

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND WORK-LIFE BALANCE ON PERFORMANCE THROUGH JOB SATISFACTION AT THE REGIONAL DEVELOPMENT PLANNING AGENCY OF MAKASSAR CITY

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ABSTRACT

This study aims to determine and analyze the Effect of Employee Engagement and Work Life Balance on Job Satisfaction and Employee Performance of the Makassar City Regional Development Planning Agency. This type of research is quantitative research using questionnaires as a source of data collection, the analysis used is path analysis using the AMOS 24.0 application. The results showed that: 1. Employee engagement has a significant positive effect on job satisfaction, 2. Work-life balance has a significant positive effect on job satisfaction, 3. Employee engagement has a positive insignificant effect on employee performance, 4. Work-life balance has a significant positive effect on employee performance, 5. Job satisfaction has a significant positive effect on employee performance, 6. Employee engagement has a significant positive effect on employee performance through job satisfaction, and 7. Work-life balance has a significant positive effect on employee performance through job satisfaction.

KEYWORDS

Employee Engagement, Work Life Balance, Job Satisfaction and Performance



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INTRODUCTION

Human resources are one of the most important factors that cannot even be separated from an organization and human resource management is a very strategic activity because it has an impact on organizational performance. (Safria, 2022). Human resources function as a driving force for organizational resources and are one of the

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most important factors in a company seen from other factors besides business capital. Human resources are a determinant of the survival of an organization or company in the future. (Harsono, 2023). The potential obtained by human resources in relation to the operational system in a company or organization is in principle the main capital to be able to play an important role in achieving a goal through a systematic personnel planning system so that the work of existing employees can be improved according to organizational targets. (Mulyadi et al., 2023)..

Human Resources (HR) are productive individuals who work as drivers of an organization, both in institutions and companies that have functions as assets so that they must be trained and developed. Human resources can be divided into two, namely micro and macro human resources. Micro human resources are individuals who work and are members of a company or institution and are commonly referred to as employees, laborers, employees, workers, labor and so on. While macro human resources are residents of a country who have entered the labor force, both those who have not worked and those who have worked. Broadly speaking, HR is an individual who works as the driving force of an organization, both institutions and companies and functions as an asset that must be trained and developed.

Performance comes from the word *job performance* or *actual* performance which means work performance or actual achievement achieved by a person. The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Hasibuan, 2016). Employee performance can be considered a response in the form of behavior that reflects what employees have learned or the type of training employees receive so that it can include the results of mental and psychological abilities. (Witriaryani et al., 2022)..

Employee engagement is the level of employee identification with their work, actively participating in their work, and considering performance in their work is more important for their own good (Robbins and Coulter, 2012). Employees with a high level of work engagement strongly recognize and pay attention to the type of work they do even though there are often several problems that cause *work engagement* to not be optimal, such as the appearance of employee behavior that is less enthusiastic or shows less enthusiasm in carrying out tasks, thus causing the work they do to be less efficient. (Salmiati & Endratno, 2023)*Employee engagement* will make it easier for agencies to see how much employees have a sense of attachment, awareness of the business, and the ability to work together with the intention of achieving the goals of the organization. (Hali, 2019). Employees will be able to improve their performance if they have a close involvement in the agency such as a sense of comfort and begin to like some of the things around, both with the responsibilities and roles they have and the work environment. (Diana, 2021).

Based on research conducted by (Mulyadi et al.)The results of the study revealed that work life balance, work environment, and work involvement partially had a

positive and significant effect on performance. Other research conducted by (Pratiwi et al. 2019) showed that work engagement and work-life balance have a positive and significant effect on performance through job satisfaction. It can be concluded that the three moderating variables have increased so that it can be ascertained that employee performance has also increased.

Meanwhile, research conducted by Ridi et.al (2020), that work-life balance has a positive and significant effect on performance, while work-life balance through job satisfaction has no effect on performance. Job satisfaction cannot mediate the effect of employee engagement on employee performance. Job satisfaction cannot mediate the effect of work-life balance on employee performance. Companies can pay more attention to the performance of their employees by improving the quality of their employees through employee engagement factors and work-life balance so that job satisfaction can be fulfilled and employee performance can continue to increase.

Work life balance is a sense of control, achievement, and enjoyment in daily life, the extent to which individuals are involved and equally satisfied in terms of time and psychological involvement with their roles in work life and personal life (Molloy, 2010). A good quality *work-life balance* can encourage high morale and full responsibility at work and socially as well as a sense of satisfaction with what they have, including their work. (Septiani et al., 2021). If the role of employee balance is not created, it can lead to *imbalance* conditions that affect the tension in each responsibility that will be carried out. (Ansari,. 2022).

Many employees today are more aware of the importance of work-life balance, so they want jobs that are more flexible in terms of time so that they can work without neglecting their personal lives. (Jannata & Perdhana, 2022).. In this case, work-life balance involves the ability of employees to manage time related to the many demands of life simultaneously, which is related to employees who have multiple roles in the level of involvement (Idris et al., 2022). (Idris et al., 2023). where *work life balance* refers to individuals who have enough time to have a balance in work and personal life, such as being able to spend time with family members, getting free time to relax, having good communication with coworkers, and being able to complete their work properly. (Triyana, and Frianto, 2020). Implementing Work life Balance aims to enable employees to manage the time of work obligations and other obligations outside of work.(Tri et al., 2023).

Based on the results of research conducted (Ansari,. 2022)the survey results show that *work life balance* affects employees. In addition, *work life balance* also has an impact on job satisfaction. Job satisfaction has a significant and positive influence on employees, which causes companies to improve employee performance through aspects that make employees feel satisfied. Job satisfaction has successfully mediated the relationship between *work life balance* variables and employee performance.

Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work (Afandi, 2018). Job satisfaction can also be a factor that can support individuals to work better. (Triyana

and Frianto, 2020) so job satisfaction can be a measure of employee feelings towards job characteristics which will describe feelings in the form of satisfaction or dissatisfaction at work so that companies must pay attention to job satisfaction (Idris et al., 20). (Idris et al., 2023). Employees will tend to like and be more satisfied with their jobs if they are given the opportunity to use their skills and abilities as well as freedom and feedback on how well they are doing. (Wuarlima et al., 2019).. Job satisfaction is also one of the factors that can affect the improvement of an employee's performance. (Ansari., 2022). Satisfaction will arise if there is a continuity between the dreams, hopes, or ideals of an employee towards his job supported by the organization or company as a form of container to achieve these things and there are different levels of satisfaction for each individual based on their respective standards and expectations. (Dewi et al, 2022).

Based on the results of research conducted by (Wuarlima et al., 2019)Based on the results of the correlation coefficient test and the coefficient of determination, it is known that work-life balance, work involvement and career development have an influence of 82% on employee satisfaction and are included in the category of a very strong relationship.

The results of other research conducted by (Putri & Mujiati. 2023)The results showed that *work life balance* has a positive and significant effect on employee performance, *work life balance* has a positive and significant effect on *job* satisfaction, *job* satisfaction has a positive and significant effect on employee performance and job satisfaction is a mediating variable in the influence between *work life balance* on employee performance. The theoretical implications of the results of this study provide evidence for the development of human resource management science, especially regarding *work life balance*, job satisfaction and employee performance which is able to prove empirically that the theory used in this study is attribution theory.

Some of the research results that have been described are related to work engagement, work-life balance and job satisfaction on performance where some of the results have a significant effect and some have no significant effect, so this is interesting to study at the Makassar City Regional Development Planning Agency. Given the observation that there is a decrease or less than the maximum performance of employees and there is an initial identification related to, among others, not optimal cooperation between employees and there are still some employees who leave the office during working hours, I as a researcher am interested in conducting research by raising the research title of the influence of *employee engagement*, *work life balance*, and job satisfaction on employee performance at the Makassar City regional development planning agency because of course it has become a concern for agencies to increase *employee engagement*, *work life balance* and job satisfaction for each employee so that they can realize the goals and targets of the Agency as set.

The Regional Development Planning Agency (Bappeda) carries out *monitoring* and evaluation activities for the preparation of development planning documents and is accountable for technical policies for implementing regional government affairs based on the principles of autonomy and assistance in the field of regional development

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planning. Bappeda Makassar City has an important role in the spatial planning of Makassar City because in addition to preparing spatial plans, Bappeda also evaluates the spatial plan of Makassar City. In addition, Bappeda also plays a role in conveying the procedures for community participation in controlling space utilization by organizing empowerment in order to foster and develop awareness, and increase community responsibility in spatial planning, especially integrated cultural areas.

The phenomenon described above is a research reference to follow up through the research process, considering that the conditions at Makassar City Bappeda have decreased the quality of employee performance or the need for improvement in an agency that is able to become a supporting factor for the success of an organization is its human resources.

RESEARCH METHOD

Based on the variables studied, the type of research used is quantitative research with descriptive and inferential methods (Planetary Research). This method is called a scientific method because it fulfills scientific principles, namely empirical, objective, measurable, rational, and systematic. This method is called a quantitative method because research data is in the form of numbers and analysis using statistics (Sugiono 2014). The place used by researchers to conduct research is the regional development planning agency of Makassar city Jl. Ahmad Yani No. 2, Bulu Gading, Makassar City. Then as for the time duration of this research, namely 2 (two) months, January to February, questionnaires were distributed and data analysis was carried out, and carried out by analyzing the interpretation of the research results. The population in this study were all employees at the Makassar city regional development planning agency office, totaling 90 respondents. The sampling technique used in this study is the probability sampling technique where according to the probability sampling technique is a self-based sampling technique that each member of the population has the same opportunity to be selected as a sample. In determining the sample in this study, the study used a saturated sample, where the number of samples was the same as the population, namely 90 respondents. The data collection techniques used in this study were observation, questionnaires, interviews, literature studies, and documentation studies. The data that has been collected is then analyzed by descriptive and inferential analysis.

RESULT AND DISCUSSION

Results

Respondent Characteristics

Each respondent needs to be grouped according to the characteristics possessed by each respondent. The characteristics of the respondents used are as follows:

Table 1. Characteristics Based on Gender of Respondents

Gender	Frequency	Percentage
Male	44	49 %
Female	46	51%
Total	90	100%

Source: Primary data processed (2024)

Based on table 1 above, it can be seen that the number of employees who filled out the questionnaire 90 employees who were respondents in this study were 49% male gender 51% female gender.

Table 2. Characteristics based on age of respondents

Age	Frequency	Presentation (%)
20 - 30 years	17	19%
31 - 40 years	28	21%
41 - 50 years	26	39%
>50 years	19	21%
Total	90	100

Source: Primary data processed (2024)

Based on table 2, it can be seen that the number of employees who were respondents in this study were 90 employees, the most respondents were 41 - 50 years old, namely 39% of the total respondents. The next most employee age is the age range 31 - 40 years, namely 21% of the total respondents. Then in the age range > 50 years, namely 21%. And the age range of 20 - 30 years is 19%.

Hypothesis Testing

Based on the empirical model proposed in this study, it can be tested on the hypothesis proposed through testing the path coefficient on the structural equation model.

Table 3. Hypothesis Testing

HIP	Independent Variable	Dependent Variable	Direct Effect			Description
			Standardize	CR	<i>p-value</i>	
H1	Employee Engagement	Job Satisfaction	0,616	6,824	***	Significant
H2	Work Life Balance	Job Satisfaction	0,263	3,093	***	Significant
H3	Employee Engagement	Employee Performance	0,051	0,477	0,634	Not significant
H4	Work Life Balance	Employee Performance	0,291	3,353	***	Significant

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	Job	Employee				
H5	Satisfaction	Performance	0,484	4,754	***	Significant
Indirect Effect						
	V Independent	V Dependent	V Intrvening	Standardize	P-value	Description
	Employee	Employee	Job			Significant
H6	Engagement	Performance	Satisfaction	0,298	0,000	
	Work Life	Employee	Job			Significant
H7	Balance	Performance	Satisfaction	0,127	0,009	

The entire hypothesized seven-path model, there are six significant paths and one insignificant path. The interpretation of Table 3 can be explained as follows:

- a. *Employee engagement* has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.616, this coefficient indicates that the higher employees are involved in activities, the better job satisfaction will be.
- b. *Work life balance* has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.263, this coefficient indicates that the better the balance between work and personal life, the better job satisfaction will be.
- c. *Employee engagement* has a positive and insignificant effect on employee performance with $P = 0.634 > 0.05$ with a coefficient value of 0.051, this coefficient indicates that employee involvement in each activity does not affect employee performance.
- d. *Work life balance* has a significant positive effect on job satisfaction with $P = 0.000 < 0.05$ with a coefficient value of 0.291, this coefficient indicates that the balance between work and personal life will improve employee performance.
- e. Job satisfaction has a significant effect on employee performance with $P = 0.000 < 0.05$ with a coefficient value of 0.484, this coefficient indicates that the better job satisfaction, the better employee performance will be.
- f. *Employee engagement* has a significant influence on employee performance through job satisfaction with a coefficient value of 0.298, this coefficient indicates that involving employees in activities will increase job satisfaction and ultimately have an impact on better employee performance.
- g. *Work life balance* has a significant influence on employee performance through job satisfaction with a coefficient value of 0.127, this coefficient indicates that the balance between work and personal life can increase job satisfaction so that it has an impact on improving employee performance.

The model feasibility test in Amsos uses the GFI measurement which is identical to the coefficient of determination in regression analysis using SPSS software. The GFI value of 0.699 means that the model built describes the actual facts at the research site by 69.9% while the remaining 30.1% is the limitation of the research instrument in revealing facts and errors. Table 3 shows that there are paths that have a significant and insignificant effect. Thus the hypothesis:

- H1: Employee engagement has an influence on job satisfaction.
- H2: Work life balance has an influence on job satisfaction.
- H4: Work life balance has an influence on employee performance.
- H5: Job satisfaction has an influence on employee performance.
- H6: Employee engagement has an influence on employee performance through job satisfaction.
- H7: Work life balance has an influence on employee performance through job satisfaction.

Supported by empirical data and accepted.

As for the hypothesis:

H3: Employee engagement has an influence on employee performance.

Not supported by empirical data and rejected.

Based on the trying theory, the final recommended model is as shown in Figure 1 below.

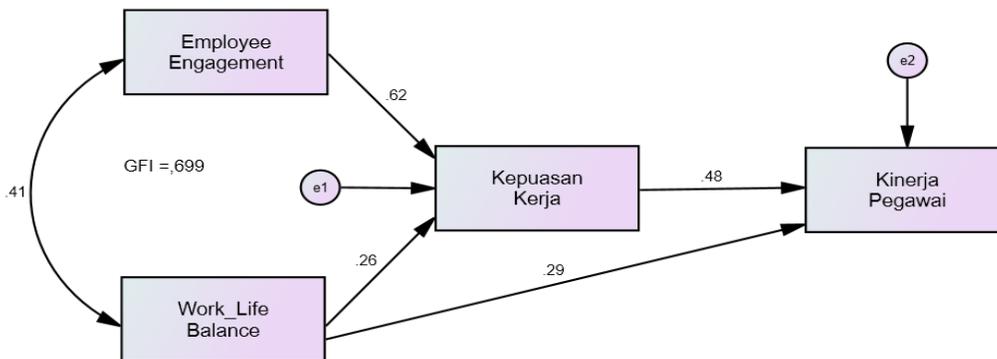


Figure 1 Measurement Model of Employee engagement, Work life balance, Job Satisfaction, and Employee Performance

Discussion

The Effect of *Employee Engagement* on Job Satisfaction

To answer the formulation of the problem and the first hypothesis can be observed from the results of the path analysis in Table 3. The table shows that *employee engagement* has a positive and significant effect on job satisfaction. The findings of this study indicate that the higher employees are involved in activities, the better job

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satisfaction will be. This finding is in accordance with the results of research by Atthohiri (2021) which shows that *employee engagement* has a positive and significant effect on job satisfaction, and the results of research by Paramarta & Darmayanti (2020) which explain that employee satisfaction and *employee engagement* have a positive and significant relationship. This shows that having and implementing a good *employee engagement* attitude, the level of job satisfaction can increase, supported by superiors providing motivation in employee development when carrying out tasks.

This finding contradicts the results of Atthohiri's research (2021) which shows that employee engagement does not significantly affect job satisfaction, the results of the study explain that high work engagement is not a factor that affects the level of employee job satisfaction. The descriptive statistical results of the *employee engagement* variable show that the indicator that has the highest average is the employee engagement variable is *dedication* (X1.2) which can be seen from the highest average value compared to other indicators, this proves that employee job satisfaction is good. Based on observations at the research site, it shows that employees through *employee engagement* indicators are able to increase employee satisfaction and provide satisfying work results and motivate employees.

The Effect of Work Life Balance on Job Satisfaction

To answer the formulation of the problem and the first hypothesis can be observed from the results of the path analysis in Table 3. The table shows that *work life balance* has a positive and significant effect on job satisfaction. The findings of this study indicate that the higher employees are involved in activities, the better job satisfaction will be. This finding is in accordance with the research results of Dewi, et al (2022) which show that work-life balance partially has a positive and significant effect on job satisfaction variables, this shows that implementing a good *work life balance* and professionally, the level of job satisfaction will also increase.

This finding contradicts the results of Septya & Kartika's research (2019) which found that *work life balance* has no significant effect on job satisfaction, which means that the level of work and personal life balance does not affect employee job satisfaction.

The results of descriptive statistics of *employee engagement* variables show that the indicator that has the highest average *work life balance* variable is the balance of involvement (X2.2) which can be seen from the high average compared to other indicators, this proves that in terms of the ability to balance work life and personal life employees are good.

Based on the observations of researchers at the research site, it shows that employees through *work life balance* indicators are able to increase employee job satisfaction because they are able to increase satisfaction by balancing their personal and work lives well.

The Effect of *Employee Engagement* on Employee Performance

To answer the formulation of the problem and the first hypothesis can be observed from the results of the path analysis in Table 3. The table shows that *employee engagement* has a positive and insignificant effect on employee performance. The results of this finding indicate that employee involvement in each activity does not affect employee performance. This finding is in accordance with the results of Taqiyuddin's research (2022) which shows that there is no positive and significant influence between employee engagement on employee performance.

The results of the *daskriftif* statistics of *employee engagement* variables show that *vigor* (enthusiasm) is the item that has the highest average *employee engagement* variable which has a high average value compared to other indicators, this proves that the ability of employee involvement in work is not good because it has a low average value of *absorption* and *dedication* items.

Research obtained through interviews with informants, that in all activities that are often carried out not all employees are involved because each of them carries out work activities according to their respective fields, and has different responsibilities and even they carry out activities according to the division that has been determined at the time of the activity.

Based on the results of research observations, the researcher intends to provide suggestions, first, Bapedda continues to maintain *employee engagement* of employees who are already in the good enough category, but the *dedication* element needs to be improved by means of, for example, the need to re-evaluate the work environment to make it conducive.

The Effect of *Work Life Balance* on Employee Performance

To answer the formulation of problems and hypotheses four can be observed from the results of path analysis in Table 3 *work life balance* has a positive and significant effect on employee performance. The findings indicate that the better the work life balance, the better employee performance will be. This finding is in accordance with the results of research by Indirasari & Mardiana, (2022) which shows that *work life balance* has a positive and significant effect on employee performance, and the results of research by Arifin & Muharto (2022) that there is a positive and significant influence between *work life balance* on employee performance. This shows that if employees are able to harmonize their time and involvement directly between work and personal life (family, hobbies, and culture) then employees will be excited, focused on working, more effective and improve their work quality.

The results of descriptive statistics of *work life balance* variables show that the indicator that has the highest average indicator of satisfaction balance (X2.3) which can be seen from the highest value compared to other indicators, this proves that the balance of employee satisfaction is good. Based on the results of researcher observations, the facts at the research site show that employees through *work life*

balance indicators are able to improve employee performance, because employees are able to apply a balance of satisfaction so as to improve employee performance.

The Effect of Job Satisfaction on Employee Performance

To answer the formulation of the problem and the third hypothesis can be observed from the results of the path analysis in Table 3. The table shows that job satisfaction has a positive and significant effect on employee performance. These findings indicate that the better job satisfaction, the better employee performance will be. This finding is in accordance with the results of Ansari's research (2022) which shows that job satisfaction has a positive and significant effect on employee performance, this shows that the level of employee job satisfaction based on employee personal factors will produce satisfactory performance or work results.

This finding contradicts the results of Nabawi's research (2019) that there is no significant effect between satisfaction on performance. This shows that the level of satisfaction in working for the company does not affect the resulting performance. The results of descriptive statistics of job satisfaction variables show that the indicator that has the highest average is the job satisfaction variable is conditions and coworkers (Y1.1) which can be seen from the highest average value compared to other indicators, this proves that employee performance is good. Based on observations at the research site, it shows that employees through job satisfaction indicators are able to improve employee performance and provide satisfactory work results, meaning that the value of employee performance is influenced by the amount of job satisfaction.

The Effect of *Employee Engagement* on Employee Performance Through Job Satisfaction

To answer the formulation of problems and hypotheses can be observed from the results of path analysis in Table 3 *employee engagement* has a positive and significant effect on employee performance job satisfaction, this finding shows that *employee engagement* owned by employees increases job satisfaction so that it has an impact on better performance. This finding is in accordance with the results of research by Dami & Manafe (2022) showing that job satisfaction can mediate *employee engagement* which affects *employee* performance and the results of research by Safitri (2022) showing that job satisfaction is able to mediate the effect of *employee engagement* on performance, this means that *employee engagement* has an important role for organizations in achieving the desired satisfaction. The result of increased satisfaction is improved performance and better commitment to the organization.

This finding is in accordance with the results of Pratiwi & Fotani's research (2019) that employee engagement has no significant effect on performance through satisfaction. The descriptive statistical results of the *employee engagement* variable show that vigor (enthusiasm) (X1.1) is the item that has the highest average seen from the high average value compared to the *absorption* indicator (X1.3) and dedication (dedication) (X1.2) which has a low average value. Based on the results of researcher

observations, the facts at the research site show that employees are able to increase employee work involvement so that it can show that employee involvement in activities will increase job satisfaction and ultimately have an impact on better employee performance.

The Effect of *Work Life Balance* on Employee Performance Through Job Satisfaction

To answer the formulation of problems and hypotheses can be observed from the results of path analysis in Table 3 *work life balance* has a positive and significant effect on employee performance job satisfaction, this finding shows that the *work life balance* owned by employees increases job satisfaction so that it has an impact on better performance. This finding is in accordance with the results of Ansari's research (2022) showing that job satisfaction successfully mediates *work life balance* variables on performance variables indirectly and the results of Herlambang's research (2019) show that Job Satisfaction mediates between *Work life Balance* on Employee Performance at SINDIKASI, this means that when employees who have been able to balance their work with their personal lives will not necessarily improve their performance to carry out the tasks they have been given, But with the appreciation gained in carrying out the tasks given so far, then the rewards that are in accordance with what is expected and in accordance with what has been done, and can achieve the achievements that have been dreamed of, this will make employees feel satisfied working and contributing, and with the satisfaction that has been obtained by employees, this will improve employee performance in carrying out any work that has been given.

This finding contradicts the results of Pratiwi & Fotani's research (2019) The results showed that *work life balance* had no significant effect on performance through satisfaction. The descriptive statistical results of the *work life balance* variable show that the balance of satisfaction (X2.3) is the item that has the highest average as seen from the high average value compared to the indicator of balance of involvement (X2.2) time balance (X1.2) which has a low average value.

Based on the results of the researcher's observations, the facts at the research site show that employees are able to balance work and personal life professionally, it can be seen that the balance between work and personal life can increase job satisfaction so that it has an impact on improving employee performance.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that: 1. Employee engagement has a positive and significant effect on job satisfaction, this shows that the higher employees are involved in activities, the better job satisfaction will be. 2. Work life balance has a positive and significant effect on job satisfaction, this shows that the better the balance between work and personal life, the better job satisfaction will be. 3. Employee engagement has a positive and insignificant effect on employee performance, this shows that employee involvement in every activity does

not affect employee performance. 4. Work life balance has a positive and significant effect on employee performance, this shows that the balance between work and personal life will improve employee performance. 5. Job satisfaction has a positive and significant effect on employee performance, this shows that the better job satisfaction, the better employee performance will be. 6. Employee engagement has a positive and significant effect on employee performance through employee job satisfaction, this shows that involving employees in activities will increase job satisfaction and ultimately have an impact on better employee performance. 7. Work life balance has a positive and significant effect on employee performance through job satisfaction, this shows that the balance between work and personal life can increase job satisfaction so that it has an impact on improving employee performance.

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