

# The Influence of Worklife Balance and Employee Engagement on Employee Performance Intervened by Job Satisfaction Entering the New Normal Era in Education Workplace

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**Abstract.** The Covid-19 outbreak is a poignant reminder of how fragile and unpredictable our lives can be in unusual circumstances. Work-life balance and Employee Engagement are two key factors in determining employee performance in the New Normal Era after Covid-19. The intervention of Job Satisfaction can affect assessing the Employee Performance. This research presents each dimension of the variables: Work Life Balance, Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). The job satisfaction has six dimensions, which are: Salary and Welfare, Work Itself, Leader Behavior, Interpersonal Relationships, Job Competency, and Personal Growth. Employee performance with dimensions which are: Task Performance, Adaptive Performance, and Contextual Performance. Using descriptive analysis, this quantitative research was conducted on 100 employees in Dharma Mulya Christian School. The interesting finding is found during the research whereby in Dharma Mulya Christian School, as an educational workplace, Work Life Balance and Employee Engagement have a significant effect on Job Satisfaction with a positive coefficient direction; nevertheless, Job Satisfaction does not mediate the influence of Work Life Balance and Employee Engagement on Employee Performance.

**Keywords:** Employee Engagement; Employee Performance; Education Workplace; Job Satisfaction; Work Life Balance.

**Abstrak.** Wabah Covid-19 adalah pengingat yang menyayat hati tentang betapa rapuhnya dan tidak terduganya hidup kita dalam keadaan yang tidak biasa. Keseimbangan kehidupan kerja dan keterlibatan karyawan adalah dua faktor kunci dalam menentukan kinerja karyawan di Era Normal Baru setelah Covid -19. Intervensi Kepuasan Kerja dapat mempengaruhi penilaian Kinerja Karyawan. Penelitian ini menyajikan setiap dimensi dari variabel: Keseimbangan Kehidupan Kerja, Gangguan Kerja dengan Kehidupan Pribadi (WIPL), Gangguan Kehidupan Pribadi dengan Pekerjaan (PLIW), Peningkatan Kehidupan Pribadi dalam Pekerjaan (PLEW), dan

*Peningkatan Kehidupan Pribadi dalam Pekerjaan (WEPL). Kepuasan kerja memiliki enam dimensi, yaitu: Gaji dan Kesejahteraan, Pekerjaan itu Sendiri, Perilaku Pemimpin, Hubungan Interpersonal, Kompetensi Pekerjaan, dan Pertumbuhan Pribadi. Kinerja karyawan dengan dimensi-dimensi yaitu: Kinerja Tugas, Kinerja Adaptif, dan Kinerja Kontekstual. Menggunakan analisis deskriptif, penelitian kuantitatif ini dilakukan terhadap 100 karyawan di Sekolah Kristen Dharma Mulya. Temuan menarik ditemukan pada penelitian di Sekolah Kristen Dharma Mulya sebagai tempat kerja pendidikan, Work Life Balance dan Employee Engagement berpengaruh signifikan terhadap Job Satisfaction dengan arah koefisien positif, namun Job Satisfaction tidak memediasi pengaruh Work Life Balance dan Employee Engagement terhadap Employee Performance.*

**Kata kunci:** *Employee Engagement; Kepuasan Kerja; Kinerja Karyawan; Lapangan Kerja Pendidikan; Work Life Balance.*

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## BACKGROUND

A state of well-being that a person can reach or can set as a goal in order to allow them to effectively manage multiple responsibilities at work, at home and in their community is important to be focused both for organization and the management, and the employee. Work life Balance is —Extent to which one's perceived allocation of physical, mental, and emotional resources between the work and non-work domains matches one's expectations, personal and professional goals. For People around the world today, the recent Covid-19 outbreak is a symbol of how fragile and unpredictable our lives can be in unusual situations. The virus which has changed the way in which most of us live, work or performs our basic day to day functions is continuing to increase its grasp at an alarming rate with the impact being felt at multiple levels resulting in economic slowdown, business disruption, trade hindrances, travel obstructions, public isolation and so on. On the personal side, the balance of family has emphasized on health, career and friends, all people are now conscious of personal and surrounding hygiene and the manner of interaction with people.

E. Etty Siahaan as a headmaster of Dharma Mulya Christian Junior High School stated in an interview that pandemic Covid-19 has given a big impact on education life particularly for teacher, staff and all of the management team. The appearance of Covid-19 demanded all teachers and staff to adapt the new habit to do the learning process through digital learning. For many teachers there, the day is not over when they go home. Often, a second batch or stage of work starts at home, and for most working mothers, they come home to the second shift (assuming the inescapable role of a wife and a mother). Spending more time at work, dealing with students, parents and the pressures of job interfere and affect teachers' personal life, sometimes making it impossible to even complete the household chores.

Teachers' workload not only demand their time in the school but also extend to their homes so as to get prepared for the following day's work, apart from maintaining

students records and attending to various school related functions, teachers need to spend extra hours every day to be effective and productive in their profession so that they could reach higher levels and face the challenging atmosphere. The challenge of balancing work and family (non-work) demands is one of today's central concerns for both individuals and organizations. People who have better work-life balance appear to have greater job satisfaction and seem to perform better in their positions; they appear to have a higher level of loyalty and of trust than those who do not. (secondary teachers inclusive).

This research is going to analyze how the influence of work life balance and employee engagement on employee performance engagement at the education workplace during the pandemic phase entering a new normal era in Dharma Mulya Christian School? This research is also expected to answer the research question: 1) Whether there is influence of work life balance toward employee performance; 2) Whether there is an influence of work life balance toward employee job satisfaction; 3) Whether there is an intervention effect between work life balance and employee performance; 4) Whether there is influence of employee engagement toward employee job satisfaction; 5) Whether there is influence of employee engagement toward employee performance; 6) Whether there is an intervention effect between employee engagement and employee performance; 7) Whether there is an influence of employee job satisfaction toward employee performance. And also introduce appropriate employment practices to help employees achieve a better work life balance which can provide tangible benefits to the organization as well as the individual. It can enable employees to feel more in control of their working life and lead to increased productivity, lower absenteeism and a happier, less stressed workforce. This project also examines how to promote good WLB and employee engagement in the Dharma Mulya Christian School and highlights some benefits for the organizations.

## **THEORETICAL REVIEW**

### **Work-life Balance**

Bailyn, Robert, and Kochan (2001) defined work -life balance as a harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains in which they play out their life roles. Fisher et al. (2009) also put forward the dimensions of work-life balance. These dimensions are obtained from the development of measuring instruments based on four work-life balance components. The following are the four dimensions of work-life balance: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). Work interference with personal life refers to how far work can interfere with the employees' personal life. For example, work can make it difficult for someone to manage time for his personal life, workers who must do their unfulfilled daily target in overtime. Thus, it can make workers spend more time at work rather than for their personal life. Personal Life Interference with Work refers to how far employees' personal life interferes with his work life. For instance, when individuals have problems in their personal life, this can interfere with the employees' performance at work. Employees who have unresolved personal problems with their family can make them less excited when they work and it will affect them in doing their work to meet their target.

Personal Life Enhancement of Work refers to how far employees' personal life can improve the performance of individuals in work. For example, when individuals feel

happy because of their life, their personality is filled with fun. So this can make their mood at work fun. When workers are in a good mood due to personal life (family), then they will be more enthusiastic in doing their jobs. Work Enhancement of Personal Life refers to how far work can improve the quality of the individual's personal life. Skills that are acquired by individuals at work, allows individuals to use their skills in everyday life. For instance, training in sewing and pattern making that is obtained by workers from the company, can be used for employees' personal life.

### **Job Satisfaction**

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Morale is often defined as being equivalent to job satisfaction. Morale is 'the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his (sic) total work situation'. Dimensions for measuring employee job satisfaction are corporate culture and rewards. Indicators for measuring employee job satisfaction are work style, communication (corporate culture) wages/salaries, incentives and welfare facilities (rewards).

Inés, Marta and Jasmina (2016) revealed that three different paths could explain job satisfaction: (1) teamwork, identification with the strategy, and the absence of employee work-family balance; (2) employee work-family balance, autonomy, and identification with the strategy; and (3) supervisor support and identification with the strategy. Through analyzing previous researches' scales, Zhang and Liao (2007) proposed a five dimensions model for job satisfaction. The scale includes satisfaction with work itself, superior, relationships with colleagues, promotion and pay. Rue and Ryaes (2003) suggest that job satisfaction is determined by some element in the workplace which include financial packages like salaries, opportunities, advancement, working conditions, and work group, further the resultant effect of the determinant serves as yardstick for job satisfaction of dissatisfaction as well as what the outcome will be, as asserted by Aziri (2011) that when discussing issues regarding job satisfaction, job dissatisfaction should be considered in order to ensure balance. Squires, Hoben, Carleton and Graham (2015), argued that though, dissatisfied employees may not quit their jobs, but such feeling of dissatisfaction can impact on them, their colleagues as well as their quality of performance and the service they deliver in the sense that such dissatisfied employees have tendencies of displaying hostility on other employees in the workplace.

### **Employee Performance**

Employees are highly valued asset in any firm (Baral, R., and Bhargava, 2010), explains that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Armstrong (2007) defines performance in terms of output; "the achievement of the set quantified objectives. Employee performance can also be defined as an individual's work achievement (Pradhan & Jena, 2017) after exerting the necessary efforts on a related job through getting meaningful work, an engaged profile, and good coworkers.

According to Pradhan and Jena (2017), there are three dimensions or aspects of employee performance: *Task Performance*, Performance is related to personal contributions to the organization that provide the most important work results to the organization's effective contribution which refers to behavior and is directed at goals under individual control that supports organizational goals. *Adaptive Performance*, Performance resulting from work that requires improvisation or changes in behavior in meeting new demands from a job due to changes and uncertain work situations. *Contextual Performance*, Performance that does not directly influence organizational performance but provides support to the organizational, social and psychological environment that functions as a catalyst for activities and task processes.

### **Employee Engagement**

Employee engagement is defined as a positive, happy and satisfying feeling that arises when someone is doing their job (Peeters et al., 2005). Employee engagement or work engagement is a design that refers to the involvement and enthusiasm of an employee at work. Employees who have a high job engagement (JE) are employees who are fully engaged and highly motivated in their work relating to organization for a long time (Ackert & Deaves, 2010). Based on those definitions, it is summarized that JE is a positive thought impulse owned by employees to devote all their abilities in a job. JE raises the enthusiasm and motivation of employees to work without the need for coercion both physically and psychologically and create satisfaction for employees. According to Schiemann (2011) there are many elements that have impacts on an employee's JE, these elements include job security, adequate compensation, and others things related to work stress such as workloads, work hours, work targets, work conflicts, fair treatment and the existence of personal development assistance provided by organization. In addition, person job fit factor or the existence of coworkers who are idolized by the employee, could be considered as well.

Employee engagement can be measured through three dimensions as proposed by Schaufeli et. al. (2002) which are : Vigor, Dedication dan Absorption. Vigor is a behavior that involves a lot of energy and mental strength while working. Dedication is a manifestation of individual involvement in work and experiencing a sense of high enthusiasm, pride and meaning. Absorption is an aspect that is based on a person's concentration and seriousness in doing their work, enjoying their work and causing time to seem to pass very quickly when someone is working and it feels difficult to separate themselves from work and results in forgetting all the activities around them.

### **Hypothesis Development**

The research results by Dissanayaka and Ali (2013) revealed a positive relationship between employee performance and the work-life balance of employees who work in seven apparel organizations in Sri Lanka. Based on research conducted by Mendis (2017), Intan (2017), Diah (2018), Intan (2017), and Ischevell (2016) obtained that Work Life balance has a significant positive effect on performance employees. When an employee can balance his life between work and his personal life, then the employee can be more productive at work, can be motivated in carrying out responsibilities in the company, and can reduce stress in work. This can also improve employee performance in achieving company goals.

In contrast to the research conducted by Saina, et al (2016) found that work life balance has an effect but not significant to employee performance. And research



according to Rochim (2019) who get the result that Work Life balance has a negative effect on employee performance. Balance between personal life and work is an important need of every employee who can affect mood, focus of thought, and action in carrying out responsibilities to both parties, therefore the higher satisfaction employees towards work-life balance, the higher quality of performance employees. Since the employees are unable to manage their long working hours it may affect them as members of a family and their ability to spend time together (Higgins et al., 2001). The New World of Work study organized by Microsoft (Noviyanthi, 2016) on business involved more than 200 respondents from Indonesia and produced an insight about their needs for professional life and personal life, and gaps that prevented them from developing. Garment companies in Yogyakarta have not given attention to the work-life balance of the employees so there is a possibility of work experiencing the imbalance of life between work and personal life (Ummah, 2018). Based on the theoretical framework and frame of mind as has been described above, the author provides the hypothesis of this study, which is:

H1: There is a positive relationship between work life balance and employee performance.

Job satisfaction is influenced by several factors, namely the remuneration fair and proper, placement according to expertise, light weight work, work atmosphere and environment, supporting equipment performance of work, attitude of leaders and leadership and character monotonous work or not. Based on the research conducted by Mendis (2017), and Bella and Widjaja (2018) obtained the results that job satisfaction has a significant positive effect on employee performance. Employees who feel satisfied with their work can improve employee performance in the company. Employees who are satisfied with their work will demonstrate more productive performance at work.

H2: There is a positive relationship between work life balance and employee job satisfaction.

According to research conducted by Widjaja (2018) states that satisfaction has a significant positive effect on employee performance. Job satisfaction has a mediating role between the influence of Work Life balance on employee performance. Performance employees in a company can be said to be good when they have a balance between work and personal life and balance with employees who are satisfied working in a company which will cause the performance of employees in the company to increase. Employee satisfaction can be caused by one of the things: such as obtaining adequate facilities and infrastructure for workers to work more effectively and efficiently and still have time to personal. Based on the explanation above, the hypothesis can be formulated:

H3: Work life balance positively leads to higher level of employee performance through employee job satisfaction.

Amabile (1994) stated that employees who have a high level of job satisfaction were motivated by rewards, and rewards supported work engagement. Zaini and Nilufar's (2009) mentioned that satisfaction of rewards in private and public sector employees had been related with job satisfaction. Zaini and Nilufar (2009) argues that job satisfaction is also related with the non monetary and monetary compensation. A. Furham et al. (2009). Ali and Ahmed, (2009) found that In reference to statistics, there was a significant relationship between reward and recognition, and between motivation and job satisfaction. Ali and Ahmed, (2009) stated that Variations in rewards and recognition can bring a positive change in work motivation and job satisfaction of the employee.

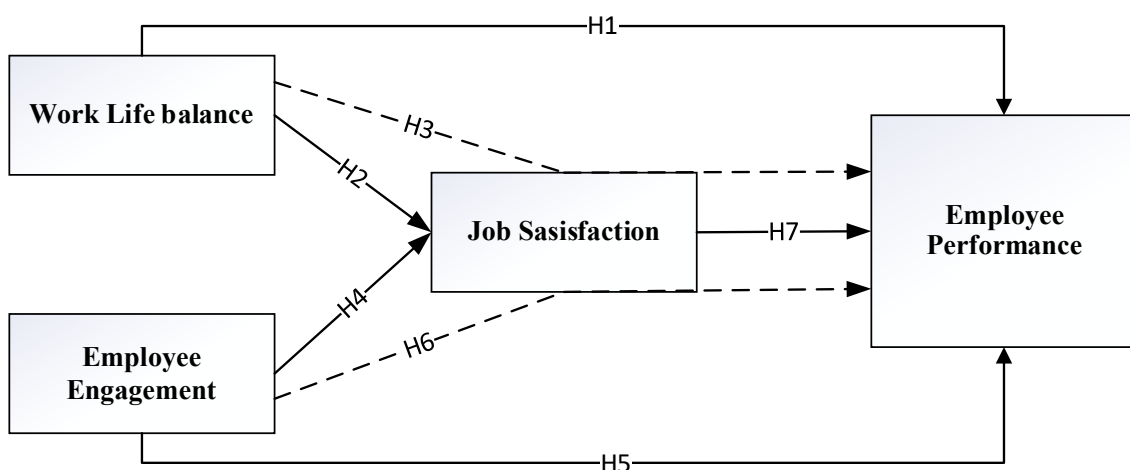
H4: There is a positive relationship between employee engagement and employee job satisfaction.

Job performance may also refer to the skill/talent of the employees to understand employment objectives and to attempt to achieve the anticipated workplace outcomes (Mathis, R., & Jackson, 2000). Klehe (2004) found that the higher level of employees' job performance was associated with their communication skills, social knowledge, and commitment. They argued that there were certain associations of positive behaviors with job performance. Sparrow, (2013) argued that employee engagement was directly associated with the positive workplace outcomes including job performance. Organizations usually shared ideas through crucial setups so that employees would perform better (Sparrow, 2013). According to Cheng et al. (2020), the majority of the previous studies found a significant effect of work engagement on employees' job performance. Wu et al. (2020) found a significant effect of polychronicity on job performance.

H5: There is a positive relationship between employee engagement and employee performance.

The research by Akingbola and van den Berg (2016) in nonprofit organizations reveals that engaged employees are more likely to experience job satisfaction, demonstrate behaviors consistent with organizational commitment, organizational citizenship behavior, and less likely to have the intention to quit. Job satisfaction is an area of inquiry concerned with both sorts of influence: the influence of work organizations on people and the influence of people on work organizations (Rowden, 2002). Engaged employees tend to be satisfied. People want to do meaningful work and contribute to organizational success. In addition, the interventions that create the conditions for meaningful work and enhance the capacity of employees to engage can have a positive effect on satisfaction as well (Macey et al., 2009) The employee's positive attitude toward his workplace and its value system is otherwise called the positive emotional connection of an employee towards his/her work (Anitha, 2014).

H6: Employee engagement positively leads to higher level of employee performance through employee job satisfaction.



**Figure 1: The Conceptual Framework**

Job satisfaction is influenced by several factors, namely the remuneration fair and proper, placement according to expertise, light weight work, work atmosphere and environment, supporting equipment performance of work, attitude of leaders and leadership and character monotonous work or not. Based on the research conducted by Bella and Widjaja (2018) obtained the results that job satisfaction has a significant positive effect on employee performance. Employees who feel satisfied with their work can improve employee performance in the company. Employees who are satisfied with their work will demonstrate more productive performance at work.

H7: There is a positive relationship between employee job satisfaction and employee performance.

## RESEARCH METHODS

The type of this research is quantitative, that is a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. The quantitative method has a role to make the research has a conspicuousness of the data by focusing on the descriptions, explanations and estimations. Dharma Mulya Christian School is chosen as the research population in this study due to their ability to represent the education workplace since the research is focusing on the work-life balance in an education workplace. The research samples are 100 employees in Dharma Mulya Christian School. The total amount of samples from each population is 100 because the number exceeds ten percent of the total population. The amount has been considered feasible for the research (Sutopo, 2002). Saturation sampling method is chosen to be the sampling method for this research because the samples are chosen based on any characteristics that fulfill the research samples' criteria and including all members of the population as research samples.

A variable refers to a characteristic or attribute of an individual or an organization that can be measured or observed and that varies among the people or organization being studied (Creswell, 2009). Variable in this research are : Independent Variable, According to Creswell (2009), Independent variables are those that (probably) cause, influence, or affect outcomes. The independent variables in this study consist of Work-life Balance (X1) and Employee Engagement (X2). Dependent Variable, According to Creswell (2009), Dependent variables are those that depend on the independent variables; they are the outcomes or results of the influence of the independent variables. The dependent variable in this study consist of Employee Performance (Z). Intervening Variable, According to Creswell (2009), intervening variables stand between the independent and dependent variables, and they mediate the effects of the independent variable on the dependent variable. The intervening variable in this study consist of Job Satisfaction (Y).

The data for this research are gathered using questionnaires which are distributed to the employees in Dharma Mulya Christian School. This research aims to examine the work-life balance at education workplace, through these four dimensions: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). The job satisfaction with six dimensions which are: Salary and Welfare, Work Itself, Leader Behavior, Interpersonal Relationships, Job Competency, and Personal Growth. Employee performance with three dimensions which are: Task Performance, Adaptive Performance, and Contextual Performance. Operational definition and variable



measurements are presented in the table below. And employee engagement with three dimensions which are employee recognition, teamwork and facility.

The data analysis technique used in this research is descriptive analytics. By using descriptive statistics, the data which have been obtained through a questionnaire can determine the measurement of the concentration of data, the measurement of data distribution, and the presentation of data. The data analysis technique in this research includes two stages, namely data quality test and hypothesis test.

## **RESULTS AND DISCUSSIONS**

### **Characteristic Respondent**

This research was conducted on 100 employees of the Dharma Mulya Christian School. Some of the characteristics of respondents that can be revealed include: length of time working in the organization, highest level of education, gender, age, income/month, expenses/month, savings/month, sufficiency of income to meet family needs, number of people in the family who work, whether or not there are assistants. household at home, ownership of private vehicles, frequency of work leave per month, intensity of time spent with family in a day, ownership of insurance, whether there are benefits or not, whether there is other work outside the agency.

Respondents in this study are not limited to certain gender groups but can be both men and women. Based on the research results, it is known that the majority of respondents were women, which is 53 people (53%), while the remaining 47 people (47%) were men. This shows that the proportion of female and male employees at the Dharma Mulya Christian School is almost equal. Based on age, slightly more respondents were in the 25-30 year age group, which is 47 people (47%). In addition, there were 20 people (20%) in the 17-24 year age group. This shows that many of the employees at the Dharma Mulya Christian School are those who are still relatively young.

Every family certainly has at least one person who works to earn a living, although it does not rule out the possibility of more than one person working. Regarding the number of people in the family who work, the findings of this research show that the number of workers in one family ranges from 1 to 4 people. Most often it was found that there were 2 people who worked to earn a living in the family, which is 57 people (57%). This means that both husband and wife work to earn a living for the family. Even though in most families both husband and wife work to earn a living, what is interesting from the findings of this research is that more respondents did not use the services of a household assistant, they are 84 people (84%). This shows that apart from the obligation to earn a living, respondents are still able to divide their time to take care of their household so they do not use the services of a household assistant.

A good worker is one who can divide his time between work and time with family. In other words, there needed to be a balance between work time and time with family. The findings of this research show that all respondents spend varying amounts of time with their families. Most respondents had 3-5 hours of time with their family a day, which is 52 respondents (52%). Not all employees receive allowances, where from the findings of this research there are 61 people (61%) who receive allowances while 39 other people (39%) do not receive allowances. For those who receive benefits, it appears that the amount of benefits they receive can ease the burden on their families. Based on all the

descriptions above, it appears that a career at the Dharma Mulya Christian School was able to provide prosperity for the respondents so that from the income they earned they could meet various expenses and even save. Therefore, more respondents focus on working at the Dharma Mulya Christian School and do not look for side jobs. This was stated by 65 respondents (65%) that they did not have other jobs outside the agency (Dharma Mulya Christian School) where they currently work.

## Hypothesis Test

### Regression Model I

Regression model I is a regression model to test the direct influence of *Work Life Balance* (X1) and *Employee Engagement* (X2) toward *Job Satisfaction* (Y). First, classic assumption tests are carried out including normality tests, multicollinearity tests and heteroscedasticity tests. The non-parametric Kolmogorov-Smirnov (K-S) statistical test was used to identify the normality of confounding or residual variables. The results of the normality test are shown in Table 1.

**Table 1. Normality Test Results for Regression Model I**

	Unstandardized Residual
Kolmogorov-Smirnov Z	0,557
Asymp. Sig (2-tailed)	0,916

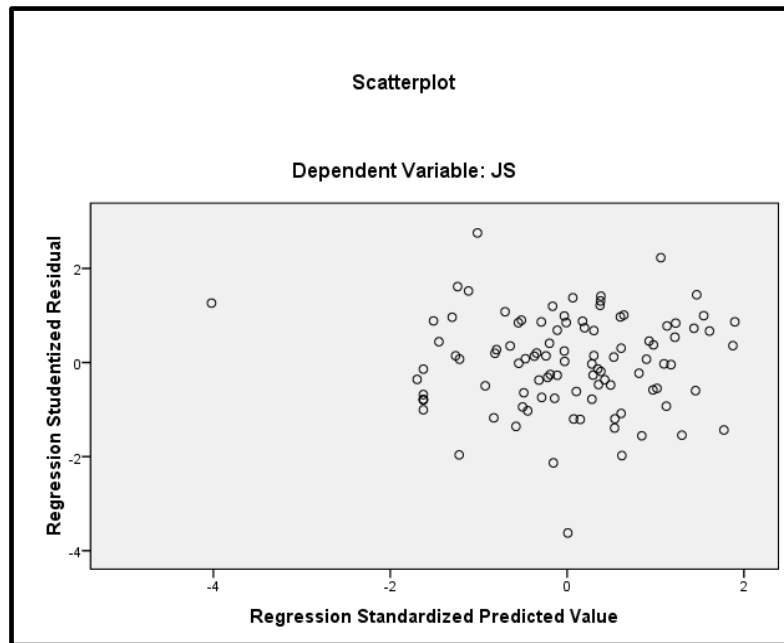
Based on Table 1, it can be seen that the Kolmogorov-Smirnov (K-S) value is 0,557 with a significant value of  $0,916 > 0,05$  so it can be concluded that the residual data is normally distributed. Identification of multicollinearity between independent variables is done by looking at the values of *Tolerance* and VIF from the regression output results. The results of the multicollinearity test are shown in Table 2.

**Table 2. Results Multicollinearity Test of Regression Model I**

Variable	Tolerance	VIF
<i>Work Life Balance</i>	0,520	1,924
<i>Employee Engagement</i>	0,520	1,924

Table 2 above shows that it refers to the value of *tolerance*, all values of tolerance for *Work Life Balance* and *Employee Engagement* variables  $> 0,10$  so it can be concluded that there is no multicollinearity between the independent variables. Meanwhile, referring to the VIF value it appears that all VIF values for *Work Life Balance* and *Employee Engagement* variables  $< 10$ , it is concluded that there is no multicollinearity between the independent variables.

Testing heteroscedasticity of research variables uses a graphic method whose test results are shown in Figure 2. Based on the graphic method in Figure 2, it appears that the points are spread randomly and are spread both above and below the number 0 on the Y axis. This can be concluded that heteroscedasticity does not occur in the regression model.



**Figure 2. Heteroscedasticity Test Results**

Hypothesis test uses partial test (t test) from the analysis of regression model I which the results are shown in Table 3. Based on the results of the analysis of regression model I through hypothesis test with a partial test (t test) in Table 3, it appears that *Work Life Balance* significantly positive effect to *Job Satisfaction*. This is shown by the calculated t value of  $3,111 > t \text{ table } 1,661$  or a sig number of  $0,002 < 0,050$  so that H2 is accepted. *Employee Engagement* Variable significantly positive affect to *Job Satisfaction*. This is shown by the calculated t value of  $8,766 > t \text{ table } 1,661$  or a sig number of  $0,000 < 0,050$  so that H4 is accepted.

**Table 3. Regression Model Test Results I**

Variable	Koef B	t count	Sig
<i>Work Life Balance</i>	0,388	3,111	0,002
<i>Employee Engagement</i>	1,875	8,766	0,000

## Regression Model II

Regression model II is a regression model to test the direct influence of *Work Life Balance* (X1) and *Employee Engagement* (X2) toward *Employee Performance* (Z). First, classic assumption tests are carried out including normality tests, multicollinearity tests and heteroscedasticity tests. The non-parametric Kolmogorov-Smirnov (K-S) statistical test was used to identify the normality of confounding or residual variables. The results of the normality test are shown in Table 4 below. Based on Table 4, it can be seen that the Kolmogorov-Smirnov (K-S) value is 0,960 with a significant value of  $0,315 > 0,05$  so it can be concluded that the residual data is normally distributed.

**Table 4 . Normality Test Results for Regression Model II**

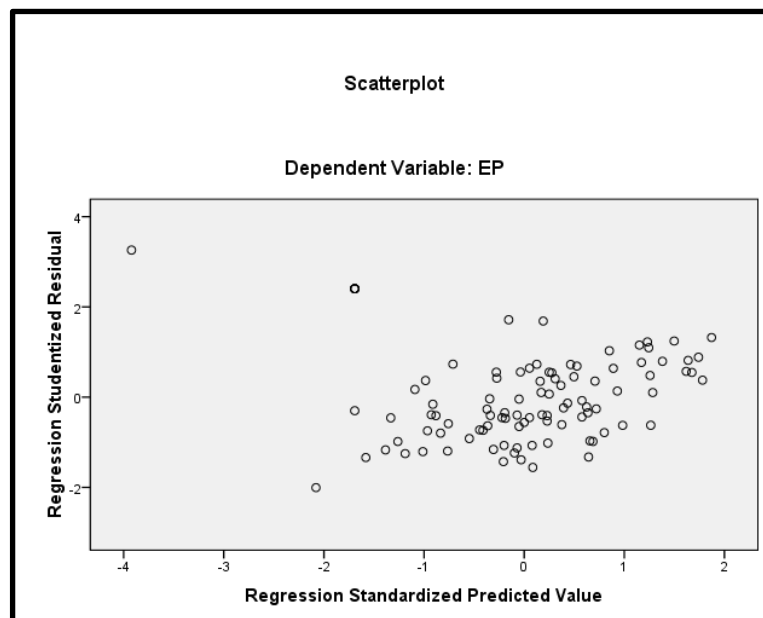
	Unstandardized Residual
Kolmogorov-Smirnov Z	0,960
Asymp. Sig (2-tailed)	0,315

Identification of multicollinearity between independent variables is done by looking at the values of *Tolerance* and VIF from the regression output results. The results of the multicollinearity test are shown in Table 5 below. Table 5 above shows that it refers to *tolerance* value, all values of *tolerance* for *Work Life Balance* and *Employee Engagement* variables  $> 0,10$  so it can be concluded that there is no multicollinearity between the independent variables. Meanwhile, referring to the VIF value it appears that all VIF values for *Work Life Balance* and *Employee Engagement* variables  $< 10$ , it is concluded that there is no multicollinearity between the independent variables.

**Table 5. Results Multicollinearity Test of Regression Model II**

Variable	Tolerance	VIF
<i>Work Life Balance</i>	0,520	1,924
<i>Employee Engagement</i>	0,520	1,924

Testing heteroscedasticity of research variables uses a graphic method whose test results are shown in Figure 3 below. Based on the graphic method in Figure 3 above, it appears that the points are spread randomly and are spread both above and below the number 0 on the Y axis. This can be concluded that heteroscedasticity does not occur in the regression model.



**Figure 3. Heteroscedasticity Test Results**

Hypothesis test uses a partial test (t-test) from the analysis of regression model II, the results of which are shown in Table 6. Based on the results of the analysis of regression

model II through hypothesis testing with a partial test (t test) in Table 6, it appears that *Work Life Balance* does not significantly affect *Employee Performance*. This is shown by the calculated t value  $-0,219 < t \text{ table } 1,661$  or a sig number of  $0,827 > 0,050$  so that H1 is rejected. *Employee Engagement* Variable significantly positive affect to *Employee Performance*. This is shown by the calculated t value of  $3,262 > t \text{ table } 1,661$  or a sig number of  $0,002 < 0,050$  so that H5 is accepted.

**Table 6 . Regression Model II Test Results**

Variable	Koef B	t count	Say
<i>Work Life Balance</i>	-0,024	-0,219	0,827
<i>Employee Engagement</i>	0,613	3,262	0,002

### Regression Model III

Regression model III is a regression model to test the direct influence of *Job Satisfaction* (Y) toward *Employee Performance* (Z). First, classical assumptions are tested including the normality test. The non-parametric Kolmogorov-Smirnov (K-S) statistical test was used to identify the normality of confounding or residual variables. The results of the normality test are shown in Table 7. Based on Table 7, it can be seen that the Kolmogorov-Smirnov (K-S) number is 0,753 with a significant value of  $0,622 > 0,05$  so it can be concluded that the residual data is normally distributed.

**Table 7. Normality Test Results for Regression Model III**

	Unstandardized Residual
Kolmogorov-Smirnov Z	0,753
Asymp. Sig (2-tailed)	0,622

Hypothesis test use partial test (t test) from the analysis of regression model III, the results of which are shown in Table 8 below. Based on the results of the analysis of regression model III through hypothesis testing with a partial test (t test) in Table 8, it appears that *Job Satisfaction* has a significantly positive effect on *Employee Performance*. This is shown by the calculated t value of  $3,081 > t \text{ table } 1,661$  or a sig number of  $0,003 < 0,050$  so that H7 is accepted.

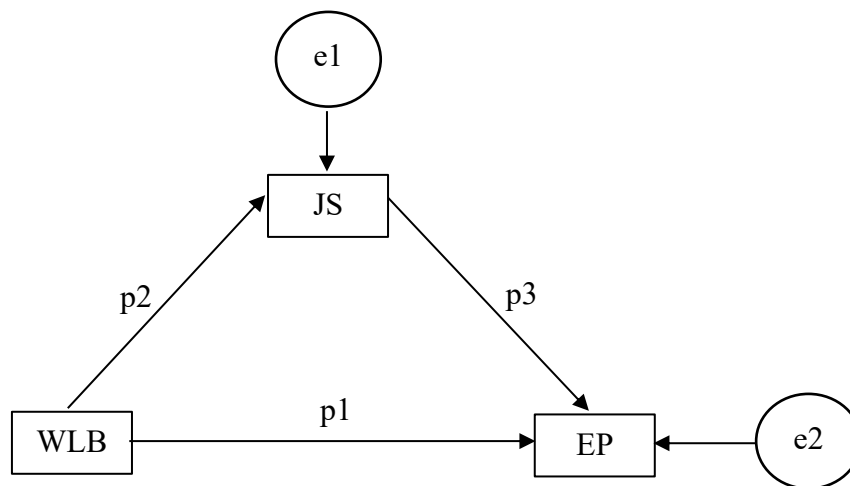
**Table 8 Regression Model Test Results III**

Variable	Koef B	t count	Sig
<i>Job Satisfaction</i>	0,153	3,081	0,003

### Path Analysis Model I

Path analysis model I was carried out to test the effect *Work Life Balance* to *Employee Performance* through *Job Satisfaction* as a *intervening* variable. The following is a path analysis model I.





**Figure 4. Path Analysis Model I**

There are two regression equations for conducting path analysis, namely as follows:

$$JS = \alpha + p2 \text{ WLB} + e1 \dots\dots\dots [1]$$

$$EP = \alpha + p1 \text{ WLB} + p3 \text{ JS} + e2 \dots\dots\dots [2]$$

Based on the SPSS output results, the unstandardized beta value of the *Work Life Balance* (WLB) variable in equation (1) is 1,144 with a calculated t value of 9,565 or a significant number of 0,000 which means that *Work Life Balance* (WLB) has a significant effect on *Job Satisfaction* (JS). The unstandardized beta coefficient value of 1,144 is the path value or path p2. Next, in equation (2), the unstandardized beta value of the variable *Work Life Balance* (WLB) of 0,093 with a calculated t value of 0,818 or a significant number of 0,415 which means that *Work Life Balance* (WLB) has no significant effect on *Employee Performance* (EP). The unstandardized beta coefficient value of 0,093 is the path value or path p1. Meanwhile, the unstandardized beta value of the *Job Satisfaction* (JS) variable of 0,114 with a calculated t value of 1,643 or a significant number of 0,104 which means that *Job Satisfaction* (JS) has no significant effect on *Employee Performance* (EP). The unstandardized beta coefficient value of 0,114 is the path value or path p3. The value of  $e1 = \sqrt{(1 - 0,483)} = 0,719$  and the value of  $e2 = \sqrt{(1 - 0,095)} = 0,951$ . Based on the calculations above, it can then be included in the results of the following path analysis.

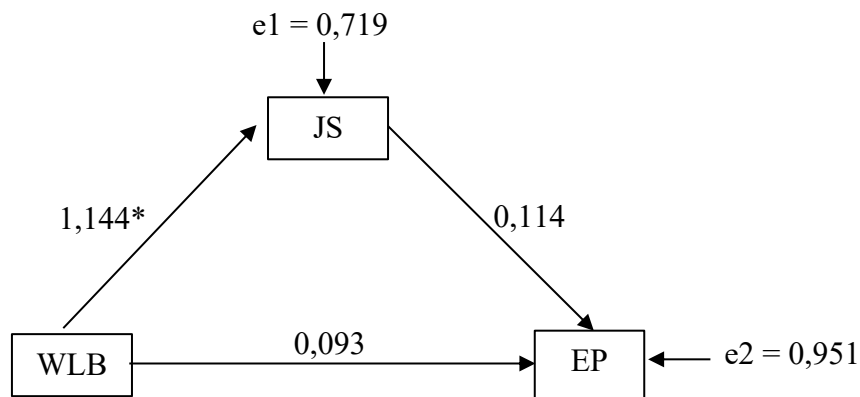
Next to find out the *intervening* effect of *Job Satisfaction* (JS) variable then it's done *sobel test* as follows:

- a. Calculate the error standard of the indirect influence coefficient (Sp2p3) using the following formula:

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,021)(0,014) + (1,309)(0,005) + (0,014)(0,005)}$$

$$Sp2p3 = 0,083$$



**Figure 5. Path Analysis Results I**

- b. Then from the results of the  $Sp2p3$  calculation, the next step is to calculate the  $t$  value and calculate the *intervening* effect with the following formula:

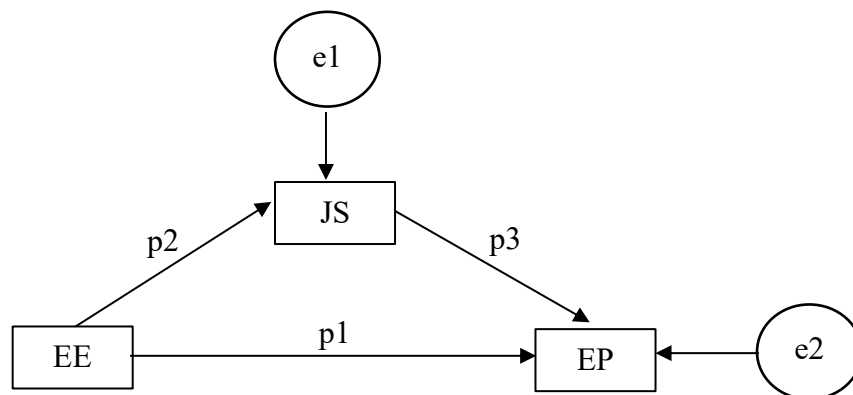
$$t = \frac{p2p3}{Sp2p3}$$

$$t = \frac{0,130}{0,083} = 1,566$$

Based on the results of path analysis through the sobel test, it shows that there is no influence of *Work Life Balance* on *Employee Performance* through *Job Satisfaction* as an *intervening* variable. This is based on the calculated  $t$  value of  $1,566 < t \text{ table } 1,661$  so that  $H3$  is rejected.

#### Path Analysis Model II

Path analysis model II was carried out to test the effect of *Employee Engagement* on *Employee Performance* through *Job Satisfaction* as a *intervening* variable. The following is a path analysis model II.



**Figure 4. Path Analysis Model II**

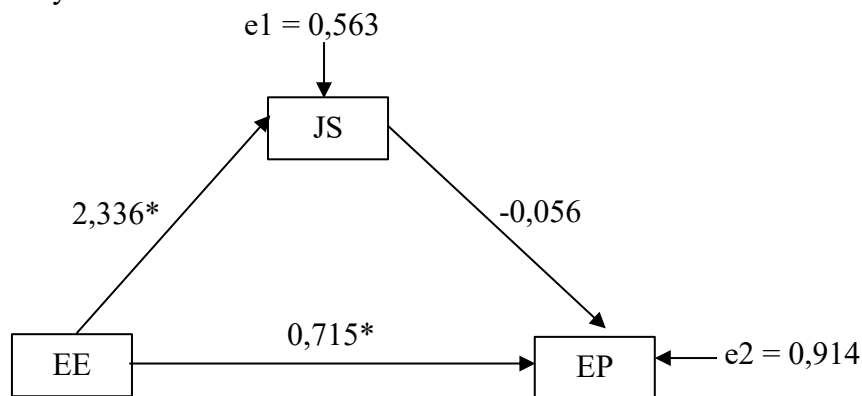
There are two regression equations for conducting path analysis, as follows:

$$JS = \alpha + p2 EE + e1 \dots\dots\dots [3]$$

$$EP = \alpha + p1 EE + p3 JS + e2 \dots\dots\dots [4]$$

Based on the SPSS output results, the unstandardized beta value of the *Employee Engagement* (EE) variable in equation (1) is 2,336 with a calculated t value of 14,518 or a significant number of 0,000 which means that *Employee Engagement* (EE) has a significant effect on *Job Satisfaction* (JS). The unstandardized beta coefficient value of 2,336 is the path value or path p2. Next, in equation (2), the unstandardized beta value of the *Employee Engagement* (EE) variable of 0,715 with a calculated t value of 2,978 or a significant number of 0,004 which means that *Employee Engagement* (EE) has a significant effect on *Employee Performance* (EP). The unstandardized beta coefficient value of 0,715 is the path value or path p1. Meanwhile, the unstandardized beta value of the variable *Job Satisfaction* (JS) of -0,056 with a calculated t value of -0,656 or a significant number of 0,513 which means that *Job Satisfaction* (JS) has no significant effect on *Employee Performance* (EP). The unstandardized beta coefficient value of -0,056 is the path value or path p3. The value of  $e1 = \sqrt{(1 - 0,683)} = 0,563$  and the value of  $e2 = \sqrt{(1 - 0,165)} = 0,914$ .

Based on the calculations above, it can then be included in the results of the following path analysis.



**Figure 5. Path Analysis Results II**

Next to find out the *intervening* effect on *Job Satisfaction* (JS) variable then it's done *sobel test* as follows:

- c. Calculate the error standard of the indirect influence coefficient (Sp2p3) using the following formula:

$$Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,003)(0,026) + (5,457)(0,007) + (0,026)(0,007)}$$

$$Sp2p3 = 0,196$$

- d. Then from the results of the Sp2p3 calculation, the next step is to calculate the t value and calculate the *intervening* effect with the following formula:

$$t = \frac{p2p3}{Sp2p3}$$

$$t = \frac{-0,131}{0,196} = -0,668$$

Based on the results of path analysis through the sobel test, it shows that there is no influence of *Employee Engagement* to *Employee Performance* through *Job Satisfaction* as an *intervening* variable. This is based on the calculated t value  $-0,668 < t \text{ table } 1,661$  so that H6 is rejected.

### **The Influence of *Work Life Balance* to *Employee Performance***

The results of the hypothesis test show that *Work Life Balance* does not significantly affect *Employee Performance*. Thus, the hypothesis proposed is that there is an influence *Work Life Balance* to *Employee Performance* not proven in this study. No influence of *Work Life Balance* to *Employee Performance* in this research can be understood that regardless of whether an employee's personal life is balanced with their work, the performance shown must always be optimal. When employees experience an imbalance between their personal and work life, employees must not take it out on the workplace by working carelessly or being lazy. This is because at the Dharma Mulya Christian School of course there are binding procedures and regulations. Every job carried out by an employee cannot be separated from evaluation, so employees must be serious about their work if they do not want to get a bad evaluation. Bad evaluation results will also have a negative impact on the employee, such as receiving a stern warning, losing their position, or even being fired. Therefore, employees need to always consider these consequences and whether they like it or not must still try to show their best performance.

The findings of this research appear to be in line with the findings of several previous researchers such as Kembuan *et al* (1257) who found that *Work Life Balance* does not have a significant effect on *Employee Performance* at PT. Bank Sulutgo Manado Main Branch. Likewise, Turanganet *al* (2022) who found that *Work Life Balance* does not have a significant effect on *Employee Performance* at PT. PLN Kawangkoan Main Substation.

### **The Influence of *Work Life Balance* to *Job Satisfaction* (s+)**

The results of the hypothesis test prove that *Work Life Balance* has a significant effect on *Job Satisfaction* with a positive coefficient direction. This shows that the higher *Work Life Balance* then it gets higher too *Job Satisfaction* Dharma Mulya Christian School employee. On the contrary, it is getting lower *Work Life Balance* then it gets lower too *Job Satisfaction* Dharma Mulya Christian School employee. The good ability of Dharma Mulya Christian School employees in balancing work demands with their personal and family needs will make them experience job satisfaction because challenges outside of work will not burden them in completing work responsibilities or conversely challenges at work will not burden them in completing personal and family responsibilities. This proves that the existence of *Work Life Balance* will make employees feel

free to balance work and other commitments such as family, hobbies, art, traveling, education, and so on, apart from just focusing on work. *Work Life Balance* can lead to healthy activities that will satisfy employees. This is in line with Burt (Wenno, 2018) who states that job satisfaction can be caused by several factors, one of which is the employee's relationship with his family. This means that employees can divide their time well between work demands and family life so that job satisfaction can occur because there is a balance of time between family and work that employees have.

The findings of this research appear to be in line with the findings of several previous researchers such as Rondonuwu *et al* (2018) who found that *Work Life Balance* have a significant influence on *Job Satisfaction* at the Sintesa Peninsula Manado Hotel. Likewise, Sukur and Susanty (2022) found that *Work Life Balance* has significant effect on *Job Satisfaction* for employees of the social media and media management division of PT MNC Investama, Tbk.

#### **Influence of *Work Life Balance* to *Employee Performance* through *Job Satisfaction* as an *Intervening Variable* (ns)**

The results of hypothesis test prove that *Job Satisfaction* does not mediate influence *Work Life Balance* to *Employee Performance*. Thus, the hypothesis proposed is that *Job Satisfaction* mediating influences *Work Life Balance* to *Employee Performance* not proven in this study.

Doesn't play a role of *Job Satisfaction* as a variable that mediates influence *Work Life Balance* to *Employee Performance* in the findings of this study indicate that factors *Job Satisfaction* not yet significant enough to bridge the influence *Work Life Balance* to *Employee Performance*. This can be caused by employee job satisfaction, one of which is triggered by high levels of *Work Life Balance* shown by the employees of the Dharma Mulya Christian School was apparently not enough to make a significant contribution to the performance of the employees. Therefore, *Job Satisfaction* not be an influence amplifier *Work Life Balance* to *Employee Performance*. This means that it is possible that there are other factors that could strengthen the influence of *Work Life Balance* to *Employee Performance*. There was no moderating effect of the variables *Job Satisfaction* also because it turns out to be variable *Work Life Balance* itself does not have a significant direct influence on *Employee Performance* as in the findings of this study.

The findings of this research appear to be in line with the findings of several previous researchers such as Septya and Dwi (2019) who found that *Job Satisfaction* does not mediate influence *Work Life Balance* to *Employee Performance* on inpatient community health center nurses in Semarang City. Likewise, Dewi (2022) found that *Job Satisfaction* does not mediate influence *Work Life Balance* to *Employee Performance* ATR/BPN Kulon Progo Regency Land Office.

#### **The Influence *Employee Engagement* to *Job Satisfaction* (s+)**

The results of the hypothesis test prove that *Employee Engagement* has a significant effect on *Job Satisfaction* with a positive coefficient direction. This shows that the stronger *Employee Engagement* then the higher *Job Satisfaction* too of Dharma Mulya Christian School employees. On the contrary, the weaker *Employee Engagement* then the lower *Job Satisfaction* too of Dharma Mulya Christian School employees. The strength of *Employee Engagement* turned out to have a significant influence on *Job Satisfaction* Dharma Mulya Christian School employees. More employees are *engaged* or are tied to



their work and work environment, it is hoped that their level of participation will also be high. The high level of employee participation in various events that occur in the institution will cause employees to be more satisfied with their work and work environment.

Employees who have a strong engagement to their organizations will pay attention to the entire organization and not to their position. Of course, this will increase employee satisfaction with the organization where they work. The results of this research support the opinion of Kim-Soon and Manikayasagam (2015) that employees who are engaged often experience positive feelings such as happiness, joy, enthusiasm, some also experience improvements in both physical and psychological health, and become able to exploit their individual abilities. The result of this phenomenon is an increase in the level of job satisfaction of individual employees.

The findings of this research appear to be in line with the findings of several previous researchers such as Simanjuntak and Sitio (2020) who found that *Employee Engagement* has a significant influence on *Job Satisfaction* on Narma Department Store employee, Narogong Bogor. Likewise, Suhery *et al* (2020) who found that *Employee Engagement* had a significant effect on *Job Satisfaction* on bank employees in Padang City.

#### **The Influence of *Employee Engagement* to *Employee Performance* (s+)**

The results of hypothesis tests prove that *Employee Engagement* has a significant effect on *Employee Performance* with a positive coefficient direction. This shows that the stronger *Employee Engagement* then the higher *Employee Performance* too at the Dharma Mulya Christian School. On the contrary, the weaker *Employee Engagement* then the lower *Employee Performance* too at the Dharma Mulya Christian School. *Employee Engagement* is an important factor in assessing the progress of an organization. Employees will be able to work more diligently when they feel psychologically engaged in the organization where they work. The feeling *engaged* is a bonding, involvement, commitment, desire to contribute, a sense of belonging, loyalty, and a sense of pride in one's work and organization. As previously stated, the average *Employee Engagement* of Dharma Mulya Christian School employees are relatively strong. This is reflected in the opinion of the average employee that they work with high totality, apart from that they are also diligent in completing the work that is their responsibility.

The findings of this research appear to be in line with the findings of several previous researchers such as Muliawan *et al* (2018) who found that *Employee Engagement* has a significant influence of *Employee Performance* on PT Badja Baru Palembang employees. Likewise, Sucahyowati and Hendrawan (2020) found that *Employee Engagement* had a significant effect on *Employee Performance* at PT MK Semarang.

#### **The Influence of *Employee Engagement* to *Employee Performance* through *Job Satisfaction* as a *Intervening Variable* (ns)**

The results of hypothesis tests prove that *Job Satisfaction* does not mediate the influence of *Employee Engagement* to *Employee Performance*. Thus, the hypothesis proposed is that *Job Satisfaction* mediating the influence of *Employee Engagement* to *Employee Performance* is not proven in this study. By not playing a role *Job Satisfaction* as a variable that mediates the influence of *Employee Engagement* to *Employee Performance* in the findings of this study indicate that *Job Satisfaction* factors are not yet

significant enough to bridge the influence of *Employee Engagement* to *Employee Performance*. This can be caused by employee job satisfaction, one of which is triggered by high levels of *Employee Engagement* shown by Dharma Mulya Christian School employees was apparently not enough to make a significant contribution to the performance of the employees.

Therefore, *Job Satisfaction* not be an influence amplifier *Employee Engagement* to *Employee Performance*. This means that it is possible that there are other factors that could strengthen the influence of *Employee Engagement* to *Employee Performance*. Without any moderating effect from the *Job Satisfaction* variables, it turns out *Employee Engagement* has had a significant direct influence on *Employee Performance* as in the findings of this study.

The findings of this research appear to be in line with the findings of several previous researchers such as Siswanti and Pratiwi (2020) who found that *Job Satisfaction* does not mediate the influence of *Employee Engagement* to *Employee Performance* to employees at PT. Solusi Bangun Indonesia Tbk. Likewise, Wulandari *et al* (2022) who found that *Job Satisfaction* does not mediate the influence of *Employee Engagement* to *Employee Performance*.

#### **The Influence of *Job Satisfaction* to *Employee Performance* (s+)**

The results of the hypothesis test prove that *Job Satisfaction* has a significant effect on *Employee Performance* with a positive coefficient direction. This shows that the higher *Job Satisfaction* then the higher *Employee Performance* too at the Dharma Mulya Christian School. On the contrary, the lower *Job Satisfaction* then the lower *Employee Performance* too at the Dharma Mulya Christian School.

The high *Job Satisfaction* of Dharma Mulya Christian School employees apparently have an influence on employee performance. This is shown in several performance indicators, such as being able to complete the work they are responsible for within the specified time, like to accept big responsibilities, and being used to providing assistance to colleagues when needed. The influence shown by job satisfaction on employee performance can be because job satisfaction will encourage employees to work harder and work more enthusiastically, and ultimately the organization will be supported to achieve the company's desired goals. Employees with high job satisfaction usually have good performance compared to employees without job satisfaction or low job satisfaction.

The findings of this research appear to be in line with the findings of several previous researchers such as Wijaya (2018) who found that *Job Satisfaction* has a significant influence on *Employee Performance* at Bukit Sanomas CV. Likewise Paparang *et al* (2021) who found that *Job Satisfaction* has a significant effect on *Employee Performance* at PT Pos Indonesia in Manado.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the research and discussion, the following conclusions can be drawn: *Work Life Balance* does not have a significant effect on *Employee Performance* at the Dharma Mulya Christian School. *Work Life Balance* has a significant effect on *Job Satisfaction* with a positive coefficient direction. The higher the *Work Life Balance* then the higher *Job Satisfaction* too at Dharma Mulya Christian School employee. *Job Satis-*

*faction* does not mediate the influence of *Work Life Balance* to *Employee Performance* at the Dharma Mulya Christian School. *Employee Engagement* has a significant effect on *Job Satisfaction* with a positive coefficient direction. The stronger *Employee Engagement* then the higher *Job Satisfaction* too at Dharma Mulya Christian School employees. *Employee Engagement* has a significant effect on *Employee Performance* with a positive coefficient direction. The stronger *Employee Engagement* then the higher *Employee Performance* too at the Dharma Mulya Christian School. *Job Satisfaction* does not mediate the influence of *Employee Engagement* to *Employee Performance* at the Dharma Mulya Christian School. *Job Satisfaction* has a significant effect on *Employee Performance* with a positive coefficient direction. This shows that the higher *Job Satisfaction* then the higher *Employee Performance* too at the Dharma Mulya Christian School.

Applied implications relate to suggestions given to the Dharma Mulya Christian School based on the research results obtained. The applied implications that can be contributed to the Dharma Mulya Christian School are that efforts need to be made to more improve *Employee Performance* at the Dharma Mulya Christian School in the following ways: Enhance *Employee Engagement* so that employees do not have the desire to move to another place by giving recognition and appreciation for the employee's achievements in performing duties without having to wait for a formal performance evaluation. Giving thanks or congratulations, recognition in front of colleagues will make the officer feel appreciated, thus encouraging the officer to continue being in the institution or agency where they are currently working. *Employee Engagement* can also be improved by creating an atmosphere where employees enjoy the work they do by creating a pleasant work environment, providing opportunities for employees to dare to experiment, especially in determining work methods that are comfortable for themselves. Enhance *Job Satisfaction* through providing salaries that are in line with employee expectations (in this case adjusted to workload, length of service or position/position), employee promotions are carried out more objectively and transparently so as not to cause negative prejudice among fellow employees.

Theoretical implications is a contribution in the form of research results on theories or previous discoveries. This research complements previous research conducted by Fisher et al. (2009) that asking workers about their personal life in general, and not just family, is important as there may be more aspects of nonwork life aside from or in addition to family that may interfere with work. To increase employee's Work Life Balance, it is suggested that the company can give more allowance for the employee family life which can cover all daily needs because it can boost the interference of the employee's family life toward their work life. The employee can also give a flexible working hour so they can feel comfortable on doing their work and fulfill their responsibility as part of a family. Chang *et al* (2012) stated that flexible working hour had positive effects on employee productivity, job satisfaction and satisfaction with work schedule, and reduced employee absenteeism.

Every research certainly has limitations, this is the case with this research. The limitations in this research are: The data obtained only came from a closed questionnaire (answer choices were provided) where respondents were not given space to provide reasons for the answers chosen for each statement in the questionnaire. Data collection through questionnaires is carried out during employee working hours so that it can have an impact on the quality of respondents' answers.sss

Taking into account the limitations of the research above, prospective researchers are advised to: It is necessary to design a questionnaire that not only contains closed statements but can also be added with open questions so that the information obtained can be more complete and in-depth. If this can be realized then researchers can present better research results by utilizing more complete data and information. Filling out the questionnaire should be done during hours when employees are not working, for example during break times. If it has to be done during working hours, it is necessary to coordinate with the leadership to provide flexibility in time for the employees who are respondents so that they can focus more when filling out the questionnaire without having to rush because they are tied to work.

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