

The Work-Life Balance and Employee Engagement Effect on Employee Performance at Type A And Type B Branch Office of PT Asabri (Persero) Through Job Satisfaction

Mulia Putri¹, Yeni Absah², Amlis Syahputra Silalahi³

^{1,2,3}Department of Management, Faculty of Economics and Business Universitas Sumatera Utara, Indonesia

Corresponding Author: Mulia Putri

DOI: <https://doi.org/10.52403/ijrr.20240744>

ABSTRACT

This study aims to analyze the effect of work-life balance (X1) and employee engagement (X2) on employee performance (Y) through job satisfaction (Z) in type A branch offices and type B of PT ASABRI (Persero). This study uses quantitative methods with data sources obtained through questionnaires distributed to 162 employees, with 116 respondents using simple random sampling. Data analysis in this research uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with SmartPLS version 4.1.0.2. The results of the analysis show that the work-life balance does not significantly affect employee performance, both directly and through job satisfaction. Conversely, employee engagement positively and significantly influences employee performance, both directly and indirectly, through job satisfaction. In addition, work-life balance and employee engagement have proven to have a positive and significant effect on job satisfaction, which has a positive and significant influence on employee performance. Thus, although the work-life balance does not affect performance, employee engagement, and job satisfaction are essential in improving employee performance in type A branch offices and type B PT ASABRI (Persero).

Keywords: *work-life balance, employee engagement, employee performance, job satisfaction.*

INTRODUCTION

Human resources are one of the essential factors in a company, in addition to other factors such as assets and capital. Human resources are understood as forces that originate from a company's human potential and are the company's primary capital to achieve goals. Companies with skilled human resources have the potential to achieve good employee performance and ultimately have an impact on company performance. The company's performance contains a complete appearance of the company for a certain period. The company's operational activities influence the result or achievement of utilizing its human resources. PT Asabri (Persero), established in 1971, is a State-Owned Enterprise in the form of a Limited Liability Company, where all of its shares are owned by the State, represented by the State Minister of State -Owned Enterprises as Shareholders or GMS based on Government Regulation Number 41 of 2003 concerning Delegation of Position, duties, and authority of the Minister of Finance in the Company (Persero), Public Companies (Perum) and Department of Service (PERJAN) to the State Minister of State -Owned Enterprises. Based on Law

To describe the achievement of employee performance assigned to the branch office, the author conducted a pre-survey of 20 employees from each type of branch office. The results of the pre-survey that have been carried out as follows:

Table 1. Pre-Survey Regarding the Performance of PT Asabri (Persero) Branch Office Employees

No.	Statements	Yes		No		Total	
		Respondents	(%)	Respondents	(%)	Respondents	(%)
1	I managed to meet the targets given by the company well	15	75	5	25	20	100
2	I managed to complete the target given by the company on time	16	80	4	20	20	100
3	I am careful in completing every task given	16	80	4	20	20	100
4	I obey all the rules set by the company	16	80	4	20	20	100
5	I have a high initiative at work	15	75	5	25	20	100

Source: Pre-Survey Results, 2023

Table 1 shows that as many as 75% of branch office employees fulfilled the company's target well. As many as 20% stated that the completion of the target was not on time. Regarding accuracy and compliance, 80% of branch office employees said they succeeded in fulfilling this, while 25% stated they did not have a high initiative at work. The pre-survey results show that the performance of PT Asabri (Persero) branch office employees is good. However, some employees still answered that they had not yet maximized in fulfilling targets, timeliness, accuracy, obedience, and initiative at work.

The author also made observations and interviews with several PT Asabri (Persero) employees who served in type A and type B branch offices to explore more employee problems related to their performance. The results of the interview and observation found that some employees often felt they had to sacrifice their personal lives to achieve the best performance in the company. In addition, employees also assess that the attention given by the company is still not optimal, which is feared to reduce the attachment felt by employees to the company where they work. Whereas in improving the quality of employee performance to achieve the company's goals, the company needs to focus on the condition of employees in

completing their work, meeting the needs of employees to feel valued, form social interest, feel competent in work life, and pay attention to the balance between their personal life and their workload at the company (Lewis, 2018). So, of the many factors that affect employee performance, the authors take the work-life balance variable and employee engagement to be used as an independent variable in this study because it is considered closely related to the conditions that occur in type A and B branch offices of PT Asabri (Persero).

Changes in work patterns and lifestyle increase employee awareness of the importance of maintaining work-life balance. Work-life balance becomes one of the factors that affect employee performance. Work-life balance has a positive relationship with employee performance (Bataineh (2019), Saraih et al. (2019), Kurniasari and Bahjahtullah (2022), Asari (2022), Safitri and Soleh (2022), Pradana (2022), Wonua et al. (2023), Pratiwi and Fatoni (2023)). So, the higher the balance between work life and an employee's personal life, the better the employee can maintain their productivity and performance in the workplace.

The results of research conducted by Redwood (2014) in the UK stated that companies that encourage employees to have a good balance between work and personal life would earn 20% greater income than companies that do not encourage work-life balance.

A similar phenomenon occurs in the PT Asabri (Persero) branch office. Based on observations and interviews conducted with several branch office employees, type A and B, there is an imbalance in their work and personal lives. Employees say that they work beyond the designated working hours so that quality time with the family becomes reduced. In addition, they often think about work even after arriving home and before resting. It then reduces the quality of sleep and mood conditions the next day.

The author measures the level of balance between the personal life and work life of PT Asabri (Persero) branch office employees

through pre-surveys in 20 employees with the position of Head of Branch Office, Head of Division, and Staff from each type of branch office to strengthen the results of the observations and interviews above. The results of the pre-survey conducted as follows:

Table 2. Pre-Survey Regarding Work-Life Balance Employees of PT Asabri (Persero) Branch Office Employees

No.	Statements	Yes		No		Total	
		Respondents	(%)	Respondents	(%)	Respondents	(%)
1	I work according to working hours that have been determined by the company	15	75	5	25	20	100
2	I have free time to do my hobby	14	70	6	30	20	100
3	I have a role and responsibility for my work	20	100	0	0	20	100
4	I have a role and responsibility for my family	20	100	0	0	20	100
5	I am satisfied with my involvement in work	15	75	5	25	20	100
6	I am satisfied with my involvement in the family	13	65	7	35	20	100

Source: Pre-Survey Results, 2023

Table 2 above shows that 75% of employees declare working according to the working hours that the company has determined. 70% of employees said they had free time to do their hobbies. 100% of employees say they have a role in work and family. 75% of employees expressed satisfaction with their work involvement. However, related to employee satisfaction with his involvement in the family only reached 65%. This achievement is quite striking compared to the achievements of other statements. It indicates an imbalance felt by employees in their work and personal lives.

Based on research conducted by Pradana (2022) found that the work-life balance has a positive and significant influence on employee performance. It aligns with research conducted by Kurniasari and Bahjahtullah (2022), who found that work-life balance positively and significantly affected employee performance. However, there is a gap in research conducted by Kinanti and Hermiati (2023), which states that the work-life balance has no significant influence on employee performance. Even in research conducted by Rahmawati et al.

(2021), the work-life balance negatively affects performance because workers are unable to divide time or balance work with outside life, thereby reducing employee performance.

In addition to paying attention to the level of balance of work and personal life of employees, the company also considers it necessary to pay attention to the level of employee attachment to the company, commonly known as employee engagement. Employee engagement is considered one of the factors that influence employee performance. Employee engagement refers to the extent to which employees feel excited, enthusiastic, and committed to their work (Samodra et al., 2021). Employees with high engagement have confidence in supporting organizational goals, have a sense of belonging and pride towards the company, and want to continue to grow and survive in the company ((Schiemann (2016), Bakker and Laiter (2017), Febriansyah (2020)). So, the conclusion is that employee engagement has a positive relationship with employee performance ((Muliawan et al. (2018), Prayuda (2019), Syaifullah et al. (2021), Latifah and Muafi (2021), Safitri and Soleh (2022), Salmiati and Endratno (2023), Pratiwi and Fatoni (2023)).

In the PT Asabri (Persero) branch office, it is necessary to know the extent of employee attachment to the company. The authors make observations and interviews with several employees. The result was that employees felt a decrease in their perceived attachment to the company from the early years of work until now. In short, employees feel less enjoying their work because their hopes are not fulfilled and lacking attention from the company.

In 2022, PT Asabri (Persero) surveyed employee satisfaction and attachment conducted to all employees. The result was a total employee attachment score of 5.16 on a scale of 6. This survey was measured based on Schaufeli and Bakker's theory, which used three aspects: vigor, dedication, and absorption. The results of the survey are outlined in graphics as follows:

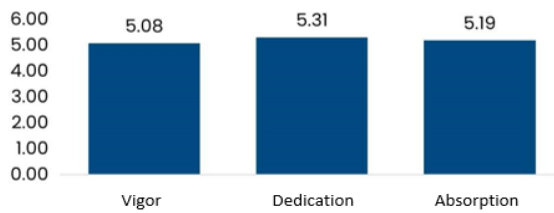


Figure 2. PT Asabri (Persero) 2022 Employee Ties of Employee Survey

Source: Data PT Asabri (Persero), 2022

Based on Figure 2, the lowest value is in the vigor aspect. The number obtained is 5.08. Assessment of this vigor aspect is obtained from a statement that measures how much employee encouragement/enthusiasm to work. 33% of respondents answered in a medium category, and 1.6% answered in a low category. So, PT Asabri (Persero) focuses on improving the Vigor aspect. The total value of employee attachment from each aspect measured to all PT Asabri (Persero) employees in 2022 is 5.16.

In connection with this research conducted on employees assigned to the branch office, the authors conducted a pre-survey of employees of the branch office so that they could further represent the conditions that exist in branch offices type A and B, with the following results:

Table 3. Pre-Survey Regarding Employee Engagement Employees of PT Asabri (Persero) Branch Office Employees

No.	Statements	Yes		No		Total	
		Respondents	(%)	Respondents	(%)	Respondents	(%)
1	I provide optimal efforts to the company	20	100	0	0	20	100
2	I survived my work despite facing various difficulties	20	100	0	0	20	100
3	I feel proud to be part of the company	15	75	5	25	20	100
4	I will recommend the company as the best place to work	9	45	11	55	20	100
5	I enjoyed my job so I felt time was running fast while working	11	55	9	45	20	100
6	I have the power to stay focused until the work is finished	18	90	2	10	20	100

Source: Pre-Survey Results, 2023

Based on Table 3 above, all respondents said they had provided optimal efforts for the company and survived work despite difficulties. 90% stated they had the power to stay focused until the work was completed, and 75% said they were proud to be part of the company. However, only 55% stated they enjoyed their work, and 45% of the

respondents stated they would recommend the company as the best workplace.

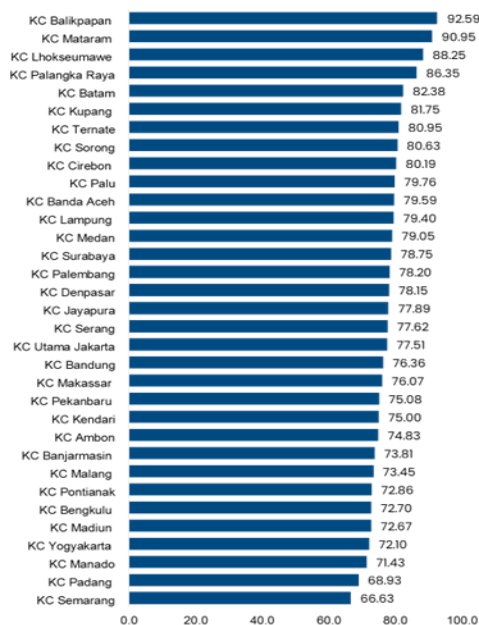
If employees state that they remain in their work but do not enjoy the work itself, there may be interference with absorption. In the long run, this is feared to be able to change the overall attachment felt by employees in the company into the compulsion to affect job satisfaction and impact performance. Good employee performance is one of the consequences of creating high employee engagement. Employees with a solid attachment to companies tend to be more motivated at work and have commitment, enthusiasm, and enthusiasm (Robinson et al., 2016).

Syaifullah et al. (2021) found that employee engagement had a positive effect on employee performance. Research conducted by Latifah and Muafi (2021) also found similar things, such as employee engagement and job satisfaction having a positive effect on employee performance. However, Rahmadalena and Asmanita's (2020) research found that employee engagement had no significant effect on employee performance. Then, a study conducted by Budiarto et al. (2023) found that employee engagement had a negative and insignificant effect on employee performance.

Besides establishing ways of measuring performance, the company also needs to pay attention to how to improve the performance of its employees. One factor that has a close relationship with performance is job satisfaction. There is a reciprocal relationship between employee performance and job satisfaction. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will become more productive. On the other hand, there can also be job satisfaction due to good performance or work performance, so more productive workers will get higher satisfaction ((Gibson (2015), Saraih et al. (2019), Harahap and Tirtayasa (2020), Latifah and Muafi (2021), Paparang et al. (2021), Kurniasari and Bahjahtullah (2022), Asari (2022), Safitri and Soleh (2022),

Saranga (2022), Kinanti and Hermiati (2023), Budiarto et al. (2023)).

In the PT Asabri (Persero) environment, employee satisfaction was measured through a survey of employee satisfaction and attachment in 2022. This survey was conducted on all Asabri employees who served in the head and branch offices and included all positions. The measured variables are employee satisfaction, work attachment, and the implementation of moral culture. This survey is supported by qualitative data from group discussion forums (FGD) to deepen quantitative results. The results of the employee satisfaction survey are as follows:



Source: Data PT Asabri (Persero), 2022

Figure 3. The Results of The Branch Office Employee Satisfaction Survey 2022

Figure 3 above shows that among 33 PT Asabri branch offices, nine employees have said they are delighted. In addition, two branch offices have employee satisfaction scores below 70%, namely the Padang Branch Office and the Semarang Branch Office. This employee satisfaction variable is measured by 14 dimensions, namely: remuneration, performance and appreciation, supervision, leadership, work, work guidelines, communication and cooperation, employee development, career management, company image and reputation, management

of changes, safety and occupational health, empowerment, as well as the availability of support for work facilities and infrastructure. Based on the 14 dimensions of employee satisfaction of the PT Asabri Branch Office and Head Office, there is a significant gap (GAP) in career management, remuneration, and change management. In the career management dimension, employees see the lack of transparency in the development of employee careers. In the remuneration dimension, employees consider several aspects inadequate, such as health insurance coverage, salaries, and other allowances that are considered not competitive, workload, and unbalanced income. In the dimension of change management, employees consider that there needs to be an improvement in the stability and consistency of the company's application to support employees in carrying out work optimally.

The author conducts a pre-survey of 20 employees with the position of Head of Branch Office, Head of Division, and Staff who served in branch offices type A and B, with the following results to support the findings above:

Table 4. Pre-survey Regarding Employee Satisfaction of PT Asabri (Persero) Branch Office

No.	Statements	Yes		No		Total	
		Respondents	(%)	Respondents	(%)	Respondents	(%)
1	I feel the company gives clarity to career paths	12	60	8	40	20	100
2	I feel the company gives a salary that suits my performance	11	55	9	45	20	100
3	I feel comfortable with the condition of my work environment	13	65	7	35	20	100
4	I have a protective leader	15	75	5	25	20	100
5	I have a balanced time at work and rest with my family	10	50	10	50	20	100

Source: Pre-Survey Results, 2023

Table 4 above shows that 60% of employees answered that the company clarified career paths. 55% feel the company provides salaries per employee performance. 65% of employees feel comfortable with the condition of the work environment. 75% felt they had a protecting leader. 50% state that it has a balanced time at work and rest with family. The author concludes that employees feel satisfied with the work environment and company management. Nevertheless, there is still room to increase employee satisfaction,

especially regarding the balance between work and personal life. An increase in employee satisfaction is expected to further improve employee performance at the PT Asabri (Persero) branch office.

According to research conducted by Sandhi and Satria (2020), job satisfaction positively and significantly influences performance. It is also supported by research conducted by Paparang et al. (2021), which found that job satisfaction positively affects employee performance. However, there are different results in the research of Fauziek and Yanuar (2021), which found that employee satisfaction does not affect performance. Research conducted by Fitri and Endratno (2021) also found that employee satisfaction had a negative effect on employee performance. In line with the results of the research, Yuliana and Fadhli (2023) found that job satisfaction has a negative effect on employee performance.

Based on the theory described above and the phenomena that occurred at the PT Asabri (Persero) branch office, the company needs to pay more attention to aspects that can improve the performance and welfare of branch office employees. One effort can be made to create a balanced work environment so that employees have sufficient time and energy to balance their lives. In addition, involving employees in decision-making and providing clear and constructive feedback is essential. So that employees feel they have made a significant contribution to the company and feel valued for the contributions that have been made. By integrating the principles of work-life balance and employee engagement, hope can be an essential part of the company's efforts to increase employee job satisfaction and be an effective strategy for improving the performance and welfare of PT Asabri (Persero) branch office employees.

Based on the above, the authors are interested in conducting research titled "Effect of Work-Life Balance and Employee Engagement on the Performance of PT Asabri (Persero) Branch Office Employees through Job Satisfaction."

LITERATURE REVIEW

Employee Performance

Performance is the behavior shown by an employee as achievement in working per the responsibilities given (Votto et al., 2021). According to Dharma (2013), the way to measure performance considers the following matters:

1. Quantity, which is related to the amount that must be completed or achieved. It is related to the amount of output produced.
2. Quality is related to the quality that must be produced. The qualitative output measurement reflects the level of satisfaction, which is how good the settlement is. It is also related to the output shape.
3. Timeliness refers to whether the planned time is. Timeliness measurement is a particular type of quantitative measurement that determines the timeliness of the completion of the activity.

Job Satisfaction

Job satisfaction is a positive attitude of the workforce, including feelings and behavior towards work through the assessment of one of the jobs as a sense of respect in achieving one of the essential values of work (Afandi, 2018)

Spector (2018) states that job satisfaction is related to how employees feel about their work and various aspects of the job, so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work. Then, they can identify job satisfaction indicators from nine aspects, namely:

1. Salary: This aspect measures employee satisfaction in connection with the salary he receives and the salary increase, namely the amount of salary received per the level that is considered equivalent.
2. Promotion: This aspect measures the extent to which employee satisfaction concerning promotional policies and promotion opportunities.

3. Supervision (relationship with superiors) measures a person's job satisfaction with his superiors.
4. Additional Benefits: This aspect measures the extent to which individuals feel satisfied with the additional benefits they receive from the organization.
5. Appreciation measures the extent to which individuals are satisfied with the appreciation given based on the work.
6. Work Procedures and Regulations: This aspect measures satisfaction with the procedures and regulations at the workplace.
7. Colleagues, this aspect measures job satisfaction related to colleague relationships.
8. Work itself, aspects that measure job satisfaction with matters relating to the work itself, such as the opportunity to relax and variations of the task, the opportunity to busy themselves, increasing knowledge, responsibility, autonomy, work enrichment, and work complexity.
9. Communication: This aspect measures satisfaction related to communication at work.

Work-in-Life Balance

Work-life balance is considered a person's ability to fulfill all his responsibilities at work and home without sacrificing physical and mental health (Russell & Cooper, 2020). Indicators to measure work-life balance, according to McDonald and Bradley (2017), consist of:

1. Time Balance refers to the amount of time that can be given by individuals, both for their work and things outside of their work.
2. Involvement Balance refers to the number or level of psychological involvement and the commitment of an individual in his work and things outside of his work.
3. Satisfaction Balance refers to an individual's satisfaction level for his

work activities and things outside of his work.

Employee Engagement

Employee engagement refers to the extent to which employees feel excited, enthusiastic, and committed to their work (Samodra et al., 2021). The attachment of employees is essential in an organization because it can positively impact the organization's success in achieving goals. Schiemann (2016) argues that attachment has a significant positive impact on the desired results, such as employee retention, performance, quality, satisfaction, and loyalty of employees, as well as financial performance. Robinson et al. (2016) also state that employees who strongly engage with the organization will increase the work-life balance in their work for organizational benefits. Schaufeli and Bakker (2016) describe three indicators in measuring employee engagement, namely:

1. Vigor, marked by a high level of energy and the resistance and willingness to try, it is not easy to give up and be determined to deal with difficulties.
2. Dedication refers to one's involvement in his work, enthusiastic and proud feelings of work, and feeling inspired by the work he does.
3. Absorption Refers to feelings that are entirely concentrated on a job, focusing on work, and it is not easy to separate from work so that it ignores other things that are around and feels the time is so fast when working.

Framework

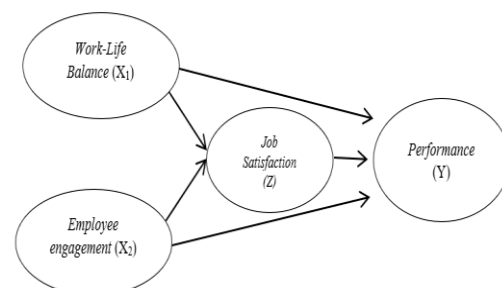


Figure 4. Conceptual Framework

H1: Work-life balance positively and significantly affects the employees' performance at type A and B Branch Offices of PT Asabri (Persero).

H2: Employee engagement positively and significantly affects the employees' performance at type A and B Branch Offices of PT Asabri (Persero).

H3: Work-life balance positively and significantly affects the employees' job satisfaction at type A and B Branch Offices of PT Asabri (Persero).

H4: Employee engagement positively and significantly affects the employees' job satisfaction at type A and B Branch Offices of PT Asabri (Persero).

H5: Job satisfaction positively and significantly affects the employees' performance at type A and B Branch Offices of PT Asabri (Persero).

H6: Work-life balance positively and significantly affects the employees' performance through job satisfaction at type A and B Branch Offices of PT Asabri (Persero).

H7: Employee engagement positively and significantly affects the employees' performance through job satisfaction at type A and B Branch Offices of PT Asabri (Persero).

MATERIALS & METHODS

This quantitative research is associative in which the formulation of the research problem aims to determine the relationship between two or more variables. The method used in this study is a survey method, where the authors distribute questionnaires for data collection. In this study, each variable is measured using a Likert scale. Each respondent's answer has a score. Later, the average value of the score will be obtained. The average value obtained will be adjusted to the range score that has been calculated to find out the information from the statement item.

The population in this study was the PT Asabri (Persero) branch office employees who served in type A branch offices and type B. The population in this study was

162 people. In determining the number of samples in this study, researchers used the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = number of samples

N = population total

E = constant (% standard error rate that can be tolerated for a sample withdrawal; in this study the error rate is 5%)

Based on the formula above, the sample needed in this study is:

$$n = \frac{162}{1 + 162 (0,05)^2}$$
$$n = \frac{162}{1,405} = 115,3$$

Following the calculation above, the number of samples needed in this study was rounded to 116 employees. The data analysis technique in this study uses the SPSS version 26 program.

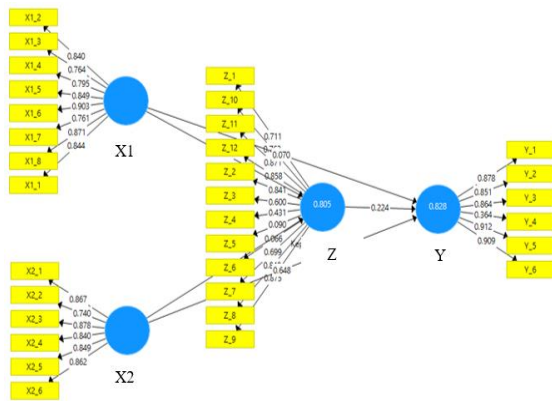
RESULT

A. Measurement Model Test (Outer Model)

The measurement model test (Outer Model), also referred to as (Outer Relations or Measurement Model) can describe how each indicator block relates to its latent variable (Ghozali 2018). The outer model test in this study was convergent validity, discriminant validity, and composite reliability. The results of the measurement model (outer model) can be described as follows:

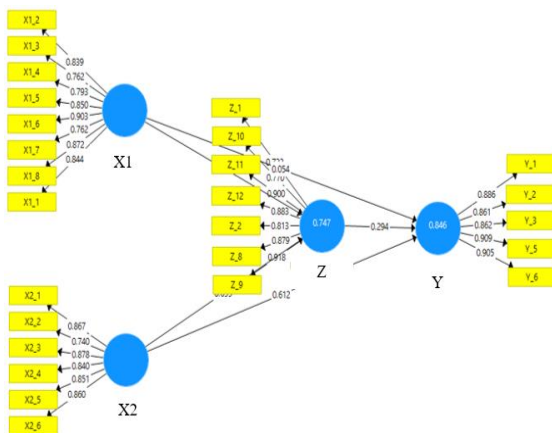
1. Convergent Validity Test

The convergent validity test was carried out for reflective indicators, which can be done using a correlation between the indicator score and its construct score (Ghozali 2018). The convergent validity test in this study was seen through the loading factor. The loading factor value can meet convergent validity if it has a loading value greater than 0.70.



Source: PLS Output Results, 2024
Figure 5. Outer Loading Factor First

The results of the convergent validity analysis through the outer loading factor value above show that question items cannot meet the loading factor value, including employee performance (Y) and job satisfaction (Z). So that the question item will be discarded, and a convergent validity test will be carried out again. The results of testing the construct indicator in the next test after being discarded are as follows:



Source: PLS Output Results, 2024
Figure 6. Outer Loading Factor Second

The results of the convergent validity analysis through the outer loading factor value above show that all question items have met the loading factor value.

2. Discriminant Validity Test

Discriminant validity of the measurement model with reflexive indicator is assessed based on cross-loading measurement with construct. This study's discriminant validity test was based on the Average Variance

Extracted (AVE) with a criterion of > 0.50 . Discriminant validity test results can be seen in the table below:

Table 5. Discriminant Validity Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work-life balance (X1)	0,935	0,946	0,946	0,688
Employee Engagement (X2)	0,916	0,920	0,935	0,707
Employee Performance (Y)	0,931	0,931	0,948	0,783
Job Satisfaction (Z)	0,931	0,933	0,945	0,711

Source: PLS Output Results, 2024

Discriminant validity test results in the table above are seen based on the average extracted value (AVE) and can be explained as follows:

1. Work-life Balance (X1) obtained the Average Variance Extracted (AVE) value of 0.688 greater than 0.50 ($0.688 > AVE 0.50$). It means that the work-life balance (X1) variable meets the Average Variance Extracted (AVE) value.
2. Employee Engagement (X2) obtained the Average Variance Extracted (AVE) value of 0.707 greater than 0.50 ($0.707 > AVE 0.50$). It means that the employee engagement (X2) variable meets the Average Variance Extracted (AVE) value.
3. Employee Performance (Y) obtained the Average Variance Extracted (AVE) value of 0.783 greater than 0.50 ($0.783 > AVE 0.50$). It means that the employee performance variable (Y) meets the Average Variance Extracted (AVE) value.
4. Job satisfaction variable (Z) obtained the Average Variance Extracted (AVE) value of 0.711 greater than 0.50 ($0.711 > AVE 0.50$). It means that the job satisfaction variable (Z) meets the Average Variance Extracted (AVE) value.

3. Composite Reliability Test

The composite reliability test aims to determine the reliability of a construct. The Composite Reliability Test in this study uses composite and Cronbach's Alpha reliability with a value greater than 0.70, which can be

declared to meet Composite Reliability (Ghozali, 2015: 26).

Composite Reliability Test results in Table 5 are seen based on the value of Cronbach Alpha and Composite Reliability and can be explained as follows:

1. Work-life balance (X1) obtained a composite reliability value of 0.946, greater than 0.70 ($0.946 > 0.70$), and Cronbach's Alpha of 0.935 is greater than 0.70 ($0.935 > 0.70$), which means that the work-life balance (X1) variable was declared reliable.
2. Employee engagement (X2) obtained a composite reliability value of 0.935 greater than 0.70 ($0.935 > 0.70$) and Cronbach's Alpha of 0.916 greater than 0.70 ($0.916 > 0.70$), which means that the Employee Engagement (X2) variable is declared reliable.
3. Employee Performance (Y) Obtained a composite reliability value of 0.948, greater than 0.70 ($0.948 > 0.70$), and Cronbach's Alpha of 0.931 is greater than 0.70 ($0.931 > 0.70$), which means that the employee performance variable (Y) is declared reliable.
4. Job satisfaction variable (Z) obtained a composite reliability value of 0.945, greater than 0.70 ($0.945 > 0.70$), and Cronbach's Alpha of 0.931 is greater than 0.70 ($0.931 > 0.70$), which means that the job satisfaction variable (Z) is declared reliable.

B. Structural Model (Inner Model)

The inner Model, usually called (inner relations, structural models, and substantive theory), illustrates the relationship between latent variables based on substantive theory. The inner model in this study included the R Square test and the T-Statistics significance test. The inner model test results in this study can be described as follows:

1. Determination (R²) Coefficient Test (R²)

The R-Square test aims to measure the level of variations in independent variables of the dependent variable. The R-Square value has

a criterion: if the R-Square value is 0.02, then it shows a small effect, the value of 0.15 shows a moderate effect, and the value of 0.35 shows a significant effect on the structural level. R-Square test results can be seen in the table below:

Table 6. Determination Coefficient Test Results

	R Square	R Square Adjusted
Employee Performance (Y)	0,846	0,842
Job Satisfaction (Z)	0,747	0,742

Source: PLS Output Results, 2024

R-Square test results on employee performance variables (Y) obtained a R-Square value of 0.846. It shows that the Work-life balance (X1) and Employee Engagement (X2) variables have a great influence in predicting the employee performance variable (Y) of 84.6%. Job satisfaction variable (Z) obtained a R-Square value of 0.747. It shows that the Work-life balance (X1) and Employee Engagement (X2) variables have a significant influence in predicting the job satisfaction variable (Z) of 74.7%.

2. Significant T-Static Test

The T-statistic significance test was carried out to determine the effect between exogenous variables on endogenous in partial. The T-statistic significance test was conducted using a significance level of 5%. The t-table value is obtained based on the df (degree of freedom) formula, $df = n - k = 116 - 4 = 112$, and the ttable value is 1,98137. The results of the T-statistic significance test can be explained as follows:

Table 7. T-Statistic Significance Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-life balance (X1)→ Employee Performance (Y)	0,054	0,055	0,061	0,888	0,376
Employee Engagement (X2)→ Employee Performance (Y)	0,612	0,624	0,110	5,550	0,000
Work-life balance (X1)→ Job Satisfaction (Z)	0,202	0,218	0,080	2,509	0,013
Employee Engagement (X2)→ Job Satisfaction (Z)	0,699	0,688	0,075	9,360	0,000
Job Satisfaction (Z)→ Employee Performance (Y)	0,294	0,280	0,132	2,235	0,027
Work-life balance (X1)→ Job Satisfaction (Z)→ Employee Performance (Y)	0,059	0,062	0,043	1,380	0,170
Employee Engagement (X2)→ Job Satisfaction (Z)→ Employee Performance (Y)	0,205	0,192	0,092	2,245	0,027

Source: PLS Output Results, 2024

The results of the T-statistic significance test in Table 7 can be described as follows:

1. The work-life balance (X1) on employee performance (Y) shows that the t-static value of 0.888 is smaller than 1,98137 (t-statistic $0,888 < t\text{-table } 1,98137$) with p-values of 0.376 greater than 0.05 ($0,376 > 0,05$). It shows that the work-life balance (X1) does not affect employee performance (Y).
2. The employee engagement (X2) on employee performance (Y) shows that the t-static value of 5,550 is greater than 1,98137 (t-static $550 > t\text{-table } 1,98137$) with a p-value value of 0,000 smaller than 0.05 ($0,000 < 0,05$), this shows that the employee engagement (X2) has a positive and significant effect on employee performance (Y).
3. The work-life balance (X1) on job satisfaction (Z) shows that the t-static value is 2,509 greater than 1,98137 (t-statistic $2,509 > t\text{-table } 1,98137$) with a P-value value of 0.013 smaller than 0.05 ($0,376 < 0,013$), this shows the work-life balance (X1) has a positive and significant effect on job satisfaction (Z).
4. The employee engagement (X2) variable on job satisfaction (Z) shows that the t-static value of 1,380 is smaller than 1,98137 (t-statistic $1,380 < t\text{-table } 1,98137$) with a p-value 0,000 smaller than 0.05 ($0,000 < 0,05$). It shows that employee engagement (X2) positively and significantly affects job satisfaction (Z).
5. Job satisfaction (Z) on employee performance (Y) shows that the t-static value is obtained at 2,235 greater than 1,98137 (t-static $2,235 > t\text{-table } 1,98137$) with a P-Values of 0.027 smaller than 0.05 ($0,027 < 0,05$), this shows that the job satisfaction (Z) has a positive and significant effect on employee performance (Y).
6. Work-life balance (X1) on employee performance (Y) through job satisfaction (Z) shows that the t-Static value is 0.888 smaller than 1,98137 (t-static $0,888 < t\text{-table } 1,98137$) with p-

values 0,170 greater than 0.05 ($0,170 > 0,05$), this shows the work-life balance (X1) does not affect employee performance (Y) through job satisfaction (Z).

7. Employee engagement (X2) on employee performance (Y) through job satisfaction (Z) shows that the t-static value is obtained at 2,245 greater than 1,98137 (t-static $2,245 > t\text{-table } 1,98137$) with a p-value value of 0.027 smaller than 0.05 ($0,027 < 0,05$), this shows the employee engagement (X2) has a positive effect on employee performance (Y) through job satisfaction (Z).

CONCLUSION

Based on the results of research that has been described, there are conclusions in this study, as follows:

1. Work-life balance (X1) does not affect the employees' performance (Y) at type A and B Branch Offices of PT ASABRI (Persero).
2. Employee engagement positively and significantly affects the employees' performance at type A and B Branch Offices of PT ASABRI (Persero).
3. Work-life balance positively and significantly affects the employees' job satisfaction at type A and B Branch Offices of PT ASABRI (Persero).
4. Employee engagement positively and significantly affects the employees' job satisfaction at type A and B Branch Offices of PT ASABRI (Persero).
5. Job satisfaction positively and significantly affects the employees' performance at type A and B Branch Offices of PT ASABRI (Persero).
6. Work-life balance (X1) does not affect the employees' performance through job satisfaction at type A and B Branch Offices of PT ASABRI (Persero).
7. Employee engagement positively and significantly affects the employees' performance through job satisfaction at type A and B Branch Offices of PT ASABRI (Persero).

SUGGESTIONS

Based on the results of the study and discussion, the researcher gave the following advice:

1. Work-life balance
Although the work-life balance variable does not directly affect performance, it is still important to maintain policies that support this balance because it positively affects job satisfaction. Companies can provide supporting facilities such as mental and fitness health programs, counseling, and convenient rest spaces to help employees balance work and personal lives.
2. Employee engagement
Companies can increase employee motivation by recognizing their contributions, providing clear career development opportunities, creating a supporting work environment by paying attention to employee needs and aspirations and providing constructive and regular feedback.
3. Job satisfaction
Companies can conduct periodic job satisfaction surveys to identify areas that need to be improved. The company can implement concrete actions based on a job satisfaction survey to ensure that the policies have increased employee satisfaction and performance.
4. This research is expected to provide additional insight and knowledge about the results of research on work-life balance and employee engagement of employee performance with job satisfaction as intervening variables so that this research can be used as additional reference material for future research.
5. Researchers suggest that further studies can be conducted outside of this research variable to make the results more varied. However, if researchers want to examine the same variable, it is expected that further

researchers can add independent variables or replace them with others, such as competency and organizational culture.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Afandi. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Yogyakarta, Nusa Media.
2. Asari, A. F. (2022). Pengaruh Work-life balance Terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada Karyawan BPJS Ketenagakerjaan. Jurnal Ilmu Manajemen, 10(3).
3. Bakker, A.B., & Oerlemans, W.G.M. (2016). Momentary Work Happiness as a Function of Enduring Burnout and Work Engagement. The Journal of Psychology, 150(6), h. 755-778
4. Bataineh, K. A. (2019). Impact of Work-life Balance, Happiness at Work, on Employee Performance. International Business Research, 12(2).
5. Budiarto, E., Rahayu, S., & Robain, W. (2023). The Effect of Employee Engagement and Workload on Employee Performance Mediated by Employee Work Satisfaction in the Administration Section of the Airport Authority Region II Office Medan. Sibatik Journal, 2(8).
6. Dharma, Surya. (2013). Manajemen Kinerja: Falsafah Teori dan Penerapannya. Yogyakarta, Pustaka Pelajar.
7. Fauziq, E., & Yanuar, Y. (2021). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan dengan Stres Kerja sebagai Variabel Mediasi. Jurnal Manajerial Dan Kewirausahaan, 3(3), 680–687.
8. Febriansyah Hary, G. H. (2020). Tujuh Dimensi Employee engagement. Jakarta, Prenada Media.
9. Fitri, I. K., & Endratno, H. (2021). Pengaruh Komitmen Organisasi dan Kepuasan Kerja Terhadap Kinerja Karyawan dengan Organizational Citizenship Behaviour sebagai Variabel Intervening. Jurnal Manajemen, 15(2), 286-288.
10. Ghozali, Imam, Hengky Latan. 2015.

- Konsep, Teknik, Aplikasi Menggunakan Smart Pls 3.0 Untuk Penelitian Empiris. Bp Undip. Semarangharnanto. Akuntansi Biaya: Sistem Biaya Historis. Yogyakarta: Yogyakarta: Bpfe.
11. Ghozali. 2018. "Aplikasi Analisis Multivariate." Yogyakarta: Badan Penerbit Universitas Diponegoro.
 12. Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2015). *Organizations: Behavior, Structure, Processes* (14th ed.). McGraw-Hill Education.
 13. Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, dan Kepuasan Kerja Terhadap Kinerja Karyawan di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120-135.
 14. Kinanti, A. P., & Hermiati, N. F. (2023). The Impact of Work-life balance and Employee engagement on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study Of Employees of PT. Hagihara Westjava Industries). *Jurnal Ilmu Manajemen Profitability*, 7(2).
 15. Kurniasari, D. M., & Bahjahtullah, Q. M. (2022). Pengaruh Work-life balance, Stres Kerja dan Etika Kerja Islam Terhadap Kinerja Karyawan Milenial di Masa Pandemi COVID-19 dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus Bank BTN Syariah KC Solo). *Nisbah: Jurnal Perbankan Syariah*, 8(1).
 16. Latifah, Y., & Muafi, M. (2021). Examining the Effect of Internal Branding on Employee Performance: Job Satisfaction and Employee Engagement as Mediation Variables. *IJBES*, 3(4).
 17. Lewis, S. (2018). *Work-Life Balance in Changing Contexts*. Palgrave Macmillan.
 18. McDonald, P., & Bradley, L. (2017). Work-life balance: A Review of The Meaning of The Balance Construct. *Journal of Management & Organization*, 23(3), 334-350.
 19. Muliawan, Y., Perizade, B., & Cahyadi, A. (2018). Pengaruh Keterikatan Karyawan (Employee engagement) Terhadap Kinerja Karyawan di PT. Badja Baru Palembang. *Jembatan Jurnal Ilmiah Manajemen*, 14(2), 69-78.
 20. Paparang, N. C. P., Areros, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado *Productivity*, 2(2), 119–123.
 21. Pradana, P. (2022). Pengaruh Beban dan Stres Kerja serta Work-life balance Terhadap Kinerja Karyawan (Studi pada PT. PGN TBK). *Jurnal Ilmiah Indonesia*, 7(3).
 22. Pratiwi, J. A., & Fatoni, F. (2023). Pengaruh Employee engagement dan Work-life balance terhadap Kinerja Karyawan melalui Kepuasan Kerja. *Jurnal Ilmu Manajemen*, 11(2).
 23. Prayuda, R. (2019). The Influence of Transformational Leadership, Organizational Climate, Innovative Behavior, and Employee Engagement on Industrial Employee Performance with Job Satisfaction in The Digital Era. *Journal of Industrial Engineering & Management Research*, 1(1a), 13-23.
 24. Rahmadalena, T., & Asmanita, A. (2020). The Influence of Employee Engagement Job Characteristics on Employee Performance at PT. Bukit Asam, TBK Kertapati Pier Unit Palembang. *Scientific Journal of Development Management*, 3(2), 68–76.
 25. Rahmawati, G., Oktaviani, D., Rohmawan, S., & Pratiwi, R. (2021). Peran Worklife Balance dan Motivasi Ekstrinstik Terhadap Kinerja Karyawan Perempuan. *E-Prosiding Seminar Nasional Manajemen dan Akuntansi STIE Semarang (SENMAS)*, 2(1).
 26. Redwood, M. (2009). *The Impact of Work-life balance and Family Friendly Human Resource Policies on Employees Job Satisfaction*. Dissertation. United States: Nova Southeastern University. <https://marketing.co.id/wah-ternyata-73-karyawan-tidak-puas-dengan-pekerjaan-mereka/> (2014)
 27. Robbins, P. Stephen & Coutler, Mary. (2016). *Human Resources Management*, Edisi 16, Jilid 1. Jakarta, Salemba Empat.
 28. Russell, R., & Cooper, C. (Eds.). (2020). *The SAGE Handbook of Organizational Behavior: Volume II - Macro Approaches* (2nd ed.). SAGE Publications.
 29. Safitri, N. A., & Soleh, M. (2022). Pengaruh Work-life balance, Employee engagement dan Lingkungan Kerja Islami terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening pada Karyawan Kopontren Baitul Muamalat Al Hikmah Blora. *MABNY: Journal of Sharia Management and Business*, 2(2), h. 88.
 30. Salmiati, D., & Endratno, H. (2023). Pengaruh Work Engagement, Psychological

- Well Being, Work-life balance Terhadap Kinerja Pegawai pada Dinas Tenaga Kerja Koperasi dan UKM Kabupaten Banyumas. JIMMBA, 5(2).
31. Samodra, V. N., Purwana, D., & Sariwulan, R. T. (2021). The Influence of Transformational Leadership, Employee Engagement, and Work Stress to Organizational Commitment House of Representative of Indonesia Republic Experts. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(9), h.1351–1363.
 32. Saraih, U. N., Mohd Zaki, M. I. I., Mohd Karim, K., Sakdan, M. F., & Amlus, M. H. (2019). The Influences of Job Performance, Work-life Balance and Organizational Justice on Employees' Career Satisfaction. *Humanities & Social Sciences Review*, 7(5), h. 442-447.
 33. Saranga, R. (2022). Pengaruh Employee engagement, Work-life balance, dan Budaya Organisasi terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus PT Prasetia Dwidharma Kantor Makassar). Thesis. Universitas Hasanuddin.
 34. Schaufeli, W. B., & Bakker, A. B. (2016). Defining and Measuring Work Engagement: Bringing Clarity to The Concept. In C. Cooper & L. T. Bakker (Eds.), *The Psychology of Employee Engagement* (pp. 10-24). Routledge.
 35. Schiemann, W. A. (2016). The optimal workforce: Engaging employees to Drive Organizational Performance. Society for Human Resource Management (SHRM).
 36. Soebagijo, I. S. (2023). Work-life balance Terhadap Kinerja ASN Melalui Komitmen Organisasi sebagai Mediator. *Jurnal Manajemen Sains dan Organisasi*, 4(3), h. 287 – 298.
 37. Spector, P. E. (2018). *Job Satisfaction: Application, Assessment, Causes, and Consequences* (2nd ed.). SAGE Publications.
 38. Syaifullah, D. H., Sunarta, B., & Hartono, B. D. (2021). The Effect of Employee Engagement and Organizational Citizenship Behavior on the Performance of Employees of the Research & Development and Education & Training Agency of the Ministry of Religion of the Republic of Indonesia. *Turkish Journal of Computer and Mathematics Education*, 12(5), 1077-1084.
 39. Votto, J. P., Chia, S. L., Kim, C., & Preece, A. (2021). Defining Performance: A Behavioral Perspective. *Journal of Applied Psychology*, 106(3), 367-385.
 40. Wonua, A. R., Titing, A. S., & Mardayanti. (2023). Pengaruh Work-life balance dan Disiplin Kerja terhadap Kinerja Pegawai Kantor Dinas Lingkungan Hidup Kabupaten Kolaka. *Jurnal Riset Ilmu Manajemen dan Kewirausahaan*, 1(6), 16-29.
 41. Yuliana, E., & Fadhli, K. (2023). Pengaruh Kepuasan Kerja dan Loyalitas Karyawan terhadap Kinerja Karyawan Industri Tenun Dua Thermos. *Margin Eco: Jurnal Ekonomi dan Perkembangan Bisnis*, 7(1).

How to cite this article: Mulia Putri, Yeni Absah, Amlys Syahputra Silalahi. The work-life balance and employee engagement effect on employee performance at type A and type B branch office of PT Asabri (Persero) through job satisfaction. *International Journal of Research and Review*. 2024; 11(7): 416-430.
DOI: <https://doi.org/10.52403/ijrr.20240744>
