

Work Stress and Employee Behavior Towards Job Satisfaction Through Work-Life Balance in Employees of PT PLN (Persero) Lombok Generation Implementation Unit

Lintang Fajar Mahrudin ¹⁾ & Hendar ²⁾

¹⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: lintangfajarmahrudin.std@unissula.ac.id

²⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: hendar@unissula.ac.id

Abstract. *This study aims to examine the mediating role of work-life balance in the relationship between job stress and employee behavior on job satisfaction. The research adopts a positivist paradigm with an associative approach. The population consists of employees of PT PLN (Persero) UPK Lombok, with data collected through a census method involving 91 respondents. Data were gathered using a questionnaire distributed via Google Forms with a five-point Likert scale. The data were analyzed using SEM-PLS with SmartPLS version 3. The findings indicate that job stress has a significant negative effect on job satisfaction and work-life balance. Employee behavior has a significant positive effect on both job satisfaction and work-life balance. Work-life balance also has a significant positive effect on job satisfaction. In addition, work-life balance mediates the effects of job stress and employee behavior on job satisfaction. These results highlight that positive employee behavior forms a critical foundation for achieving work-life balance; discipline, cooperation, compliance, loyalty, and initiative promote an orderly workflow, reduce excessive pressure, and enable employees to consistently maintain a balanced role between work and personal life.*

Keywords: *Employee Behavior; Job Satisfaction; Job Stress; Work-Life Balance.*

1. Introduction

PLN stands for PT Perusahaan Listrik Negara (Persero), an Indonesian state-owned enterprise focused on providing electricity to meet the needs of communities across the country. As of the end of 2021, the company employed 52,116 people, including 42,755 at PLN Holding and 9,361 at its subsidiaries. PLN manages power plants with a total capacity of 64,553 MW. In its effort to become a leading electricity company in Southeast Asia and the customer's first choice for energy solutions, PLN pays special attention to the performance of its employees in various aspects. One of its main focuses is creating an optimal work

environment to support service to the community (Rustomo et al, 2024). PT PLN (Persero)'s Generation Implementation Unit plays a strategic role in providing reliable electricity needs through several types of power plants on Lombok Island.

Employee job satisfaction at PT PLN (Persero) Lombok Power Plant Implementation Unit reflects employees' positive or negative feelings toward their jobs, which are influenced by various factors such as the work environment, compensation, and workload. Although specific data on job satisfaction in this unit is limited, studies at other PLN units can provide relevant insights. Research at PT PLN (Persero) UPT Bogor conducted by Widiyanti (2022) showed that employee job satisfaction was at a low level, which negatively impacted their performance. An uncondusive work environment and declining employee performance appraisals were key indicators of low job satisfaction in the unit. Furthermore, research at PT PLN (Persero) UP3 Bekasi found that compensation had a positive and significant impact on employee performance. This suggests that fair and competitive compensation can increase job satisfaction, which in turn improves employee performance (Rizqiyani, 2023).

However, with increasing operational complexity, employees face high work demands. Pressure to meet targets, long working hours, and fieldwork risks are significant sources of work stress. According to Robbins and Judge (2013), poorly managed work stress can impact employees' physical health, psychological well-being, and job satisfaction. This demonstrates that work stress is not just an individual issue but also has a direct impact on organizational performance. (Apriliana, 2021).

Occupational stress is a physical and emotional response that occurs when job demands exceed an employee's ability or resources to meet them. While specific data on workplace stress conditions at PT PLN (Persero) Lombok Power Plant Implementation Unit are not available, research at other PLN units can provide a general overview of the factors influencing workplace stress in that environment.

Research conducted at PT PLN (Persero)'s Tello Generation Control Implementation Unit (UPDK) showed a relationship between gender and work stress levels. The results showed that 13 (16.5%) respondents experienced low stress, 16 (39.2%), and 12 (29.3%) experienced high stress. This suggests that individual characteristics, such as gender, can influence the level of work stress experienced by employees (Peryanto, 2023).

PT PLN (Persero) established in 2018 a Code of Conduct and Business Ethics as a guide for all employees in carrying out their duties and responsibilities. This code is designed to ensure that every individual at PLN behaves in accordance with the company's values and high ethical standards. This code covers various aspects of behavior, including integrity, professionalism, and social responsibility. Employees are expected to understand and practice this code in every aspect of their work, thereby creating a positive and productive work culture. Furthermore, this code also emphasizes the importance of compliance with company regulations and policies, as well as applicable laws. Employees are required to avoid conflicts of interest, maintain the confidentiality of information, and behave fairly and transparently in all business interactions. By implementing this code of conduct and business ethics, PLN is committed to maintaining the company's reputation and ensuring

that all employees work in accordance with high ethical standards. This not only increases public trust in PLN but also creates a work environment conducive to employee growth and development.

Job stress and job satisfaction are two important variables in human resource management that are frequently studied to understand employee well-being and productivity. In general, many studies show a negative relationship between job stress and job satisfaction, where increased job stress tends to decrease employee job satisfaction levels. A meta-analysis covering 14 accredited journals found a small negative correlation between job stress and job satisfaction, with a combined correlation value of -0.069 (Hapsari, 2020). However, some studies have shown different results. For example, a study at PT Dankos Farma found that job stress had a significant positive effect on employee turnover intention, but not directly on job satisfaction (Pambudi, 2019). In this study, job satisfaction served as a mediating variable between job stress and turnover intention, suggesting that the effect of job stress on job satisfaction may be indirect.

The differences in research results may be due to various factors, such as differences in research methodology, sample characteristics, and organizational context. For example, the type of job, organizational culture, and work environment can influence how job stress impacts job satisfaction. Furthermore, individual factors such as resilience and social support can also moderate the relationship between job stress and job satisfaction. A comprehensive and contextual approach can help understand the complex dynamics between these two variables and design effective interventions to improve employee well-being.

The relationship between employee behavior and job satisfaction has been a topic of extensive research, but the results are not always consistent. Many studies show that high job satisfaction is correlated with positive employee behaviors, such as increased productivity and organizational commitment. For example, Pramesti and Izzati (2024) found a positive and significant relationship between job satisfaction and productive behavior among employees of PT. X, with a correlation coefficient of 0.738. However, other studies have shown different results. Amanda et al. (2018) found that job satisfaction did not have a significant effect on counterproductive work behavior among Civil Registry Office employees in Padang City. In this study, although it was expected that high job satisfaction would reduce counterproductive behavior, the results showed that other factors, such as transformational leadership style, played a more dominant role in influencing this behavior. The differences in these research results indicate that the relationship between employee behavior and job satisfaction is influenced by various contextual factors, such as organizational culture, leadership style, and individual characteristics. Therefore, it is important for researchers and practitioners to consider these factors when evaluating and interpreting the relationship between employee behavior and job satisfaction.

Another contributing factor is the lack of work-life balance. With heavy workloads, PLN employees often struggle to manage time for family, rest, and personal development. This can lead to decreased job satisfaction. Greenhaus and Allen (2011) explain that work-life

balance is the ability to optimally manage time and energy between work and personal life. This imbalance can lead to role conflict, emotional exhaustion, and low job satisfaction. Research by Haar et al. (2014) shows that employees with a good work-life balance tend to have higher levels of job satisfaction and organizational commitment. (Wijayanto, 2018).

Islam teaches the importance of maintaining balance in life. Allah says in the Qur'an, Surah Al-Baqarah, verse 286: "Allah does not burden a person beyond his capacity..." This verse emphasizes that Allah gives responsibilities according to a person's abilities. Therefore, in working, an individual must maintain balance so as not to exceed his limits, which can trigger excessive stress. (Ocktavia, 2023).

The Prophet Muhammad (peace be upon him) also exemplified the importance of work-life balance. In a hadith narrated by Al-Bukhari, he said: "Verily, your body has a right, your eye has a right, and your wife has a right." This hadith emphasizes that humans must provide equal rights to the body (physical health), the eyes (rest time), and the family (time together), including in the context of work. (Pratiwi, 2024).

Work-life balance (WLB) plays a crucial role as a mediating variable in the relationship between job stress and job satisfaction. Research shows that high workload can increase employees' work-life stress levels. This high work-life stress, in turn, can reduce employees' work-life balance. This imbalance negatively impacts job satisfaction, thus WLB acts as a mediator explaining how workload influences job satisfaction through job stress (Kartika and Riana, 2024).

Furthermore, WLB also acts as a mediator in the relationship between employee behavior and job satisfaction. Research shows that counterproductive work behavior can increase job stress levels, which in turn decreases work-life balance. This imbalance negatively impacts employee job satisfaction. Thus, WLB mediates the relationship between counterproductive work behavior and job satisfaction, explaining how negative behavior can affect job satisfaction through work-life imbalance.

2. Research Methods

This study applies a quantitative approach with an explanatory survey method to examine the causal relationship between job stress, work-life balance, and job satisfaction. The quantitative approach allows researchers to measure these variables numerically and analyze the relationships between them using statistical techniques (Cahyadi & Prastyani, 2020). The explanatory survey method was chosen because it is effective in explaining causal relationships between variables through data collection from a representative sample (Mustikasari & Frianto, 2024).

3. Results and Discussion

3.1. The Influence of Job Stress on Job Satisfaction

Based on the research results in Table, Figure and Figure, it is known that work stress has a negative and significant effect on job satisfaction, with a coefficient value of -0.305. This effect is declared significant because the p-value obtained is $0.000 < 0.050$ and the t-value is

3.821 which is greater than the t-table of 1.96. Thus, work stress significantly reduces job satisfaction at PT PLN (Persero) UPK Lombok.

Research findings indicate that employees of PT PLN (Persero) UPK Lombok face high operational pressure every day. The electricity generation process using diesel, gas, and Flexicycle technology requires precision, vigilance, and full preparedness, as even the slightest disruption can threaten the continuity of electricity supply for the community and the industrial sector. This pressure is particularly felt by plant operators, who are at the forefront of unit control. They must ensure stable machine parameters, continuously monitor control panels, and respond to operational anomalies within seconds. This continuous, high-concentration load makes operators much more susceptible to stress than non-technical work units.

The shift work system implemented at the Lombok Power Plant (UPK) is a significant contributor to stress, especially for power plant operators who must maintain 24/7 operations. Rotating work patterns, including night shifts, weekend shifts, and holidays, disrupt biological rhythms and cause chronic fatigue, decreased sleep quality, and impaired stamina. In addition to operating the units, power plant operators must also be prepared to respond to emergency calls at any time in the event of a trip, network disruption, load surge, or other rapid response needs. Unpredictable rest patterns and the demands for rapid response contribute to cumulative stress.

Pressure increases during maintenance activities. The Lombok Power Plant (UPK) operates large-capacity units that require routine and corrective maintenance within a limited timeframe to avoid disrupting the electricity supply. In many cases, plant operators are directly involved in the coordinated unit shutdown, fault detection, and post-maintenance restart process. The tight time pressures require them to work quickly, accurately, and with zero margin for error. These demands are compounded by the risk of workplace accidents in high-voltage areas and the obligation to comply with occupational safety and health standards and internal and external audits, further increasing the psychological burden.

In addition to technical pressures, employees, including power plant operators, also face high performance expectations because power plants are vital national assets. Delays in responding to disruptions or operational errors can potentially trigger blackouts and create pressure from various parties. During certain periods, such as the holiday season, tourism events, or international activities in Lombok, operators' vigilance levels increase significantly, increasing stress.

All of these situations have a direct impact on job satisfaction. Prolonged stress makes operators and other employees more susceptible to fatigue, burnout, and decreased motivation. In the long term, this condition reduces positive perceptions of the work environment, facilities, and reward systems provided by the company. Thus, the statistical findings regarding the negative relationship between job stress and job satisfaction are not only quantitatively proven but also reflect the reality of the work of UPK Lombok power plant operators, who work in a high-risk and high-pressure environment.

These empirical findings are supported by Luthans' (2011) theory, which explains that work stress arises when job demands exceed an individual's coping capacity. The technical pressures, shift demands, mental burden, and occupational risks experienced by power plant operators are concrete examples of the conditions Luthans describes. Therefore, it's understandable that such pressures lead to decreased job satisfaction and meaningfulness.

The research findings of Çobanoğlu et al. (2023) also support these findings. They showed that work stress reduces career satisfaction through the mechanisms of psychological distress, emotional tension, and a reduced sense of control over job demands. This situation is identical to the situation at UPK Lombok, where power plant operators frequently lose rest time, face continuous operational pressure, and work under unexpected emergency conditions. Research by Kusumawati and Linando (2024) provides further support by finding that heavy workloads and operational demands significantly reduce job satisfaction.

Overall, theory and empirical findings consistently demonstrate that job stress is a significant factor in reducing job satisfaction, particularly in technical and risky work environments such as power plant operations. In the context of the Lombok UPK, this becomes even more evident when examining the conditions of power plant operators who face a combination of shift pressure, high technical demands, safety risks, and intense mental stress. Therefore, the negative impact of job stress on employee job satisfaction can be understood logically and empirically, and in accordance with relevant scientific literature.

3.1.1. The Influence of Employee Behavior on Job Satisfaction

Based on the research results in Table, Figure and Figure, it is known that employee behavior has a positive and significant effect on job satisfaction, with a coefficient value of 0.251. This effect is declared significant because the p-value is $0.004 < 0.050$ and the t-value is 2.921 which is greater than the t-critical of 1.96. Thus, the better the employee behavior at PT PLN (Persero) UPK Lombok, the higher the employee job satisfaction.

The findings of this study indicate that employee behavior is a crucial factor because the power plant work environment demands discipline, precision, teamwork, and a strong awareness of occupational safety. Good employee behavior is reflected in how employees follow standard operating procedures (SOPs), follow supervisors' directions, and maintain coordination between departments, such as operators, maintenance technicians, and the control team. When employees demonstrate this level of compliance and professionalism, the work environment becomes more conducive, the risk of errors is reduced, and operational processes run more smoothly. This ultimately leads to greater employee satisfaction because the work environment feels safe, organized, and supportive.

Furthermore, positive work behaviors such as initiative, willingness to help colleagues, and responsibility for the condition of the generating unit are frequently demonstrated by UPK Lombok employees. For example, during power outages or peak load situations, employees from different shifts often assist each other without waiting for formal instructions. This culture fosters a sense of ownership and pride in their work. When employees feel valued

by their colleagues and feel their contributions are important to maintaining electricity reliability in Lombok, this directly increases their job satisfaction and motivation.

Employee behavior This is also reflected in loyalty and commitment. Many UPK Lombok employees demonstrate high levels of loyalty, recognizing that their work directly impacts the community, industry, and even the tourism sector, the backbone of the island's economy. This awareness drives them to carry out their duties with dedication, even when they have to work during night shifts, on holidays, or when the unit's condition requires extra monitoring. The greater the sense of contribution and meaningfulness of their work, the higher their job satisfaction.

On the other hand, positive attitudes and behaviors among employees also significantly impact the work climate. The Lombok Power Plant (UPK) is known for its strong teamwork, as the power plant's operations cannot be handled individually. Collaboration between employees in analyzing unit issues, planning maintenance, and ensuring daily safety is crucial to smooth operations. When employee relationships are harmonious, communication is effective, and trust among team members is strong, the work atmosphere feels more comfortable and satisfying. This positive work environment directly increases perceptions of job satisfaction.

Thus, the results of this study are consistent with the reality that good employee behavior, including loyalty, compliance, discipline, teamwork, and responsibility, is a key element in increasing employee job satisfaction in a technical and high-risk environment like UPK Lombok. Positive work behavior creates a safe, harmonious, and supportive work environment, so that employees feel comfortable, valued, and proud in carrying out their duties.

These findings align with theory and previous research, which explains that positive employee behavior plays a crucial role in increasing job satisfaction. Good employee behavior, such as loyalty, discipline, compliance, cooperation, and active participation in work, is part of the extra-role behavior known as Organizational Citizenship Behavior (OCB). Robbins and Judge (2019) state that OCB can increase job satisfaction because it creates a harmonious work environment, reduces the potential for conflict, and lowers stress levels within the organization. When employees exhibit positive behavior, they not only help improve work effectiveness but also build warmer interpersonal relationships and create a conducive work atmosphere. This condition makes employees feel psychologically comfortable, which ultimately increases their perception of job satisfaction.

Similarly, Bryson et al. (2004) emphasized that healthy work behaviors, such as mutual assistance, effective communication, and discipline, can foster conducive work relationships. When employees feel valued, trusted, and involved in the work process, they are more likely to experience both emotional and professional satisfaction. Podsakoff et al. (2000) also found that OCB dimensions, such as altruism, conscientiousness, courtesy, and civic virtue, have a strong relationship with job satisfaction because they support the creation of a supportive and harmonious work environment. This pattern is highly relevant to the conditions at PT PLN (Persero) UPK Lombok, where power plant operations require

teamwork, discipline, and procedural accuracy. When positive behaviors are fostered among employees, work processes become smoother and employees are more likely to feel satisfied with their jobs.

The results of this study are supported by the findings of Veri et al. (2019), who showed that employee behavior has a direct and significant influence on job satisfaction. Through research on employees of a rubber raw material processing company in Indonesia, they found that dimensions of employee behavior such as self-efficacy, reflected in work enthusiasm (morale) and perseverance, play a significant role in increasing job satisfaction. Employees who have self-confidence, work diligently, and demonstrate positive behavior in carrying out their duties tend to feel more satisfied because they view their work as something valuable and in line with their abilities. The study also confirmed that a good working relationship between the company and employees can strengthen these positive behaviors, thereby creating higher job satisfaction.

Furthermore, findings by Hartatik et al. (2023) also show that employee behavior has a direct and significant influence on job satisfaction. Through research on non-civil servant education personnel at the Faculty of Engineering, Brawijaya University, they found that dimensions of work behavior such as service orientation, commitment, initiative, teamwork, and leadership play a significant role in increasing employee job satisfaction. Employees who demonstrate positive work behavior, such as being able to collaborate effectively, having a commitment to their tasks, and carrying out work procedures with discipline, tend to feel more comfortable and satisfied because the work environment becomes more harmonious, organized, and supportive. These findings also confirm that when good work behavior is built among employees, interpersonal relationships become more positive and the work atmosphere is more conducive, thus encouraging increased feelings of satisfaction with the work they do.

Overall, both theory and relevant empirical understanding provide strong support that employee behavior is a factor that consistently and significantly increases job satisfaction, especially in technical and high-risk work environments such as UPK Lombok. Positive work behaviors, including discipline, adherence to procedures, initiative, teamwork, and loyalty, will be able to create a safe, harmonious, and mutually supportive work atmosphere. These conditions strengthen the sense of comfort and meaningfulness in work, so that employees experience a higher level of satisfaction. Thus, the positive influence of employee behavior on employee job satisfaction can be understood logically and consistently with the operational dynamics and characteristics of the work environment faced.

3.2. The Effect of Work-Life Balance on Job Satisfaction

Based on the research results in Table, Figure and Figure, it is known that work-life balance has a positive and significant effect on job satisfaction, with a coefficient value of 0.323. This effect is declared significant because the p-value is $0.000 < 0.050$ and the t-value is 3.880 which is greater than the t-critical of 1.96. Thus, work-life balance has a positive and significant effect on job satisfaction, which means that the better the work-life balance of employees at PT PLN (Persero) UPK Lombok, the higher their level of job satisfaction.

These findings align well with the realities of working in a power generation environment, which demands high levels of discipline, preparedness, and operational consistency. When employees are able to maintain a balance between professional demands and personal needs, they tend to have more stable physical and mental health, resulting in a more positive and satisfying work experience.

In the context of UPK Lombok, employees with a good work-life balance are typically able to manage their work time more efficiently, complete tasks on time, and avoid carrying over workloads beyond work hours. This provides ample space for them to rest, spend time with family, and engage in personal activities that promote physical and emotional recovery. When personal needs are met and employees feel in control of their lives, job satisfaction significantly increases. They not only perform their duties because they are required to, but also because they feel balanced and comfortable in their professional roles.

Furthermore, a good work-life balance helps UPK Lombok employees reduce chronic fatigue, prolonged stress, and the boredom of technical routines. For example, when employees receive adequate rest after a night shift or after dealing with a major power outage, they tend to return to work with renewed energy and motivation. This physical and mental well-being contributes to job satisfaction, as employees feel capable of performing their duties effectively without sacrificing their health and family life.

The relationship between work-life balance and job satisfaction is also evident in how employees perceive the quality of social interactions in the workplace. When employees have a well-organized personal life and are less stressed by work, they are better able to interact positively with coworkers, maintain good communication, and demonstrate a professional attitude in the operational environment. This positive work climate contributes to higher job satisfaction because employees feel valued, accepted, and supported by their work environment.

Furthermore, employees with a better work-life balance tend to have a positive perception of the organization. They feel that the company provides space for them to fulfill their personal needs, fostering a sense of loyalty and pride in their workplace. This is especially important in the context of UPK Lombok, where work demands are often unpredictable. When organizations can create conditions that enable employees to maintain a work-life balance, they will experience greater satisfaction with their work.

Thus, the results of this study indicate that work-life balance is not simply a matter of dividing time between work and personal life, but also plays a crucial role in determining the quality of employee job satisfaction. For UPK Lombok employees, this balance provides the foundation for comfort, mental stability, and a sense of accomplishment at work. Therefore, the better their work-life balance, the higher their level of job satisfaction.

In line with the theory explained by Greenhaus and Allen (2011), a good work-life balance directly contributes to increased well-being and job satisfaction, because individuals who are able to balance the demands of work and personal life tend to have more stable emotional health, lower fatigue, and a greater sense of control over their lives. In the

context of PT PLN (Persero) UPK Lombok employees, when they have sufficient time for family, adequate rest after a shift, and space to fulfill personal needs, they will feel more well-being and more satisfied in carrying out their work. This is reinforced by Robbins and Judge, (2019) who emphasized that the balance of work and personal roles can reduce emotional pressure, stress, and mental burden, so that positive energy and work motivation can grow stronger. In other words, individuals who successfully maintain work-life balance will view their work as an activity that provides meaning, not just a burden.

This is in line with research conducted by Hasan et al. (2021), which emphasized that work-life balance plays a crucial role in increasing employee job satisfaction. Hasan et al. found that employees who are able to maintain a balance between work and personal life demands demonstrate higher levels of job satisfaction, which further strengthens their affective commitment to the organization. These findings align well with the conditions of PT PLN (Persero) UPK Lombok employees, where stressful work and technical demands make work-life balance a crucial factor in building job satisfaction. When organizations provide support, whether through more flexible work arrangements, understanding superiors, or a work culture that values personal needs, employees respond with increased psychological well-being, stronger loyalty, and dedication.

Furthermore, research findings by Susanto et al. (2022) also indicate that work-life balance is a crucial factor in increasing employee job satisfaction. In their study of MSME employees, Susanto et al. found that when employees were able to balance work demands with the needs of family and personal life, they tended to experience greater comfort and satisfaction with their work. This study confirms that work-life balance supports psychological well-being, as employees who have sufficient time to rest, spend time with family, and fulfill personal needs return to work with more stable emotions and positive energy.

Thus, it can be concluded that Work-Life Balance is a significant factor in determining the level of job satisfaction of PT PLN (Persero) UPK Lombok employees. When employees are able to balance work demands with personal and family needs, they experience more stable physical and mental conditions, reduced stress, more positive interpersonal communication, and increased loyalty to the company, which overall strengthens job satisfaction. This is in line with previous theories and research which confirm that Work-Life Balance not only improves psychological well-being but also forms a more positive work attitude and deepens employee engagement with the organization.

3.2.1. The Influence of Job Stress on Job Satisfaction is Mediated by Work-Life Balance

Based on the research results in Table 4.9, Figure 4.2 and Figure 4.3, it is known that work-life balance negatively and significantly mediates the effect of work stress on job satisfaction, with a coefficient value of -0.074. This mediation is declared significant because the p-value is $0.040 < 0.050$ and the t-value is 2.061 which is greater than the t-critical of 1.96. This means that increasing work stress not only decreases job satisfaction directly, but also decreases job satisfaction through a decrease in work-life balance. The higher the level

of work stress experienced by employees, the lower their work-life balance, which ultimately has an impact on decreasing job satisfaction at PT PLN (Persero) UPK Lombok.

This finding aligns with the theory proposed by Deci and Ryan (1985) in their Self-Determination Theory, which states that intrinsic motivation arises when an individual's basic needs, such as autonomy, competence, and social connectedness, are met. High motivation encourages employees to feel more emotionally, cognitively, and physically involved in their work (employee engagement). This engagement then serves as a crucial bridge connecting work motivation with performance. In other words, strong motivation will be more optimal in improving performance if employees also have a high level of engagement with their work.

Furthermore, Kahn (1990) explained that work engagement is a psychological state in which employees feel that their work is meaningful and aligned with their personal values. Engaged employees demonstrate high levels of energy, dedication, and full involvement, resulting in more consistent and high-quality performance. Therefore, work motivation serves not only as an internal motivator but also as a trigger for engagement, ultimately improving performance.

According to Robbins and Judge (2017), motivation is the primary force guiding employee behavior and sustaining efforts to achieve organizational goals. However, without engagement, motivation doesn't always translate optimally into performance. With engagement, both internal and external motivational drives can be realized in the form of productive, innovative, and responsible work behavior.

The findings of this study also align with the study by Amalia et al. (2021), which showed that work motivation has a positive influence on hospital staff performance, both directly and through work engagement as a mediating variable. Similarly, Farizqy and Saluy (2024) confirmed that work motivation positively influences employee engagement, ultimately improving performance. Work motivation without high engagement is insufficient to produce optimal performance, so employee engagement plays a significant role as a connecting factor.

Furthermore, research by Hoxha and Ramadani (2024) revealed that intrinsic motivation plays a significant role in increasing employee work engagement and extra-role performance. Employees who feel competent and autonomous are more likely to be engaged and make greater contributions to the organization. This finding is supported by research by Ratnaningtyas et al. (2021), which states that work engagement is proven to be an important mediator in the relationship between work motivation and productivity. The same finding was confirmed by Sulyantie and Gani (2023), who found that work motivation plays a significant role in increasing employee engagement, which ultimately contributes to better performance.

The results of this study indicate that employees with high work motivation tend to be more engaged in their work. Intrinsic motivation, which includes a sense of responsibility, pride in their work, and a desire to contribute to the organization's success, drives employees to be

more enthusiastic and dedicated. The engagement fostered by this motivation encourages employees to go beyond simply completing their work routinely, but rather to carry it out with enthusiasm and a strong sense of ownership.

Furthermore, PLN UPK Lombok employees demonstrate higher levels of work engagement when they feel motivated, whether through rewards, recognition, or opportunities for self-development. Engaged employees are seen to take greater initiative in completing tasks, proactively seek solutions when faced with obstacles, and are willing to put in extra effort to ensure work targets are achieved. For example, under high workloads during network maintenance, highly engaged employees remain willing to work overtime to maintain a reliable electricity supply to the community.

Employee engagement Work motivation also plays a crucial role in improving the consistency and quality of performance. Engaged employees work with greater focus, maintain discipline, and strive to achieve the highest work standards. This engagement not only increases individual productivity but also strengthens teamwork, thereby improving overall organizational performance.

These findings demonstrate that employee engagement acts as a bridge connecting work motivation and employee performance. Without engagement, employee motivation may not fully translate into productive work behavior. Conversely, when motivation is coupled with engagement, employees will be more committed, dedicated, and responsible to their work, resulting in more optimal performance.

Thus, it can be concluded that employee engagement significantly mediates the influence of work motivation on employee performance at PT PLN (Persero) UPK Lombok. Motivated and engaged employees will work with more focus, discipline, and demonstrate extra effort to achieve organizational targets. This emphasizes that strategies to improve employee performance are not sufficient only by motivating them, but must also be accompanied by the creation of a work climate that encourages active employee involvement. Therefore, PLN UPK Lombok needs to continue developing policies that not only stimulate motivation but also strengthen employee engagement, to ensure the sustainability of high performance and excellent quality of public services.

4. Conclusion

Based on the research results and discussions explained above, the following conclusions can be drawn from this research: 1. Job stress has a negative and significant effect on job satisfaction. This means that the higher the level of job stress experienced by employees, the lower the level of job satisfaction of PT PLN (Persero) UPK Lombok employees. 2. Employee behavior has a positive and significant effect on job satisfaction. This means that the better the employee's work behavior, the higher the level of job satisfaction of PT PLN (Persero) UPK Lombok employees. 3. Job stress has a negative and significant impact on work-life balance. This means that the higher the work stress experienced by employees, the lower the work-life balance of PT PLN (Persero) UPK Lombok employees. 4. Employee behavior has a positive and significant effect on work-life balance. This means that the

better employee behavior, the better the work-life balance of PT PLN (Persero) UPK Lombok employees. 5. Work-life balance has a positive and significant effect on job satisfaction. This means that the better the work-life balance employees have, the higher the job satisfaction of PT PLN (Persero) UPK Lombok employees. 6. Work-life balance negatively and significantly mediates the effect of work stress on job satisfaction. This means that work stress not only directly reduces job satisfaction but also reduces job satisfaction through a decrease in work-life balance for employees of PT PLN (Persero) UPK Lombok. 7. Work-life balance positively and significantly mediates the influence of employee behavior on job satisfaction. This means that good employee behavior not only directly increases job satisfaction but also increases job satisfaction through improving the work-life balance of PT PLN (Persero) UPK Lombok employees.

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