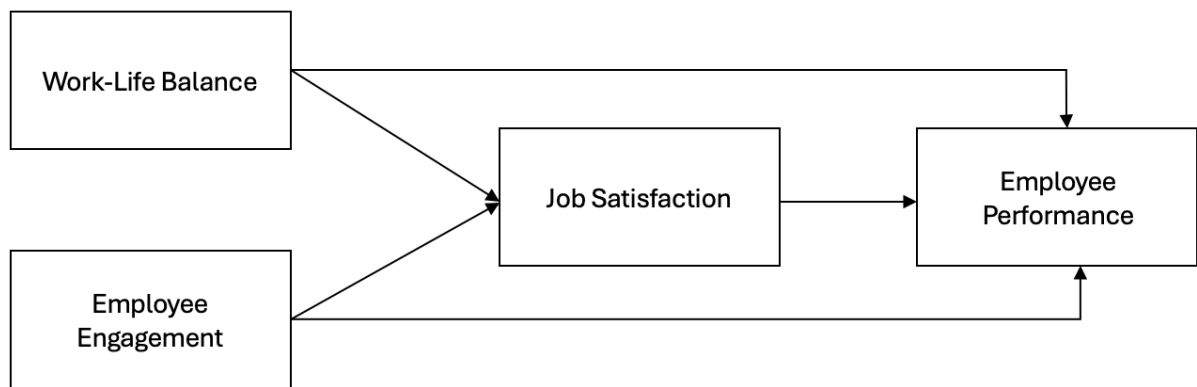


Figure 1. Research Model

This work employs SMART PLS version 3.0 software for data analysis. Partial Least Squares (PLS) is a form of testing that takes place within the framework of Structural Equation Modeling (SEM) (Ghozali & Latan, 2017). The PLS methodology encompasses two types of testing models: measurement and structural (Ghozali & Latan, 2017). This method is appropriate for application in research models utilizing diverse variable indicator assessments. This approach assesses the practicality of research variables, the accuracy, consistency, and the extraction of data variations. The minimum threshold for the feasibility of research variable indicators, as determined by the outer loading value, is 0.7. Composite reliability, Cronbach-Alpha, and Rho values at or above 0.7 were used to assess the validity and reliability of the data (Afthanorhan et al., 2020; Hair et al., 2017). Derive data variance by selecting an Average Variance Extracted (AVE) value greater than 0.5 (Hair et al., 2014). Adopting this approach offers a more streamlined approach than employing multiple linear regression. In hypothesis testing, the t-test is employed to assess the explanatory power of the independent variable on the dependent variable using R-Square.

## **FINDINGS AND DISCUSSION**

### **Finding**

#### **Convergent Validity and Reliability**

The parameters for assessing convergent validity can be discerned by examining the output results generated by the SmartPLS algorithm, specifically through outer loading and AVE

metrics. The research findings respond to the posited hypothesis, grounded in the analytical methodologies delineated. A thorough discussion accompanies the findings of the research.

Table 3. *Validity and Reliability Results*

Indicator	Outer Loading	Cronbach's alpha	Composite Reliability	AVE
X1.1	0.866	0.905	0.941	0.841
X1.2	0.952			
X1.3	0.930			
X2.1	0.932	0.909	0.943	0.846
X2.2	0.927			
X2.3	0.901			
Y1.1	0.917	0.931	0.948	0.785
Y1.2	0.838			
Y1.3	0.887			
Y1.4	0.886			
Y1.5	0.900			
Y2.1	0.947	0.970	0.977	0.893
Y2.2	0.946			
Y2.3	0.950			
Y2.4	0.940			
Y2.5	0.942			

The data presented in Table 3 indicates that the overall value of outer loading meets the established threshold of 0.70, while the AVE value exceeds the minimum requirement of 0.5. Consequently, the data employed in the study adheres to the requisite validity assumptions. In addition, the criteria for establishing a dependable construct involve examining a Cronbach's alpha value of >0.70 alongside a Composite reliability value of >0.70. The Cronbach's alpha values for the research dimensions and variables presented in the table, with a top value >0.70, indicate that the variables employed in this study have successfully met the criteria for reliability testing. Moreover, the findings of this research indicate that all variables exhibiting composite reliability values demonstrate satisfactory reliability, as their composite reliability values are >0.70.

**Discriminant Validity**

**Cross loadings**

The results of the discriminant validity of the research instrument data are presented in Table 4.

Table 4. *Cross loadings*

	Work-life balance	Employee Engagement	Job satisfaction	Employee performance
X1.1	0.866	0.327	0.505	0.473
X1.2	0.952	0.475	0.568	0.610
X1.3	0.930	0.517	0.581	0.634
X2.1	0.502	0.932	0.580	0.639
X2.2	0.411	0.927	0.526	0.587

	<b>Work-life balance</b>	<b>Employee Engagement</b>	<b>Job satisfaction</b>	<b>Employee performance</b>
X2.3	0.425	0.901	0.551	0.573
Y1.1	0.542	0.543	0.917	0.522
Y1.2	0.532	0.516	0.838	0.509
Y1.3	0.524	0.530	0.887	0.591
Y1.4	0.522	0.525	0.886	0.591
Y1.5	0.551	0.551	0.900	0.532
Y2.1	0.635	0.638	0.606	0.947
Y2.2	0.583	0.596	0.559	0.946
Y2.3	0.591	0.611	0.584	0.950
Y2.4	0.570	0.622	0.584	0.940
Y2.5	0.593	0.618	0.597	0.942

As indicated in Table 4 above, the model demonstrates adequate discriminant validity when the loading value of the latent variable indicator exceeds the correlation with other variables. The cross-loading value observed in this study for each indicator surpasses other latent variables, suggesting that the variable demonstrates robust discriminant validity.

### Fornell-Lacker Criterion

The Fornell-Lacker criterion is employed for evaluating discriminant validity, which involves comparing the AVE square root for each construct and the correlation coefficients among the various constructs within the model.

Table 5. *Fornell-Lacker Criterion*

	<b>Work-life balance</b>	<b>Employee Engagement</b>	<b>Job satisfaction</b>	<b>Employee performance</b>
Work-life balance	0.917			
Employee Engagement	0.486	0.920		
Job satisfaction	0.603	0.602	0.886	
Employee performance	0.630	0.653	0.621	0.945

According to Table 5, comparing AVE values indicates that each value exceeds the correlation between other variables. Therefore, it can be inferred that all latent variables in the study possess strong construct and discriminant validity.

### Model Fit

Assessing an appropriate model fit can be evaluated through the NFI value, followed by the computation of the percentage value (x 100) to derive this figure.

Table 6. *Model Fit*

	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.054	0.054
d_ULS	0.395	0.395
d_G	2.065	2.065
Chi-Square	1248.760	1248.760
NFI	0.737	0.737



According to the data in the table above, the NFI value stands at 0.737, which translates to a percentage of 73.7%. Consequently, the model fit value is deemed satisfactory. On the other hand, the SRMR value stands at 0.054, which indicates that it is deemed acceptable or fitting, as it falls below the threshold of 0.08.

**R-Square**

Table 7. *R square*

	<b>R Square</b>	<b>R Square Adjusted</b>
Job satisfaction	0.488	0.483
Employee performance	0.574	0.568

According to the data presented in Table 7, the adjusted R-squared value for the job satisfaction variable stands at 0.483. This indicates that the combined effect of the Work-life balance and Employee Engagement variables accounts for 48.3% of the variance in job satisfaction, leaving 51.7% attributable to other factors not included in this analysis. Furthermore, the adjusted R-squared value for the employee performance variable is 0.568. This indicates that the combined influence of work-life balance, employee engagement, and job satisfaction on employee performance accounts for 56.8%. Consequently, the remaining 43.2% is attributable to other factors not explored in this research.

**Estimate for Path Coefficients**

The hypothesis testing uses a criterion of 1.96, it is declared influential if it obtains a t-statistic value of more than 1.96 (Ghozali & Latan, 2017).

Table 8. *Path Coefficients*

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Work-life balance -> Job satisfaction	0.406	0.405	0.067	6.067	0.000
Employee Engagement -> Job satisfaction	0.404	0.406	0.066	6.161	0.000
Job satisfaction -> Employee performance	0.197	0.200	0.079	2.498	0.013
Work-life balance -> Employee performance	0.329	0.328	0.073	4.523	0.000
Employee Engagement -> Employee performance	0.375	0.369	0.074	5.073	0.000
Work-life balance -> Job satisfaction -> Employee performance	0.080	0.083	0.040	2.003	0.046
Employee Engagement -> Job satisfaction -> Employee performance	0.080	0.081	0.033	2.390	0.017

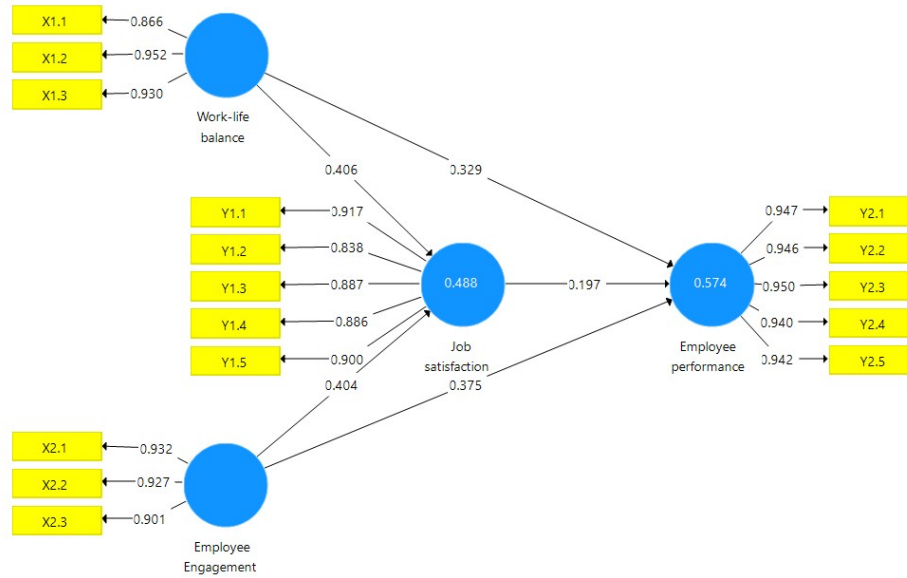


Figure 2. Path Model

## Discussions

### Work-life Balance on Job Satisfaction

The findings in Table 8 indicate that the alternative hypothesis was accepted, as evidenced by the P-value being less than the significance level of 0.05. This suggests a statistically significant relationship between work-life balance and job satisfaction. The equilibrium between work and leisure, coupled with a fulfilling social existence, significantly impacts the overall satisfaction of employees in their professional roles. Married employees who can effectively balance their professional responsibilities with personal life will likely experience a heightened sense of job satisfaction (Sayekti & Suhartini, 2022). The attainment of a harmonious work-life balance yields significant benefits, notably enhancing employee satisfaction as individuals experience a more equitable distribution between their professional responsibilities and personal pursuits. The attainment of a work-life balance among employees has been shown to enhance their overall job satisfaction (Wenno, 2018).

The findings of this research align with the conclusions drawn from various other studies, which indicate that work-life balance significantly influences job satisfaction (Nurul et al., 2018; Kakul et al., 2017; Amponsah-Tawiah & Mensah, 2016; Ganapathi, 2016; Arief et al., 2021; Aruldoss et al., 2021; Hussein et al., 2016; Abdirahman et al., 2018; Waworuntu et al, 2022; Fayyazi & Aslani, 2015; Kumpikaite & Gudeliene, 2019; Lailatul & Al Musadieg, 2018; Machucha et al., 2016; Maslichah & Hidayat, 2017).

### Employee Engagement on Job satisfaction

The findings in Table 8 indicate that the null hypothesis H2 was accepted, as evidenced by the P-value being less than the significance level of 0.05. This suggests a statistically significant relationship between Employee Engagement and Job Satisfaction. This indicates that a high level of Employee Engagement within a company correlates with increased job satisfaction among employees. Those who experience positive work engagement are more

likely to feel content in their roles, resulting in a diminished inclination to resign (Happy, 2021). The level of employee engagement exerts a considerable effect on job satisfaction outcomes. The degree to which employees are engaged in their work environment correlates positively with their anticipated level of participation. The significant degree of employee engagement in diverse organizational events is likely to enhance overall job satisfaction and improve the work environment for employees (Jaiswal et al., 2017).

The findings of this research align with the conclusions drawn in various other studies, which indicate that Employee Engagement exerts a substantial influence on job satisfaction (Arief et al., 2021; Saranga et al., 2022; Happy, 2021; Maleka, 2019; Jaiswal, 2017; Vetrivel et al., 2020; Tejpal, 2015; Dewanto, 2016).

### **Job Satisfaction on Employee Performance**

The hypothesis test results in Table 8 indicate that H3 was accepted, as indicated by the small P-value Alpha of 0.05. This indicates that employee performance is significantly influenced by job satisfaction. This demonstrates that the performance of employees is significantly influenced by the level of satisfaction they receive. Job satisfaction is one of the factors that can influence good performance. A higher level of employee satisfaction leads to employees working harder and being more likely to improve performance, thereby increasing company profits in the long term (Bella & Widjaja, 2018).

The findings of this study align with previous research indicating that job satisfaction significantly influences employee performance (Naila et al., 2020; Juanda et al., 2018; Bella & Widjaja, 2018; Muliawati & Frianto, 2020; Eliyana et al., 2019).

### **Work-life Balance on Employee Performance**

The findings presented in Table 8 indicate that hypothesis H4 was accepted, as evidenced by the small P-value of 0.05. This suggests that work-life balance exerts a significant influence on employee performance. This indicates that an improved work-life balance correlates positively with enhanced employee performance. Work-life balance refers to allocating time that allows an individual to engage with family, enjoy leisure activities, maintain communication with colleagues, and effectively fulfill professional responsibilities (Fayyazi & Aslani, 2015). The research conducted by Soomro et al. (2018) indicates that work-life balance plays a crucial role in determining the amount of time employees have to meet their professional and familial obligations. An imbalance between work and life among employees can lead to diminished productivity and adversely affect overall company performance (Dousin et al., 2019).

The findings of this study are consistent with the findings of other research, which indicates that work-life balance has a substantial impact on employee performance (Adnan, 2019; Soomro et al., 2018; Rondonuwu et al., 2018; Asari, 2022; Arifin & Muharto, 2022; Dousin et al., 2019).

### **Employee Engagement on Employee Performance**

The findings in Table 8 indicate that the fifth hypothesis was accepted, as evidenced by the P-value being less than the significance level of 0.05. This suggests a statistically significant relationship between employee engagement and employee performance. This indicates that increased employee engagement correlates positively with enhanced employee performance outcomes. Employees exhibiting substantial work involvement tend to demonstrate elevated levels of performance. This case illustrates that an increase in employee engagement correlates positively with enhanced performance among employees within an organization, as noted by Cintani and Noviansyah (2020). Employee engagement refers to an employee's emotional commitment to the organization and its objectives. This emotional commitment signifies that employees are genuinely concerned for their roles and the organization. Employees with a solid attachment to the agency tend to engage in their work with optimal performance levels (Sayekti & Suhartini, 2022).

The findings of this study align with previous research indicating that employee engagement significantly influences employee performance (Happy, 2021; Yusuf et al., 2019; Sayekti & Suhartini, 2022; Cintani & Noviansyah, 2020; Bella & Widjaja, 2018; Ahakwa et al., 2021).

### **The Mediating Effect of Job Satisfaction Between Work-Life Balance on Employee Performance**

The hypothesis test results in Table 8 indicate that H6 was accepted, as indicated by the small P-value Alpha of 0.05. This indicates that job satisfaction mediates the significant impact of work-life balance on employee performance. Therefore, the sixth hypothesis asserts that employee performance is influenced by job satisfaction, which has been empirically verified. This research also elucidates that to enhance job satisfaction through work-life balance, a company must prioritize satisfaction balance, which is a critical indicator of work-life balance (Ganapathi & Gilang, 2016).

The results of this test are consistent with the findings of research that suggest job satisfaction can serve as a mediating variable and intermediary between the work-life balance and employee performance variables (Weerakkody et al., 2017; Ingsih et al., 2022; Irwandi & Sanjaya, 2022).

### **The Mediating Effect of Job Satisfaction between Employee Engagement on Employee Performance**

The findings presented in Table 8 indicate that the hypothesis H7 was accepted, as evidenced by the small P-value of 0.05. This suggests that Employee Engagement significantly influences employee performance, with job satisfaction as a mediating factor. The seventh hypothesis posits that job satisfaction is a mediating factor between employee engagement and employee performance, a relationship substantiated through empirical evidence. This study elucidates that the psychological connection between employees and the organization can significantly influence work engagement and job satisfaction. Employee work engagement plays a significant role within an organization, particularly in

fostering efforts to attain high employee satisfaction. The effect is derived from enhancing satisfaction, resulting in improved performance and more significant organizational commitment (Jain & Jain, 2018).

The findings of this examination lend credence to the research conducted by Tejpal (2015) and Irwandi and Sanjaya (2022). Job satisfaction functions as a mediating variable, effectively influencing the relationship between employee engagement and employee performance. Consequently, one can conclude that job satisfaction is a full mediator in the relationship.

## **CONCLUSION**

The relationship between work-life balance and job satisfaction is evident; it suggests that a more excellent equilibrium between an employee's personal and professional life correlates with an elevated level of job satisfaction. Research indicates a significant correlation between employee engagement and job satisfaction, suggesting that an increase in employee engagement corresponds with increased job satisfaction levels among employees. Research indicates a correlation between job satisfaction and employee performance, suggesting that increased job satisfaction is associated with enhanced employee performance outcomes.

The correlation between work-life balance and employee performance has been supported, indicating that a higher degree of equilibrium between an employee's personal and professional life is associated with improved performance. The correlation between employee engagement and employee performance has been supported, indicating that higher levels of employee engagement correspond to improved employee performance.

Moreover, empirical evidence has demonstrated that work-life balance significantly impacts employee performance and job satisfaction. This implies that a more harmonious equilibrium between work and personal life is associated with improved employee performance and increased levels of job satisfaction. Research has demonstrated that employee engagement has a direct impact on both employee performance and job satisfaction. Specifically, higher levels of employee engagement are associated with improved employee performance and increased job satisfaction.

This research plays a significant role in enhancing employee performance at PT. Nindya Karya (Persero) Region 2. The company must recognize that enhancing the work-life balance variable involves implementing flexible working hours, offering sufficient leave, and establishing employee welfare programs. These measures are crucial for boosting employee job satisfaction and overall performance. Understanding the impact of employee engagement on job satisfaction and performance enables organizations to formulate strategies that enhance engagement. This can be achieved through improved communication, targeted training and development, and appropriate incentives. Understanding the significance of job satisfaction as a mediator between work-life balance and employee engagement with performance can motivate organizations to prioritize elements that enhance job satisfaction, including a supportive work environment, recognition, and appreciation. In the interim, the findings of this study present significant opportunities for academic inquiry. Researchers can delve into additional mediating

variables, investigate the impact of organizational culture on employee performance, or assess how macroeconomic factors influence work-life balance across different industrial sectors.

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