

Analysis of the Effect of Work Life Balance on Employee Performance with Cognitive Employee and Spiritual Engagement as Intervening Variables at PLN Balikpapan

Suwardiyono

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: suwardiyono_pnj@yahoo.co.id

Abstract. Every company requires management to achieve its specific goals. Not only the private sector, but the public sector also requires good management to provide excellent services to the public or community in need. Therefore, a company's success in achieving its goals depends on the success of its human resources. Human resources are a crucial factor that companies must manage effectively. Human resource management must be carried out professionally to produce competent human resources, which can ultimately improve individual and company performance. All activities undertaken to improve the business of an organization or company are demonstrated through efforts to achieve performance. Human resources that meet company expectations are a vital asset because they contribute to the company's progress. Successfully achieving superior performance requires the strategic role of employees as actors in every company activity. Therefore, companies need to closely monitor employee performance to ensure compliance with standards and deliver results as expected. Continuous efforts to develop employee performance are a challenge for managers. This plays a crucial role in streamlining company activities in every work process. Performance is a description of the level of achievement of the implementation of an activity/policy program in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic scheme. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization to be able to provide satisfactory services. Therefore, efforts to improve employee performance are the most serious challenge because the success of achieving goals and the survival of the company depends on the quality of the performance of the human resources within it. In addition, performance can also be interpreted as a result and effort of a person achieved through the existence of abilities and actions in certain situations. PLN is the sole provider of electricity services in Indonesia to the general public.

Keywords: Balance; Performance; Spiritual Engagement; Work.

1. Introduction

Every company requires management to achieve its specific goals. Not only the private sector, but the public sector also requires good management to provide excellent services to the public or community in need. Therefore, a company's success in achieving its goals depends on the success of its human resources (Rahman, 2022). Human resources are a crucial factor that companies must manage effectively. Human resource management must be carried out professionally to produce competent human resources, which can ultimately improve individual and company performance (Mondiani, 2022).

All activities undertaken to improve the business of an organization or company are demonstrated through efforts to achieve performance. Human resources that meet company expectations are a vital asset because they contribute to the company's progress. Successfully achieving superior performance requires the strategic role of employees as actors in every company activity. Therefore, companies need to closely monitor employee performance to ensure compliance with standards and deliver results as expected. Continuous efforts to develop employee performance are a challenge for managers. This plays a crucial role in streamlining company activities in every work process (Munir et al., 2023).

Performance is a description of the level of achievement of the implementation of an activity/policy program in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic scheme (Darmasaputra, 2013). Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization to be able to provide satisfactory services. Therefore, efforts to improve employee performance are the most serious challenge because the success of achieving goals and the survival of the company depends on the quality of the performance of the human resources within it. In addition, performance can also be interpreted as a result and effort of a person achieved through the existence of abilities and actions in certain situations.

PLN is the sole provider of electricity services in Indonesia to the general public. In providing electricity distribution services, PLN divides the functions of its main unit into several main units based on the electric power system, namely generation, transmission, and distribution. In addition, there are also main units or other centers to support the company's operations. Due to the vast coverage of PLN's work area, PLN has units throughout Indonesia, each with its own function according to its main unit, one of which is the PLN Kaltimra Main Unit located in Balikpapan.

Based on the author's observations, performance issues at the PT. PLN Balikpapan office have resulted in a decline in performance and a tendency towards instability. The 2020-2024 report will be presented as the initial research phenomenon. The following is the performance data for the PT. PLN Balikpapan office, presented in Table:

Table Employee Performance Assessment Data 2020-2024

Year	Performance Target	Performance Realization	Difference	Information
2020	85	82	-3	Not yet on target
2021	85	79	-6	Decrease
2022	85	76	-9	The decline continues
2023	85	73	-12	Not as expected
2024	85	72	-13	Significant decline

Source: PT. PLN Balikpapan Office, 2025

Based on table, the percentage of employee performance assessment results at the PT. PLN Balikpapan Office during the 2020–2024 period has not reached the set target. In addition, there is a downward trend in performance realization from year to year, which indicates that employee performance has experienced a continuous decline and has not been in line with company expectations. In terms of work quantity, employees are expected to achieve pre-planned targets. The achievement of employee targets can be seen from the results of the employee performance target assessment (SKP). The SKP assessment will be used as a quantity assessment by the PT. PLN Balikpapan office. To be able to continuously improve performance, cognitive employees are needed. Cognitive abilities are crucial for employees because they underlie the ability to solve problems, make decisions, and adapt quickly in a dynamic work environment. Workers with strong cognitive skills are able to process complex information efficiently, thereby directly driving company productivity and innovation.

2. Research Methods

In this study, all research results are presented in numerical form and then analyzed using statistics. Therefore, a quantitative approach is used. Quantitative research emphasizes the measurement and analysis of causal relationships between various variables, rather than the process itself. The investigation is viewed within a value-free framework (Handayani et al., 2020).

Based on the established research objectives, 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 studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on the dependent variable, namely the influence of work-life balance on employee performance with employee cognitive and spiritual engagement as intervening variables at PT. PLN Balikpapan.

3. Results and Discussion

3.1. Description of Respondent Characteristics

This study involved 167 employees of PT. PLN Balikpapan as respondents. Data collection was conducted using a Google Form questionnaire distributed from April 28 to June 10, 2026. The characteristics of the respondents are as follows:

Table Frequency Distribution of Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	123	73.7
	Woman	44	26.3
Total		167	100
Age	20 – 30 years	10	6.0
	31 – 40 years old	103	61.7
	41 – 50 years old	29	17.4
	>50 years	25	15.0

Total		167	100
Education	High school or equivalent	23	13.8
	D1 – D3	56	33.5
	S1	68	40.7
	S2	19	11.4
	S3	1	0.6
Total		167	100
Length of working	15 years	9	5.4
	6 – 10 years	32	19.2
	11 – 15 years	46	27.5
	16 - 20 years	45	26.9
	>20 years	35	21.0
Total		167	100%

Based on the characteristics of 167 employees of PT. PLN Balikpapan, it is known that 73.7% are male, this shows that the workforce in the electricity sector is dominated by men, this situation is common because many PLN technical jobs in the field require strong physical conditions. Age characteristics that as many as 61.7% of PT. PLN Balikpapan employees are aged 31 – 40 years, this shows that most employees are in their productive age and peak career, they have strong physiques, mature thinking skills, and solid work experience.

Characteristics of education thatAs many as 40.7% of PT. PLN Balikpapan employees have a bachelor's degree, this shows that most employees have a very good level of higher education, meaning that PT. PLN Balikpapan has a strong workforce foundation, is able to think critically, and is easily trained to understand new and complex electrical technology. The characteristics of length of service that as many as 27.5% of employees have worked for 11-15 years at PT. PLN Balikpapan, this shows that most employees are at the mature worker stage, that is, they already understand well how the company works, they have a

long work period. This means that the company has a stable and very experienced workforce.

3.2. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

a. Outer Model Evaluation (Measurement Model)

Outer model testing is used to see how a latent variable is measured by its indicators. The model is illustrated as follows:

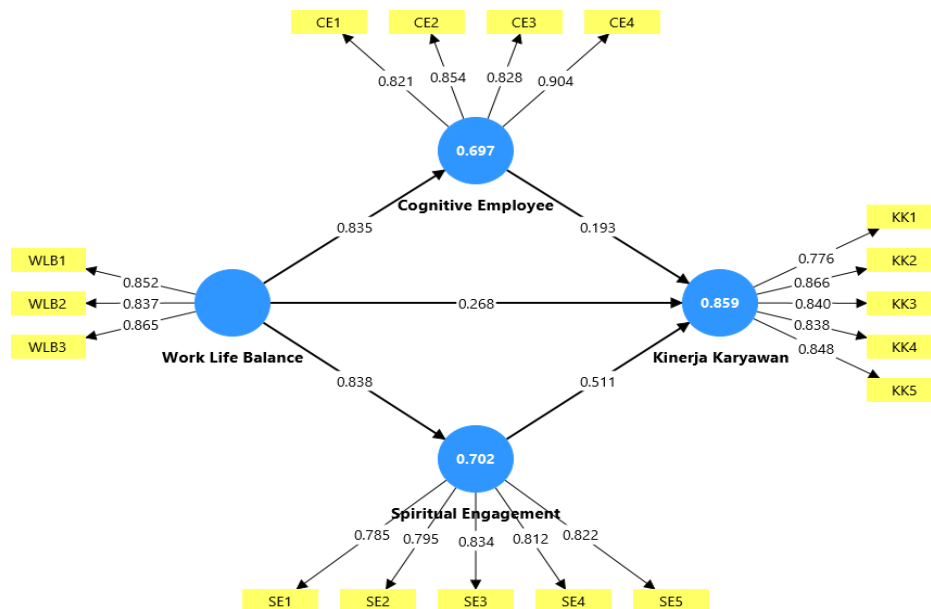


Figure Outer Model (Measurement Model)

To assess the outer model in SmartPLS analysis, research uses three main criteria: convergent validity, discriminant validity, and reliability. The following is an explanation:

1. Convergent Validity

Convergent validity is measured using the correlation between item scores and variable scores in PLS software. A question item is considered good if it has a correlation (outer loading) of more than 0.50 with the measured variable. Therefore, this study uses an outer loading limit of 0.50.

Table Outer Loading Values

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
<i>Cognitive Employee</i>	CE1	0.821	0.821	0.037	21,980	0.000
	CE2	0.854	0.853	0.034	25,349	0.000
	CE3	0.828	0.825	0.042	19,525	0.000
	CE4	0.904	0.903	0.020	44,165	0.000
Employee performance	KK1	0.776	0.773	0.048	16,173	0.000
	KK2	0.866	0.865	0.026	33,469	0.000
	KK3	0.840	0.838	0.033	25,096	0.000
	KK4	0.838	0.837	0.032	26,211	0.000
	KK5	0.848	0.847	0.041	20,620	0.000
<i>Spiritual Engagement</i>	SE1	0.785	0.782	0.045	17,405	0.000
	SE2	0.795	0.793	0.044	18,079	0.000
	SE3	0.834	0.832	0.034	24,418	0.000
	SE4	0.812	0.809	0.045	18,231	0.000
	SE5	0.822	0.818	0.043	19,271	0.000
<i>Work Life Balance</i>	WLB1	0.852	0.853	0.022	.38,464	0.000
	WLB2	0.837	0.834	0.039	21,357	0.000
	WLB3	0.865	0.863	0.033	26,370	0.000

Based on Table, all indicators for the variables work-life balance, employee cognitive function, spiritual engagement, and employee performance have outer loading values above 0.5. This indicates that all indicators are valid and appropriate for measuring each variable. This means that each statement item distributed to respondents was truly understood according to the objectives and context of the study.

2. Discriminant Validity

A research model is considered good if each question (indicator) is measured by a single primary variable and is not mixed with other variables. The results of the discriminant validity test are as follows:

Table Cross Loading Values

Indicator	Variables			
	<i>Cognitive Employee</i>	<i>Employee performance</i>	<i>Spiritual Engagement</i>	<i>Work Life Balance</i>
CE1	0.821	0.737	0.773	0.723
CE2	0.854	0.723	0.724	0.706
CE3	0.828	0.702	0.703	0.681
CE4	0.904	0.786	0.793	0.736
KK1	0.599	0.776	0.651	0.704
KK2	0.727	0.866	0.803	0.739
KK3	0.751	0.840	0.777	0.683
KK4	0.745	0.838	0.760	0.691
KK5	0.775	0.848	0.774	0.757
SE1	0.639	0.697	0.785	0.646
SE2	0.654	0.747	0.795	0.649
SE3	0.749	0.794	0.84	0.724

Indicator	Variables			
	<i>Cognitive Employee</i>	<i>Employee performance</i>	<i>Spiritual Engagement</i>	<i>Work Life Balance</i>
SE4	0.777	0.700	0.812	0.707
SE5	0.734	0.720	0.822	0.662
WLB1	0.775	0.769	0.744	0.852
WLB2	0.672	0.716	0.698	0.837
WLB3	0.680	0.700	0.697	0.865

Based on Table, the indicators of a construct (variable) have a higher correlation with its own variable than with other variables. This proves that all indicators have met the discriminant validity test. In addition to looking at the cross-loading value, this test can also be performed by examining the AVE (Average Variance Extracted) value.

Table Average Variance Extracted (AVE) Value

No	Variables	AVE	Information
1	<i>Cognitive Employee</i>	0.727	Valid
2	<i>Employee performance</i>	0.696	Valid
3	<i>Spiritual Engagement</i>	0.655	Valid
4	<i>Work Life Balance</i>	0.725	Valid

Table shows that all constructs (work-life balance, cognitive employee, spiritual engagement, and employee performance) have AVE values above 0.5. This proves that the measurement indicators used are valid. This means that the latent variables are able to explain, on average, more than half of the variance in the indicators that form them.

3. Reliability

Reliability testing ensures that your measurement tool consistently assesses a concept. In Partial Least Squares (PLS) analysis, this test uses two main parameters: composite reliability (CR) and Cronbach's alpha (CA).

Table Values *Composite Reliability* and Cronbach's Alpha

No	Variables	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Information
1	<i>Cognitive Employee</i>	0.876	0.874	Reliable
2	Employee performance	0.893	0.890	Reliable
3	<i>Spiritual Engagement</i>	0.870	0.868	Reliable
4	<i>Work Life Balance</i>	0.812	0.811	Reliable

The reliability test results indicate that all variables in the research model have excellent consistency. This is evidenced by the Composite Reliability (CR) and Cronbach's Alpha (CA) values, which meet the standards. All variables have CR values above 0.7. This means the indicators used are able to measure the variables consistently. All variables have CA values (> 0.80), indicating very high reliability. The details of the values are as follows : *cognitive employee* (0.874), employee performance (0.890), spiritual engagement (0.868) and *work-life balance* (0.870). These results indicate that the question indicators distributed are able to provide consistent results when tested repeatedly on respondents.

b. Inner Model Evaluation (Structural Model)

All constructs met validity and reliability requirements during the outer model evaluation stage. The next step was to evaluate the inner model (structural model) to examine the interrelationships between variables. The test results are as follows:

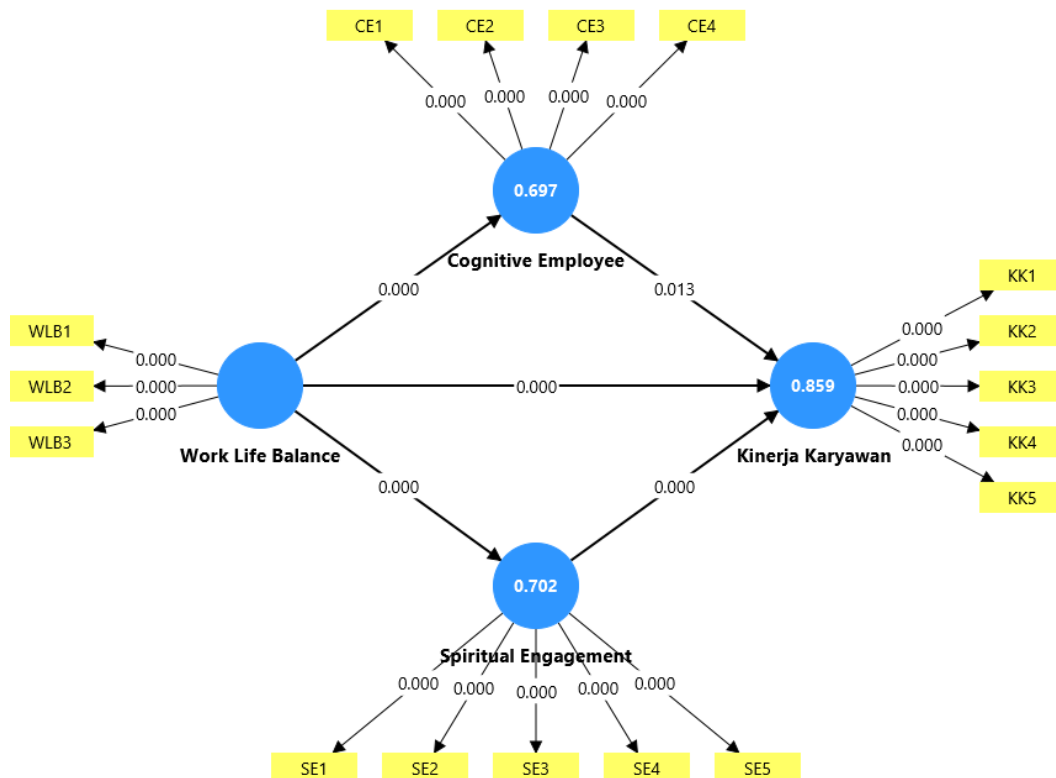


Figure Inner Model (Structural Model)

Based on the image above, the following is an explanation of the results of the research model testing:

1. Path Analysis (Path Coefficient)

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 1.65 (one-tailed), the direct effect is considered statistically significant.

Table Path Analysis (Path Coefficient)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Work Life Balance->Spiritual	0.838	0.837	0.037	22,851	0.000

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
<i>Engagement</i>					
<i>Work Life Balance->Employee Cognitive</i>	0.835	0.834	0.035	23,703	0.000
<i>Spiritual Engagement-> Employee Performance</i>	0.511	0.512	0.089	5,749	0.000
<i>Work Life Balance-> Employee Performance</i>	0.268	0.267	0.070	3,812	0.000
<i>Employee Cognitive-> Employee Performance</i>	0.193	0.192	0.087	2,223	0.013

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

a. The influence of work life balance on spiritual engagement

The test results show that work-life balance has a significant positive effect on spiritual engagement at PT. PLN Balikpapan (p-value 0.000 < 0.05; T-statistic 22.851 > 1.65; coefficient 0.838). This means that the better the time divided between work and personal life, the higher the employee's spiritual work spirit.

b. The influence of work life balance on employee cognition

The test results show that work-life balance has a significant positive effect on employee cognition at PT. PLN Balikpapan (p-value 0.000 < 0.05; T-statistic 23.703 > 1.65; coefficient 0.835). This means that if employees have a better work-life balance, their thinking and focus abilities at work will also improve.

c. The influence of spiritual engagement on employee performance

The test results show that spiritual engagement has a significant positive effect on employee performance at PT. PLN Balikpapan (p-value 0.000 < 0.05; T-statistic 5.749 > 1.65; coefficient 0.511). This means that the better the employees' inner connection and confidence in their work, the higher their work results.

d. The influence of work life balance on employee performance

The test results show that work-life balance has a significant positive effect on employee performance at PT. PLN Balikpapan (p-value $0.000 < 0.05$; T-statistic $3.812 > 1.65$; coefficient 0.268). This means that the better the time divided between work and personal life, the higher the employee's performance at work.

e. The influence of employee cognition on employee performance

The test results show that employee cognitive ability has a significant positive effect on employee performance at PT. PLN Balikpapan (p-value $0.013 < 0.05$; T-statistic $2.223 > 1.65$; coefficient 0.193). This means that the better the employee's thinking ability, the higher the work results they deliver.

2. Indirect Influence

To determine the role of employee cognitive and spiritual engagement as intervening factors in the relationship between work-life balance and employee performance. Based on the specific indirect effect analysis in PLS-SEM, the following explanation can be obtained:

Table Analysis of Indirect Effects (Specific Indirect Effect)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Work Life Balance->Employee Cognitive-> Employee Performance	0.161	0.160	0.073	2,205	0.014
Work Life Balance->Spiritual Engagement-> Employee Performance	0.428	0.429	0.078	5,488	0.000

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

a. The influence of work life balance on employee performance through employee cognitive

The test results show that cognitive employee engagement is proven to be a positive link between work-life balance and employee performance (p-value $0.014 < 0.05$; T-statistic $2.205 > 1.65$; coefficient 0.161). This means that the better the work-life balance an

employee has, the higher their level of mental engagement, which will ultimately improve performance significantly.

b. The influence of work life balance on employee performance through spiritual engagement

The test results show that spiritual engagement is proven to be a positive link between work-life balance and employee performance (p-value $0.000 < 0.05$; T-statistic $5.488 > 1.65$; coefficient 0.428). This means that the better the work-life balance an employee has, the higher their spiritual engagement, which ultimately impacts their performance.

3. *R-square*(R2)

The structural model is evaluated by looking at the R2 value for the dependent construct. This R2 value indicates the percentage of variation in the endogenous variable that can be explained by the exogenous variable. The higher the R2 value, the stronger the influence of the exogenous variable on the endogenous variable, indicating a better and more accurate research model.

Table R-Square Value

No	Variables	R-Squares	R-Squares Adjusted
1	<i>Cognitive Employee</i>	0.697	0.694
2	Employee performance	0.859	0.854
3	<i>Spiritual Engagement</i>	0.702	0.699

Based on Table, work-life balance explains 69.4% of employee cognitive changes and 70.2% of spiritual engagement. Meanwhile, 85.4% of employee performance variation is influenced by all three factors (work-life balance, employee cognitive changes, and spiritual engagement) together. The remainder is influenced by variables outside the study.

4. *F-square* (f2)

Based on Cohen's guidelines, the f2 value is used to measure the magnitude of the direct influence of one variable on another. The f2 assessment criteria are divided into three levels: 0.02 (small influence), 0.15 (moderate influence), and 0.35 (large influence) (Setiaman, 2023). The following are the results of the f2 test in this study:

Table F-Square Value

Variable Relationship	<i>f-Squares</i>	Substantive influence
<i>Work Life Balance->Employee Cognitive</i>	2,302	Big
<i>Work Life Balance->Spiritual Engagement</i>	2,357	Big
<i>Work Life Balance-> Employee Performance</i>	0.129	Small
<i>Employee Cognitive-> Employee Performance</i>	0.051	Small
<i>Spiritual Engagement-> Employee Performance</i>	0.355	Big

Based on the analysis results table, work-life balance has the strongest impact. This significant impact is seen in the increase in employee cognitive performance (2.302) and spiritual engagement (2.357). Furthermore, spiritual engagement also significantly impacts employee performance (0.355). Conversely, the direct relationship between work-life balance and employee performance (0.129) and employee cognitive performance (0.051) has a small impact.

5. *Fit Model* (Model Goodness)

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

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.077	Fit
2	d_ULS	> 0.05	0.902	Fit
3	d_G	> 0.05	0.529	Fit

		>X2table		
4	Chi-Square	(df = 163; X2table = 134.4811)	254,429	Fit
5	NFI	Approaching 1	0.817	Fit

The analysis results show that the tested model has an acceptable fit to the data. This demonstrates that the proposed model accurately describes the relationships between variables in the data.

4. Conclusion

Based on the research findings and discussion, the following conclusions can be drawn:

1. *Work-life balance* has a significant positive effect on spiritual engagement at PT. PLN Balikpapan. This means that the better the balance between work demands and personal life perceived by employees, the higher their level of spiritual engagement with the organization and their work.
2. *Work-life balance* has a significant positive effect on employee cognition at PT. PLN Balikpapan. This means that the better the balance between work and personal life, the more optimal their cognitive function in processing information, making decisions, and completing work.
3. *Spiritual engagement* has a significant positive effect on employee performance at PT. PLN Balikpapan. This means that the higher the level of spiritual engagement employees feel in their work, the higher their performance will be.
4. *Work-life balance* has a significant positive effect on the performance of PT. PLN Balikpapan employees. This means that the better the time divided between work and personal life, the higher the employee's work performance.
5. *Cognitive employee* has a significant positive effect on the performance of PT. PLN Balikpapan employees. This means that the higher the level of understanding and cognitive capacity possessed by employees, the more effective their performance will be.
6. *Cognitive employee* can be a positive link between work-life balance and employee performance. This means that companies that are able to balance time, emotions, and roles between work and personal life will allow employees to be more focused, aware, and psychologically fully present at work, which will ultimately boost their performance.

7. *Spiritual engagement* can be the strongest connecting variable between work-life balance and employee performance, and strengthening spiritual engagement is more important than strengthening employee cognitive skills. This means that strengthening work-life balance, followed by strengthening spiritual engagement, will improve employee performance.

5. References

Journals:

- Abidin, Ali Zaenal, and Rizki Catur Sasongko. 2022. "Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Linknet Cabang Tangerang." *Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan* 2 (1): 194–207.
- Adetiyas, R., Sucipto, H., & Yulianto, A. (2024). Pengaruh Work-life Balance, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus PT. Bintang Indokarya Gemilang). *Innovative: Journal Of Social Science Research*, 4(5), 5756–5768. <https://doi.org/10.31004/innovative.v4i5.15683/>
- Al Akbar, N., & Sukarno, G. (2024). Analisis employee engagement, komitmen organisasi, rotasi pekerjaan, dan kompensasi terhadap kinerja karyawan pada PT. Asuransi Jasindo Syariah. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(1), 718–736.
- Al-Adawi S, Alameddine M, Al-Saadoon M, Al Balushi AA, Chan MF, Bou-Karroum K, Al-Kindy H, Al-Harthi SM. (2022). The magnitude and effect of work-life imbalance on cognition and affective range among the non-western population: A study from Muscat. *PLoS One*. 3;17(2):e0263608. doi: 10.1371/journal
- Arditya Afrizal Mahardika, Ingarianti, T., & Uun Zulfiana. (2022). Work-life balance pada karyawan generasi Z. *Collabryzk Journal for Scientific Studies*, 1(1), 1–16.
- Arman, N.A. (2026). Teori Sempadan (Boundary Theory), Pekerja Belia, Pengaturan Kerja Anjal (PKA), Akta Kerja. *Journal of Organizational Behavior*, 43(2), 241–263. <https://doi.org/10.1002/job.2583>
- Bufano P, Di Tecco C, Fattori A, Barnini T, Comotti A, Ciocan C, Ferrari L, Mastorci F, Laurino M and Bonzini M (2024) The effects of work on cognitive functions: a systematic review. *Front. Psychol.* 15:1351625. doi: 10.3389/fpsyg.2024.1351625
- Fahmy, O.M., Wening, N., & Gunarsih, T. (2025). Peran Spiritual Leadership Pada Kinerja Karyawan: Systematic Literature Review. *Jurnal Manajemen Terapan dan Keuangan (Mankeu)*, 14(1).
- Farida, F.N. (2021). Konflik Peran Ganda Dan Dukungan Sosial Pasangan Bagi Pekerja Dalam Prespektif Teori Robert K. Merton. *Jurnal Dinamika Sosial Budaya*, 25(1). 321 – 325.

- Fisher, G. G., Bulger, C. A., & Smith, C.C. 2019. Beyond Work And Familiy: a Measure Pf Work/Nonwork Interference and Enhancement. *Juornal of occupational Health Psychology*, 14(4): 441–456.
- Greenhaus, J. H., Collins, K. M., & Shaw, J.D. 2020. The Relation Between Workfamily Balance and Quality of Lif. *Journal of Vocational Behavior*, 63(4): 510–531.
- Hakim, R., & Azimah, N. (2026). Cognitive Load and Spiritual Engagement in the Textbook Durūs min Al-Qurān Al-Karīm. *El-Fusha: Jurnal Bahasa Arab dan Pendidikan*, 7(1), 17 – 33. <https://doi.org/10.33752/el-fusha.v7i1.11585>
- Handayani, A., Afiati, T., & Adiyanti, M. 2015. Studi Eksplorasi Makna Keseimbangan Kerja Keluarga Pada Ibu Bekerja. *Seminar Psikologi Dan Kemanusiaan*,. hal.978–979.
- Hunter, J.E. (2026). Cognitive ability, cognitive aptitudes, job knowledge, and job performance. *Journal of Vocational Behavior*, 12(5). [https://doi.org/10.1016/0001-8791\(86\)90013-8](https://doi.org/10.1016/0001-8791(86)90013-8)
- Husna, M., & Monica Septiani. (2024). Pengaruh Work Life Balance dan Lingkungan Kerja Terhadap Kinerja Karyawan PT Pos Indonesia (Persero) Pahoman Bandar Lampung. *Jurnal Ekonomi Manajemen Sistem Informasi*, 6(1), 400–410. <https://doi.org/10.38035/jemsi.v6i1.3029>.
- Jufrizen, J., & Nasution, A. H. (2021). Peran Mediasi Workplace Spirituality Pada Pengaruh Spiritual Leadership Terhadap Organization Citizenship Behavior. *Jurnal Bisnis Dan Manajemen*, 8(2), 246–258. <https://doi.org/10.26905/jbm.v8i2.5880>.
- Karim, A., & Irawan, B. (2017). Analisis Kinerja Organisasi Sekertariat Dewan Perwakilan Rakyat Daerah Kabupaten Kutai Barat. *Jurnal Administrative Reform*, 4(1), 70-79.
- Khafid, A., Astuti, A.P., & Fauzi, M. (2024). Pengaruh Spiritual Leadership Terhadap Kinerja Sdm Dengan Workplace Spirituality Sebagai Variabel Intervening. *Ecopreneur : Jurnal Ekonomi dan Bisnis Islam*, 5(1). 21 – 35.
- Khan, I., Jan, S., & Aboobaker, N. (2026). Workplace Spirituality and Job Satisfaction among Healthcare Professionals: the mediating role of work life balance. *The Learning Organization: an International Journal*, 3(17). <https://doi.org/10.1108/TLO-01-2024-0029>
- Khusnah, Hidayatul. (2019). Pengaruh Spiritualitas Di Tempat Kerja, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal ilmiah Akuntansi*. Volume XVII, No1, 17- 23
- Mahesha, M.A.P., & Mujanah, S. (2025) Pengaruh Work Life Balance, Etos Kerja, dan Burn Out terhadap Kinerja Karyawan Pada PT. PLN (Persero) ULP Menganti. *Musytari : Jurnal Manajemen, Akuntansi, Dan Ekonomi*, 22(9), 61-70. <https://doi.org/10.2324/r2nqxy75>

- Marsuki, M., & Nurwana. (2026). Pengaruh Work-Life Balance Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Era Kerja Fleksibel . *Nobel Management Review*, 6(4), 402–410. <https://doi.org/10.37476/nmar.v6i4.5775>
- Mondiani, T. (2022). Pengaruh Kepemimpinan Transformasional dan Kompensasi Terhadap Kinerja Karyawan PT. PLN (Persero) UPJ Semarang. *Jurnal Administrasi Bisnis*, 1(1), 46 – 54.
- Nadapdap, B. F., & Harahap, K. (2023). Pengaruh Work-Life Balance Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 3(5), 827–842.
- Nishanhi, B., & Hariharan, C. (2026). Workplace spirituality as a psychological pathway between sustainable practices and job satisfaction: A structural equation model-based analysis in the cement sector. *Acta Psychologica*, 5(5). <https://doi.org/10.1016/j.actpsy.2026.106667>
- Nursaifullah., & Sakrawandi. (2021). Peran Anggota Dewan Perwakilan Rakyat Daerah Dalam Formulasi Kebijakan Di Kabupaten Sinjai. *Jurnal Tana Mana*, 2(1).
- Nurshoimah, Nurweni dan Rahtati (2023). Pengaruh Work Life Balance, Work Overload dan Burnout terhadap Kinerja Pegawai Dinas Kesehatan Kabupaten Kulon Progo. *Cakrawangsa Bisnis*. Vol. 4, No.1 (2023): Juli 27-40.
- Pangemanan, F, L., Pio, R. J., dan Tumbel, T, M. 2017. Pengaruh Work-Life Balance dan Burnout Terhadap Kepuasan Kerja. *Jurnal Administrasi Bisnis*, 5(3): 1–8.
- Prajnanta, F., Noermijati, N., Suryadi, N., & Kurniawati, D.T. (2026). Spiritual employee engagement and work-life balance as predictors of turnover intentions in the Agrochemical Sector. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 24(0), <https://doi.org/10.4102/sajhrm.v24i0.3284>
- Prayudi, M.A., Dewi, G.A.K.R., Vijaya, D.P., & Ekawati, L.P. (2018). Teori Peran Dan Konsep Expectation-Gap Fungsi Pengawasan Dalam Pengelolaan Keuangan Desa. *Ekuitas: Jurnal Ekonomi dan Keuangan*, 12(2). DOI: 10.24034/j25485024.y2018.v2.i4.3931
- Putra, A., Suwandi., & Mardiana, A. (2025). The Effect Of Leadership Style On Managerial Performance Through Work Engagement And Innovative Work Behavior as Mediating Variables. *Contemporary Journal on Business and Accounting (CjBA)*, 5(1), 30 – 58.
- Putra, F.M., & Indrawijaya, S. (2024). Pengaruh Work-Life Balance Dan Kepuasan Kerja Terhadap Kinerja Pegawai Yang Dimoderasi Kepemimpinan Spiritual Pada Dinas Lingkungan Hidup Provinsi Jambi. *Jurnal Manajemen Terapan dan Keuangan (Mankeu)*, 13(5).

Putri, N. V., & Purnamasari, I. (2021). Pengaruh employee engagement dan work-life balance terhadap kinerja karyawan pada PT. Bussan Auto Finance (BAF). *Journal of Applied Management and Business Research (JAMBiR)*,1(2)

Books:

Fatimah, M.N. (2025). *Analisis Teori Engagement*. Tesis. Universitas Negeri Yogyakarta.

Ghozali, I. & Latan, H. (2020). *Partial Least Squares Konsep Teknik dan Aplikasi dengan Program Smart PLS 3.0*. Semarang: Universitas Diponegoro Semarang.

Handoyo, A. W., & Setiawan, R. (2017). Pengaruh Employee engagement Terhadap Kinerja Karyawan Pada PT. Tirta Rejeki Dewata, 5(1), 1-8

Hasibuan, M.S.P. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.

Jogiyanto (2017). *Konsep dan Aplikasi Structural Equation Modeling Berbasis Varian dalam Penelitian Bisnis*. Yogyakarta: UPP STIM YKPN.

Keban, Y. (2019). *Enam Dimensi Strategi Administrasi Publik. Konsep, Teori Dan Isu*. Yogyakarta: Gava Media Yogyakarta.

Larasati, S. (2017). *Manajemen Sumber Daya Manusia*. Jogjakarta: Budi Utama.

Lockwood, Nancy R 2018. *Work/Life Balances : Challenges And Solutions” Society For Humanenelitian Bisnis*. Yogyakarta: UPP STIM YKPN.

Lussier, N.R., & Jhon, H.R. (2018). *Human Resource Management Funtion, Application, and Skill Development*. London: Sage Publication.

Maylett, T., & Warner, P. (2014). *Magic: Five keys to unlock the power of employee engagement*. Greenleaf Book Group