

The Influence of Work Life Balance and Work Engagement on Employee Performance at PT Jasa Raharja with Job Satisfaction as an Intervening Variable

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Abstract. *The phenomenon that occurs is that the performance assessment of PT. Jasa Raharja from year to year has fluctuated. Realizing this, PT. Jasa Raharja feels the need to improve performance by paying attention to employee job satisfaction, and trying to improve work-life balance and strengthen work engagement. This study is an explanatory research study with a quantitative approach. The research population of PT Jasa Raharja 2025 employees amounted to 1812 people. The sample was taken using proportional random sampling technique obtained a sample size of 140 employees. The data collection technique used a closed questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. The results of the study: 1) Work life balance has a positive and significant effect on job satisfaction, this means that when PT. Jasa Raharja employees have a good balance between work and personal life, they will be more satisfied with their work. 2) Work engagement has a positive and significant effect on job satisfaction, this means that if PT. Jasa Raharja employees feel involved and engaged with their work, they will give their best and achieve better results. 3) Work life balance has a positive and significant effect on performance, this means that if PT. Jasa Raharja employees have enough time for life outside of work, and feel happy and not stressed, then their performance will increase. 4) Work engagement has a positive and significant effect on employee performance, this means that PT. Jasa Raharja employees who are emotionally, cognitively, and physically involved tend to be more productive, innovative and will be able to improve their performance by providing better customer service. 5) Job satisfaction has a positive and significant effect on employee performance and this job satisfaction is able to mediate the influence of work life balance and work engagement on employee performance. This means that PT. Jasa Raharja employees who have a good work-life balance (can divide time between work and family in a balanced manner) and high work engagement (fully involved, dedicated and enthusiastic in work) will feel more satisfied with their work. This job satisfaction will encourage employees to work better and achieve better results.*

Keywords: *Dedicated; Employees; Encourage; Satisfaction.*

1. Introduction

Human resources are the potential abilities possessed by humans, consisting of the ability to think, communicate, act and morally carry out activities.(Nainggolan, 2022). In facing global competition and technological developments, companies are required to project the quality of their human resources according to current and future needs. A good company must be able to manage human resources well. Because human resources are a vital component that plays a role in achieving company goals. If human resources in an organization are effective, the company will also run effectively. The survival of a company depends on employee performance.(Junaedi, 2019).

Employee performance is an individual employee's ability to complete their tasks and responsibilities as determined and assigned by the company. Companies always expect their employees to produce results and achieve results because having high-performing employees can improve their performance.(Hitalessy et al, 2018)Performance is a crucial aspect; an organization expects employees to work diligently to the best of their abilities to achieve good results. Employee performance influences how much they contribute to the company. A person's performance can be measured at the individual level, in relation to their work, and in relation to their primary responsibilities.(Rolos, Sambul and Rumawas, 2018).

In order to improve employee performance, several supporting factors are needed which must be considered by managers and leaders in order to achieve organizational goals.(Irwandi & Sanjaya, 2022). According to Ismail in Marimin & Susanto(2020)In general, employee performance can be influenced by both external and internal factors. An internal factor that can determine employee performance is job satisfaction.

Job satisfaction is a positive attitude that is formed from a person's evaluation of how happy they are about various situations in the workplace.(Indrasari, 2017). For organizations, employee job satisfaction is a priority, and fulfilling this is primarily the responsibility of organizational leaders. For employees, job satisfaction is both an individual factor and a means to achieve work productivity. Therefore, within the scope of human resource management, job satisfaction provides benefits to the organization/company, employees, and even society. A sense of job satisfaction can have a positive impact on behavior, such as a tendency to increase levels of discipline and work enthusiasm.(Bahri & Nisa, 2017).

In addition, work life balance is a balance between how someone can manage their time between the demands of work and the demands of personal life.(Fenia Annamaria, 2018)Work-life balance has become an interesting topic in organizations. Work-life balance is a person's ability to commit to and balance work and personal life. Employees' balance between work and quality personal life can also be a focus of company attention, resulting in increased employee satisfaction. When an individual fails to maintain a work-life balance and works too much in an organizational setting, this can lead to psychological distress. This

must also be considered by companies in developing policies to ensure employee commitment to achieving company goals.(Zaleha, 2020).

Another factor in improving employee performance is work engagement. To improve employee performance, companies must be able to foster a sense of engagement between employees and their work.(Octorini et al, 2021)Work engagement is the level of employee attachment to their work, which can be linked to high energy, dedication, and devotion while working. Employee engagement is crucial to a company's business success.(Pratiwi & Fatoni, 2023)Employees who are engaged in their work are likely to exhibit positive behavior and attitudes in the workplace. This behavior significantly impacts the performance of each employee.(Irwandi & Sanjaya, 2022).

PT. Jasa Raharja is a government-owned insurance company engaged in the business of organizing social insurance programs that carry out the mandate of Law No. 33 of 1964 in conjunction with Government Regulation No. 17 of 1965 concerning mandatory passenger accident insurance funds and Law No. 34 of 1964 in conjunction with Government Regulation No. 18 of 1965 concerning road traffic accident funds. As the spearhead of the company, employees are required to work optimally so that excellent service can be achieved for the community. Realizing this, PT. Jasa Raharja feels the need to improve performance by paying attention to employee job satisfaction, and striving to improve work-life balance and strengthen work engagement.

Based on the results of interviews with HRD PT Jasa Raharja West Sumatra Branch stated that what is currently happening is that there are employees who lack initiative in doing their work so that employees must be told first to start work. When employees have finished their work instead of doing other work but instead playing with their cellphones, waiting to be told before doing work again. In addition, high work pressure due to the work system that requires employees to work on national holidays causes employees to spend their time, energy and thoughts on work compared to other matters, which causes an imbalance between work life and life outside of work.

Based on previous studies on work life balance and work engagement on employee performance, the results showed inconsistent results, such as the research conducted by Arifin and Muharto.(2022)that work-life balance has a positive and significant effect on employee performance, with higher work-life balance leading to higher employee performance. This finding differs from research conducted by Saifullah.(2020)that work-life balance does not significantly influence employee performance, where a higher work-life balance does not necessarily improve employee performance. Furthermore, research conducted by Kustya and Nugraheni(2020)that work engagement has a positive and significant effect on employee performance. This finding contradicts the research conducted by Yusuf(2019)that work engagement does not have a significant effect on employee performance.

Apart from the research gap, the gap phenomenon is also one of the reasons. One of the factors underlying this research include a decline in employee job satisfaction and performance.

The decline in employee performance will be very detrimental to the company, especially companies engaged in the service sector, this will affect the company's relationship with customers and will affect the company's development in the future. Based on the existing phenomena and research gaps, this research is important to be carried out, so that researchers are interested in conducting research with the title "The Effect of Work Life Balance and Work Engagement on Employee Performance at PT Jasa Raharja with Job Satisfaction as an Intervening Variable".

2. Research Methods

Based on the research objectives that have been set, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables being studied. (Umar, 2019). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on dependent variables, namely the influence of work-life balance and work engagement on employee performance at PT Jasa Raharja with job satisfaction as an intervening variable.

3. Results and Discussion

3.1. Respondent Overview

The subjects of this study were employee PT Jasa Raharja. Data collection using a questionnaire via Google Form distributed online via WhatsApp from July 18 to August 4, 2025, resulted in 140 respondents with the following characteristics:

Respondent Characteristics Table

Characteristics	Information	Frequency	Percentage
Age	25 – 35 years old	39	27.9%
	36 – 45 years old	67	47.9%
	>45 years	34	24.3%
Total		140	100%
Level of education	Diploma	17	12.1%
	S1	87	62.1%
	S2	36	25.7%
Total		140	100%
Years of service	5 – 10 years	31	22.1%
	11 – 15 years	32	22.9%
	16 – 20 years	36	25.7%
	>20 years	41	29.3%
Total		140	100%

Based on the number of samples obtained, namely 140 employee PT Jasa Raharja reports that 47.9% of its employees are aged 36–45, a mature and productive age group. Mature and productive employees have more work experience, greater emotional maturity, and better concentration.

Characteristics of education level, known as 62.1% is S1, this shows that employee PT Jasa Raharja has a high level of education. Employees with higher education are better able to identify problems, analyze them, and find effective solutions, resulting in higher-quality work.

Characteristics of work period show that as many as 29.3% of employees PT Jasa Raharja has been operating for over 20 years. Employees with over 20 years of service have a deep understanding of the company culture, extensive experience in problem-solving, and strong relationships with colleagues and management. Furthermore, employees are more stable and reliable, and can provide guidance and training to new employees.

Descriptive analysis aims to determine respondents' responses to each question asked. In this case, descriptive analysis explains customers' responses to the questions asked for each variable. *work life balance*, *work engagement*, job satisfaction and employee performance. To determine the respondents' responses to each variable, in this study they were grouped into one score category using a scale range with the following formula (Umar, 2017):

$$Ho_{spi} = \frac{TT - TR}{Scale}$$

Information

RS: Scale Range

TR: Lowest Score (1)

TT: Highest Score (5)

Based on the formula above, the scale range can be calculated:

$$Ho_{spi} = \frac{5 - 1}{3}$$

$$Ho_{spi} = 1.3$$

tal

Thus the interval value can be explained as follows:

Low: 1 – 2.33

Medium: 2.34 – 3.67

Height: 3.68 – 5.0

Responses from 140 PT Jasa Raharja employees regarding *work life balance*, *work engagement*, employee job satisfaction and performance can be explained as follows:

Description Table *Work Life Balance*

Code	Indicator	STS	TS	RR	S	SS	Mean	Criteria
WLB1	<i>Time balance</i>	0	3	19	48	70	4.32	Tall
WLB2	<i>Involvement balance</i>	0	7	13	68	52	4.18	Tall
WLB3	<i>Satisfaction Balance</i>	0	1	21	65	53	4.21	Tall
Average							4.24	Tall

Based on table show that respondents' responses regarding work life balance has an average value of 4.24 (high) which indicates that the average respondent gave an agreement response to the statement in the questionnaire, this shows that PT Jasa Raharja employees have *work-life balance* high. Respondents' responses regarding time balance were the highest indicator, with a mean value of 4.32 (high). This indicates that PT Jasa Raharja employees can attend to their personal matters after work. Furthermore, responses regarding involvement balance received an average value of 4.18, making it the lowest indicator in this variable, but categorized as high. This indicates that PT Jasa Raharja employees have an equally active role in managing both work and personal matters.

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is ≥ 0.7 , indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. Conversely, if the outer loading value is < 0.7 , the indicator is declared invalid, indicating that the indicator has a weak correlation with the construct and may need to be considered for removal.

Discriminant validity is a concept used to assess the extent to which a construct is truly different from other constructs. Several methods used to evaluate discriminant variables include examining cross-loading values, AVE (Average Variance Extracted), and the Fornell-Larkel Criterion.

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal

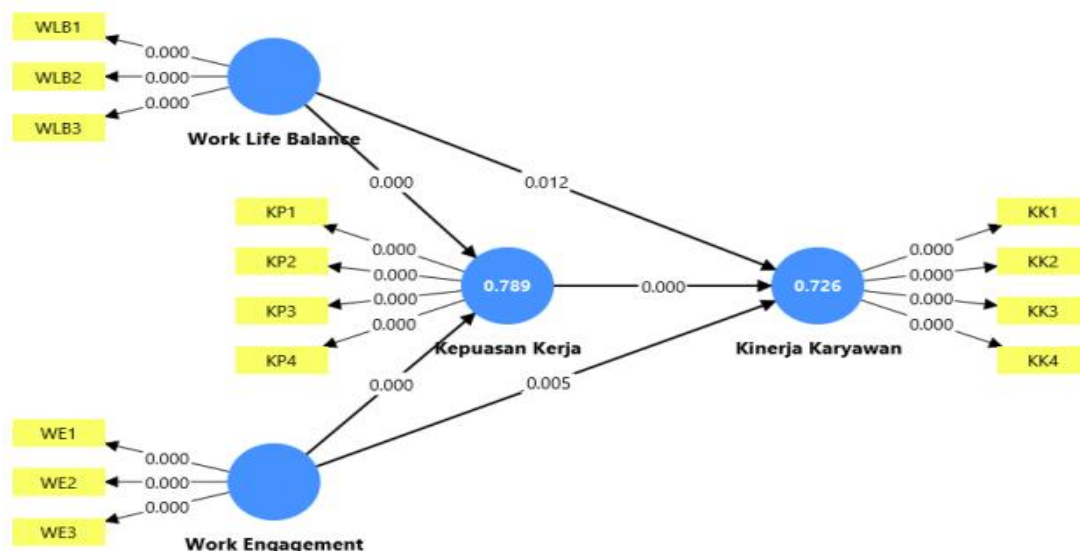
consistency reliability. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Composite Reliability and Cronbach Alpha Table

Variables	Composite Reliability	Cronbach Alpha	Information
Job satisfaction	0.874	0.871	Reliable
Employee performance	0.899	0.882	Reliable
Work Engagement	0.897	0.890	Reliable
Work Life Balance	0.915	0.914	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach's Alpha (CA) values. All latent variables in the model have CR values > 0.7 , indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA value job satisfaction $n(0.871)$, CA employee performance (0.882) , CA work engagement (0.890) , and CA work-life balance (0.914) shows high reliability with a CA value of 0.8 – 0.9, this means that the indicators for this variable are very consistent in measuring the construct.

After conducting an evaluation of the outer model and finding that each construct has met the validity and reliability requirements, the next step is to evaluate the structural model (inner model) with the following results:



Full Structural Model Partial Least Square (Inner Model) Image

Based on the image above, it can be explained regarding the results of the path coefficient, indirect effect, R-square (R²), f-square (F²), goodness of fit test.

1) *Path Coefficient* (Direct Impact)

Path The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Path Coefficient Table (Direct Effect)

Hypothesis	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics	P values	Decision
<i>Work Life Balance</i> ->Job satisfaction	0.494	0.488	0.120	4.113	0.000	H1 accepted
<i>Work Engagement</i> ->Job satisfaction	0.424	0.430	0.115	3,684	0.000	H2 accepted
<i>Work Life Balance</i> ->Employee performance	0.332	0.323	0.146	2,272	0.012	H3 is accepted
<i>Work Engagement</i> ->Employee performance	0.486	0.492	0.138	2,335	0.005	H4 accepted
Job satisfaction->Employee performance	0.544	0.544	0.154	3,534	0.000	H5 is accepted

Based on the data presented in the table above, it can be seen that of the five hypotheses proposed in this study, they are explained as follows:

a. Influence *Work Life Balance* to Job satisfaction

The results of the hypothesis test show that the P values that form the influence *work-life balance* to job satisfaction is $0.000 < 0.05$ with a T statistics value $(4.113) > 1.96$ and an original sample value of 0.494 (positive). These results support the first hypothesis, namely *work-life balance* has a positive and significant effect on job satisfaction, where the higher the work life balance felt by employees, the higher their job satisfaction.

b. Influence *Work Engagement* to Job satisfaction

The results of the hypothesis test show that the P values that form the influence *work engagemen* tto job satisfaction is $0.000 < 0.05$ with a T statistics value $(3.684) > 1.96$ and an

original sample value of 0.424 (positive). These results support the second hypothesis, namely *work engagement* has a positive and significant effect on job satisfaction, where the stronger the work engagement felt by employees, the higher their job satisfaction.

c. Influence *Work Life Balance* to Employee performance

The results of the hypothesis test show that the P values that form the influence *work-life balance* to employee performance is $0.012 < 0.05$ with a T statistics value $(2.272) > 1.96$ and an original sample value of 0.332 (positive). These results support the third hypothesis, namely *work-life balance* has a positive and significant effect on employee performance, where the higher the work life balance felt by employees, the higher the employee performance.

d. Influence *Work Engagement* to Employee performance

The results of the hypothesis test show that the P-values that determine the influence of work engagement on employee performance are $0.005 < 0.05$ with a T-statistics value $(2.335) > 1.96$ and an original sample value of 0.486 (positive). These results support the fourth hypothesis, namely that work engagement has a positive and significant effect on employee performance, where the stronger the work engagement felt by employees, the better their performance.

e. Influence Job satisfaction to Employee performance

The results of the hypothesis test show that the P-values that form the influence of job satisfaction on employee performance are $0.000 < 0.05$ with a T-statistics value $(3.534) > 1.96$ and an original sample value of 0.544 (positive). These results support the fifth hypothesis, namely that job satisfaction has a positive and significant effect on employee performance, where the higher the level of job satisfaction felt by employees, the higher their performance.

2) Indirect Effect Test

To see the effect of the mediating variable, we use the results of the Indirect Effect. The following table shows the effect of the mediating variable.

Indirect Effect Table

Hypothesis	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics	P values	Decision
<i>Work Life Balance</i> -> Job Satisfaction -> Employee Performance	0.269	0.270	0.112	2,392	0.008	Able to Mediate
<i>Work Engagement</i> -> Job Satisfaction -> Employee Performance	0.231	0.231	0.084	2,736	0.003	Able to Mediate

Satisfaction ->
Employee
Performance

Based on the data presented in the table above, it can be explained as follows:

- a. The Role of Job Satisfaction in Mediating the Influence *Work Life Balance* to Employee performance

The results of the hypothesis test show that the P-value of the indirect effect is $0.008 < 0.05$ with a T-statistics value $(2.392) > 1.96$ and an original sample value of 0.269 (positive). These results indicate that job satisfaction is able to mediate a positive and significant influence. *work-life balance* to employee performance.

- b. The Role of Job Satisfaction in Mediating the Influence *Work Engagement* to Employee performance

The results of the hypothesis test show that the P-value of the indirect effect is $0.003 < 0.05$ with a T-statistics value $(2.736) > 1.96$ and an original sample value of 0.231 (positive). These results indicate that job satisfaction is able to mediate a positive and significant influence. *work engagement* to employee performance

3) R-square

The structural model is evaluated using R-square for the dependent construct. The R^2 value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence.

R-Square Value Table

No	Variables	R-Squares	R-Squares adjusted
1	Job satisfaction	0.789	0.785
2	Employee performance	0.726	0.717

Based on the table it explains that the variables job satisfaction has an adjusted r-square value of 0.785, this can be interpreted as meaning that 78.5% of the variation or change job satisfaction influenced by *work-life balance* And *work engagement* while the remaining 21.5% is influenced by other variables not studied. The adjusted r-square value for the variable employee performance of 0.717 this means that 71.7% of the variation or change employee performance influenced by *work-life balance*, *work engagement* and job satisfaction, while the remaining 28.3% is influenced by other variables not studied.

4) F-square

The F2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

F-Square Value Table

Variable Relationship	<i>f-Squares</i>	Substantive influence
Job Satisfaction -> Employee Performance	0.227	Enough
<i>Work Engagement</i> -> Job satisfaction	0.204	Enough
<i>Work Engagement</i> -> Employee performance	0.060	Small
<i>Work-Life Balance</i> -> Job satisfaction	0.276	Enough
<i>Work-Life Balance</i> -> Employee performance	0.075	Small

Based on the table above, it can be seen that the relationship between variables that have a fairly large substantive influence occurs in the variables job satisfaction towards employee performance (0.227), work engagement on job satisfaction (0.204) and work life balance on job satisfaction (0.276). Meanwhile, the relationship between variables that has a small substantive influence occurs in the variable *work engagement* to employee performance (0.060) and *work-life balance* to employee performance (0.075).

5) Model Fit Test

In this study, the evaluation of model fit used SRMR, d_ULS, d_G, Chi square and NFI, with the following results:

Table. Goodness of Fit Model Test Results

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.063	Fit
2	d_ULS	> 0.05	0.418	Fit
3	d_G	> 0.05	0.362	Fit
4	Chi-Square	>X ² table (df = 136; X ² table = 164.216)	192,956	Fit
5	NFI	Approaching 1	0.855	Fit

The analysis results show that the tested model exhibits an acceptable fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

3.2. Discussion

1) Direct Influence

The direct influence in the research as the proposed hypothesis and research findings can be discussed as follows:

a. Influence *Work Life Balance* to Job satisfaction

The results of the study show that *work-life balance* has a positive and significant effect on job satisfaction, where the higher the work-life balance employees perceive, the higher their

job satisfaction. This indicates that when employees have a good balance between work and personal life, they tend to feel more satisfied with their jobs.

The results of this study are in line with research conducted by (Ganapathi, 2016) that there is a positive and significant influence of work life balance on job satisfaction. Relevant to the research results (Pangemanan et al., 2017), (Asepta & Maruno, 2017) that work-life balance has an impact on job satisfaction. Research (Kanwar et al., 2019) stated that managing work life balance can improve work facilities so that it will affect employee job satisfaction.

Work-life balance For PT Jasa Raharja employees, well-being is a state in which they are able to manage their time and energy between work and personal life in a balanced manner. This includes the ability to achieve work goals without sacrificing health, happiness, and other personal needs. If these things are fulfilled, they tend to feel more satisfied with their work.

Work-life balance Work-life balance has a positive impact on job satisfaction because it helps employees manage their time better, which can reduce stress. Furthermore, employees who feel happy and satisfied with their work tend to be more productive. When they have time for themselves and their families, they return to work with renewed energy and enthusiasm. Work-life balance allows employees to maintain their physical and mental health by exercising, socializing, and engaging in activities they enjoy. Good health contributes to increased job satisfaction.

b. Influence *Work Engagement* to Job satisfaction

The research results show that work engagement has a positive and significant effect on job satisfaction, where the stronger the work engagement employees feel, the higher their job satisfaction. Strong work engagement indicates that employees are emotionally, cognitively, and physically involved in their work, which in turn can increase their job satisfaction.

Previous research (Yalabik and Rayton, 2018), (Ramos & Almeida, 2017), (Yakin & Erdil, 2017) provided results that there is a positive and significant influence between work engagement and job satisfaction. Similar to his research (Murray et al., 2019) which states that work engagement has a significant impact on job satisfaction. Research conducted by (Irwandi & Sanjaya, 2022) shows that work engagement positively influences job satisfaction. This may be because employees with work engagement are actively and enthusiastically involved in their work, which tends to increase job satisfaction.

Work engagement Work engagement among PT. Jasa Raharja employees refers to the level of employee involvement and enthusiasm in their work. Actively engaged employees feel connected to their work and the organization and are motivated to contribute optimally. High work engagement can result in high job satisfaction. This can be because engaged employees often feel the work is meaningful and challenging, so they feel more energetic and motivated, all of which contribute to increased job satisfaction. Employees who feel their work is challenging, have autonomy in their work, and receive support from their team

and superiors will be more engaged. This involvement will then trigger a sense of job satisfaction, reduce stress, and increase job satisfaction. When employees feel engaged in their work, they are more enthusiastic, dedicated, and absorbed in their work. This can produce positive feelings such as happiness, pleasure, and enthusiasm, which ultimately increase job satisfaction.

c. Influence *Work Life Balance* to Employee performance

The results of the study show that work life balance has a positive and significant effect on employee performance, where the higher the work life balance felt by employees, the higher the employee performance. This indicates that when employees feel balanced, they will be more focused, more creative, and more able to provide innovation in their work which is reflected in better performance.

Research conducted by(Soomro et al, 2017)that there is a positive and significant impact between work-life balance and employee performance. Other research(Noor Hidayat et al, 2017)provided similar results that there is a positive influence between work-life balance and employee performance. There is also research(Johari et al, 2017)stated that there is an influence of work-life balance on employee performance. Similar to his research(Thevanes & Mangaleswaran, 2018)which states that work life balance and employee performance have a positive and significant influence according to.

Work-life balance can affect the performance of PT. Jasa Raharja employees because employees who have a good work-life balance tend to be more focused and productive at work because they do not feel burdened by personal problems or excessive work pressure. In addition, work-life balance helps employees manage stress and avoid burnout, so they can work more effectively. Employees who have a good work-life balance will be more focused and motivated at work, because they feel supported in managing personal and professional responsibilities. Employees who feel supported in their work-life balance are more loyal to the company and have a stronger commitment, which is reflected in better performance.

d. Influence *Work Engagement* to Employee performance

The research results show that work engagement has a positive and significant impact on employee performance. The stronger the work engagement, the better their performance. Work engagement is a priority that engages employees' entire energy and enthusiasm to perform well, resulting in greater productivity, innovation, and high performance.

Research conducted by(Aditya, 2016)The results showed that there was a significant influence between work engagement and employee performance. (Siswono, 2016)had similar results explaining that there is a positive influence between work engagement and employee performance. In line with research (Sendawula et al, 2018)which states that there is an influence of work engagement on employee performance. Similar to his research

(Handoyo & Setiawan, 2017) which states that work engagement has a significant influence on employee performance.

Work engagement has a positive impact on the performance of PT. Jasa Raharja employees. Because engaged employees are more likely to work hard, contribute more, and deliver high-quality results. Work engagement helps employees focus more on their tasks, reducing distractions and increasing efficiency. Furthermore, work engagement creates a sense of belonging and emotional attachment to their work and organization. Engaged employees tend to be more loyal, reducing absenteeism and the desire to leave, thus improving employee performance.

e. Influence Job satisfaction to Employee performance

The research results show that job satisfaction has a positive and significant impact on employee performance, where the higher the level of job satisfaction experienced by employees, the higher their performance. Employees who are more satisfied will have more effective performance compared to employees who are dissatisfied with their jobs.

Study (Babin & Boles, 2016) The results showed that there was a significant influence between job satisfaction and employee performance. The research (Miao & Kim, 2020) showed similar results, where there was an influence of job satisfaction on employee performance. The research (Berliana et al, 2019) states that there is an influence of job satisfaction on employee performance. This is relevant to research conducted by (Febriana et al., 2020) stated that job satisfaction has a big influence on employee performance.

Job satisfaction is crucial for PT Jasa Raharja to achieve its goals. Job satisfaction has a positive and significant impact on employee performance at PT. Jasa Raharja, as employees who are satisfied with their jobs are more motivated to work hard and achieve company goals. This sense of satisfaction creates a positive work environment, where employees feel valued and motivated to deliver their best. When employees are satisfied, they are more likely to perform better. Job satisfaction can also help employees focus more on their work and reduce distractions, leading to more efficient task completion and greater likelihood of seeking ways to improve their performance.

2) Indirect Influence

The indirect influence in the research as per the proposed hypothesis and research findings can be discussed as follows:

a. The Role of Job Satisfaction in Mediating the Influence *Work Life Balance* to Employee performance

The research results show that job satisfaction can mediate the positive and significant influence of work-life balance on employee performance. This means that a good work-life

balance can increase job satisfaction, and this job satisfaction then directly drives improved employee performance.

Study(Kanwar et al, 2019)states that there is an influence between work life balance and employee performance through job satisfaction.(Soomro et al, 2017)provided similar results, where there was a significant impact between work-life balance and employee performance through job satisfaction.(Berliana et al, 2019)states that job satisfaction is able to mediate the influence of work life balance on employee performance.

Job satisfaction is a key factor that links between *work-life balance* on the performance of PT Jasa Raharja employees, this is because when employees feel they have control over their time and can fulfill their personal needs, they tend to be happier and more satisfied with their work, employees who are satisfied with their work tend to be more motivated, engaged, and productive which in turn can improve performance. Good work life balance, where PT Jasa Raharja employees can balance the demands of work and personal life, this balance (work and personal life) makes employees feel happier and more satisfied with their work, reduces stress levels and increases their engagement with work. This increased job satisfaction can encourage them to work harder, be more creative, and be more focused, all of which contribute to improved performance.

b. The Role of Job Satisfaction in Mediating the Influence *Work Engagement* to Employee performance

The research results show that job satisfaction can mediate the positive and significant influence of work engagement on employee performance. This means that employees who feel involved in their work (work engagement) tend to be more satisfied with their jobs, and this job satisfaction then contributes positively to improved performance. Job satisfaction is a positive feeling that arises from a good work experience. Engaged employees tend to have higher job satisfaction, which in turn motivates them to deliver better performance.

Study(Ramos & Almeida, 2017)The results showed that there was a positive influence between work engagement and employee performance, mediated by job satisfaction.(Sendawula et al, 2018)showed similar results, where work engagement influences employee performance through job satisfaction. This is in line with research.(Babin & Boles, 2016)that job satisfaction can strengthen the relationship between work engagement and employee performance.

Job satisfaction plays a crucial role in the relationship between work engagement and employee performance at PT Jasa Raharja. This is because employees who are engaged in their work (passionate, dedicated, and absorbed in their work) will feel satisfied with their work (indicated by enjoying and loving their work, work morale, discipline, and work performance). The positive impact of work engagement will be even more pronounced. These employees will be more likely to work hard, generate creative ideas, and make significant contributions to the company. Engaged and satisfied employees tend to be more

motivated, dedicated, and passionate about their work. They are more likely to give their best effort, take initiative, and work more effectively. This will increase their productivity, efficiency, and the quality of their work.

4. Conclusion

Based on the results of the research that has been done, it can be concluded that: Work life balance has a positive and significant effect on job satisfaction, this means that when employees of PT. Jasa Raharja have a good balance between work and personal life, they will be more satisfied with their work. Work engagement has a positive and significant effect on job satisfaction, this means that if employees of PT. Jasa Raharja feel involved and bound to their work, they will give their best and achieve better results. Work life balance has a positive and significant effect on performance, this means that if employees of PT. Jasa Raharja have enough time for life outside of work, and feel happy and not stressed, their performance will increase. Work engagement has a positive and significant effect on employee performance, this means that employees of PT. Jasa Raharja who are emotionally, cognitively, and physically involved tend to be more productive, innovative and will be able to improve their performance by providing better customer service. Job satisfaction has a positive and significant effect on employee performance and this job satisfaction is able to mediate the influence of work life balance and work engagement on employee performance, this means that employees of PT. Jasa Raharja employees who maintain a good work-life balance (equally dividing their time between work and family) and high levels of work engagement (fully involved, dedicated, and passionate about their work) will feel more satisfied with their jobs. This job satisfaction will motivate employees to perform better and achieve better results.

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