

Employee Engagement Development Model Based on Work Discipline, Work Life Balance and Islamic Work Ethics in Improving Employee Performance

Widi Widagdo

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

Abstract. *This study aims to test how the influence of Employee Engagement development based on Work Discipline, Work Life Balance and Islamic Work Ethics on improving Employee Performance. This research method is Explanatory Research with census technique in data collection. Research data was obtained by distributing questionnaires to 108 employees of the Semarang City Population and Civil Registration Service. Hypothesis testing in this study used SMARTPLS. The results of the study showed (1) there was a positive and significant influence of Work Discipline, Work Life Balance, Islamic Work Ethics on Employee Engagement, (2) There was no significant influence of Work Life Balance and Islamic Work Ethics on Employee Performance, (3) there was a significant positive influence of Employee Engagement on Employee Performance (4) Employee Engagement successfully mediated the influence of Work Discipline, Work Life Balance, Islamic Work Ethics on Employee Performance.*

Keywords: *Work Discipline; Work Life Balance; Islamic Work Ethics; Employee Engagement; Employee Performance.*

1. Introduction

Human resources management in an organization is very important. Human resources are very much needed in an organization for the progress of the organization. Human resources in an organization are the determinant of the effectiveness of the running of activities within the organization. The success and performance of a person in a field of work is largely determined by the level of competence, professionalism and also their commitment to the field of work they are engaged in.

An organization is required to be able to improve the quality of existing human resources, because it will greatly affect employee performance in an organization. The extent of this influence is determined by the extent to which the system in the organization is able to

support and fulfill the interests of both employees and the organization. Therefore, organizations and employees are required to have a commitment to support each other to create optimal organizational performance. According to Jarad (2010) organizational performance is a company's ability to achieve its goals by using resources efficiently and effectively.

Employees are one of the most important resources for an organization in the process of achieving organizational goals. Employees are a resource that very vital in an organization in determining *organizational performance*. Therefore, the challenge for every company is how to optimize Employee Performance. So that Employee Performance can be defined as "the level of employee success in carrying out their duties and responsibilities", The Last of Us (2020). Employee Performance is the key in determining the achievement of company goals, therefore companies seek ways to motivate their employees to give their best to the company. In previous research, Henry (2019) It is stated that higher work satisfaction will result in higher Employee Performance and ultimately higher organizational performance.

Employee Performance of course will be influenced by the balance between personal life and work life, called Work Life Balance. Work life balance is the harmony of a worker's condition who is able to complete and divide time between the world of work and personal and family needs (Shermerchon & Hunt 2012). A study conducted by Thevanes & Mangaleswaran (2018) at a private bank in the Batticaloa area, Sri Lanka found that there was an influence of Work Life Balance on Employee Performance. The data from his research showed that Work Life Balance had a strong positive influence on job performance. This is in line with the results of previous research conducted by Mendis & Weerakody (2017) proving that Employee Performance and Work Life Balance have a strong relationship.

Work-life balance has an important relationship with work discipline. People with work-life balance also follow good work discipline. Establishing good work discipline will affect Employee Performance, and higher discipline will be followed by higher Employee Performance. This is in accordance with Dina's research (2020) which shows that work discipline affects 65.1% of Employee Performance, while Nurcahya & Sary's research (2018) shows that the work discipline variable affects Employee Performance.

Islamic Work Ethics sourced from the Quran and Hadith, which concerns various things, including individual behavior, creativity, responsibility, and teamwork in the workplace. When a person has a close relationship with God, his attitude and behavior are based on Sharia rules (Rokhman, 2016). Islamic Work Ethics is a personality attitude that gives rise to the belief that working is not only for oneself, but working is one of the activities that reflects good deeds with worship values (Tasmara, 2021). Research by Aswadi et al. (2017) show that Islamic Work Ethics has a positive and significant effect on employee performance. Also, research by Candra, et.al (2022) shows that Islamic Work Ethics has a significant effect on employee performance.

Another related variable that can affect Employee Performance is Employee Engagement. Employee Engagement is generally defined as the level of commitment and involvement of an employee towards the work in the company and its values. When an employee is engaged, he/she is aware of his/her responsibilities in the company and motivates his/her colleagues to work together to achieve success company. An employee's positive attitude towards his/her workplace and value system is also known as an employee's positive emotional relationship towards his/her job.

Engaged employees go above and beyond their job duties and perform their roles beyond the expectations of the company. Workplace engagement was first conceptualized by Kahn (1990) as "the use of employees' selves to their work roles". He added that in engagement "people employ and express themselves physically, cognitively, and emotionally during work". There are various factors that define an employee as an employee who are engaged.

The concept has evolved by considering various behaviors demonstrated by a positively productive employee. In previous research, Anitha J (2013) identified key variables through a comprehensive literature survey that describes Employee Engagement and identified the strength of the impact of Employee Engagement on Employee Performance. Thus, it emerged that Employee Engagement has a positive and significant effect on Employee Performance.

In growing Employee Engagement, Work Life Balance owns a significant contribution and is a very supportive variable. Work Life Balance is not just about prioritizing the role of work and one's personal life. Work Life Balance also affects the social, psychological, economic and mental well-being of individuals. All of this is reflected in the individual's output, which affects their performance at work in the long term.

Work Life Balance implications for attitudes, behavior, well-being employee and corporate effectiveness, Eby, Casper, Lockwood, Bordeaux and Brindley (2005). The impact of Work Life Balance on Employee Performance and the overall success of any organization cannot be overemphasized. An individual is an integral part of the family in particular and the society in general, therefore, Work Life Balance is an important phenomenon and a matter of great concern for organizations. Kossek, Lirio and Valcour (2013:301) define Work Life Balance as "satisfaction and perception of success in meeting the demands of work and non-work roles, low levels of conflict between roles and opportunities for enrichment between roles", Tamunomiebi & Oyibo (2020).

To reach Employee Engagement, Work Discipline is a variable that can be used to measure whether a person is engaged or not. Discipline is obeying, respecting, appreciating, follow, and obey the rules and norms that apply, both written and unwritten, and are ready to accept sanctions if they violate sanctions. Work Discipline can be interpreted as the implementation of management to strengthen company guidelines, The Last Supper (2019). Work Discipline is the most important thing in a company. Work Discipline has the power that will bring goodness to both the company and the employees who work in it.

Work Discipline must be instilled in employees so that the work that is their responsibility can be completed well and on time, Hariyono et al. (2019). Work Discipline can be seen as something that is very beneficial, both for the interests of the organization and for employees. For organizations that have discipline, it will guarantee the maintenance of order and smooth implementation of tasks, so that optimal results are obtained. Work Discipline also brings benefits to employees such as a pleasant working atmosphere so that it will increase work spirit in carrying out their work. Thus, employees can carry out their duties with full awareness and can develop their energy and thoughts as much as possible in order to realize the goals of the organization.

Based on previous research, there are differences in the results of research on the effect of Work Life Balance on Employee Performance, namely from The Bat (2019) in his research which states that there is a positive and significant influence of Work Life Balance on Employee Performance. Meanwhile, from The Last Supper (2020) stated that Work Life Balance has no significant effect on Employee Performance. This difference may be due to the fact that these two studies took sample backgrounds from different companies, the first being employees from a pharmaceutical company, the second being employees from an airport management company, and of course the two populations and samples in these two studies have different levels of Work Life Balance.

Based on the phenomenon that occurred at the Semarang City Population and Civil Registration Office, in mid-2021, between March and December, there was a backlog work. This is proven by the existence of work that cannot be completed on time. Unlike previous years, work can always be completed quickly without any significant accumulation of work. The process of working on population administration registration at that time could not be completed within working hours, so it required extra time (overtime) as a consequence of excellent service to the community. This is what underlies the author's research on whether this is the influence of less than excellent Employee Performance from employees, or there are other causes outside of Human Resources. Based on the research gap and gap phenomenon above, the researcher is motivated to examine how Work Discipline, Work Life Balance and Islamic Work Ethics influence the development of Employee Engagement in improving Employee Performance.

2. Research Methods

This research is an Explanatory Research, which is a research method that intends to explain the position of each variable studied and how one variable influences another (Sugiyono, 2017). The variables used in this study are Work Discipline, Work Life Balance, Islamic Work Ethics, Employee Engagement and Employee Performance.

3. Results and Discussion

3.1. Respondent Overview

The respondents of this study were employees at the Population and Civil Registration Service of Semarang City, Central Java. This study was conducted by providing questionnaires via Google Form to employees, the questionnaires were sent via the Whatsapps application with a 14-day period to be returned. The rate of return of questionnaires that can be further processed is presented in table

Table
Primary Data Collection Results

Criteria	Amount	Percentage
The questionnaire was distributed	108	100%
Number of unreturned questionnaires	0	0%
Number of returned questionnaires	108	100%
Number of questionnaires that do not meet the criteria	0	0%
Number of questionnaires that meet the criteria	108	100%

Source: Processed Primary Data, 2022

From Table. shows that the number of distributed questionnaires is 108. The questionnaires that meet the criteria are 108 with a return rate of 100%. The demographics of respondents in this study include gender, age, last education, employee status at the Semarang City Population and Civil Registry Office, organization and length of service.

Table
Respondent Demographics

Information	Total	Percentage
Gender		
a. Woman	55	50.93%
b. Man	53	49.07%
Age		
a. 20 – 30 years	45	41.67%
b. 31 – 40 years	13	12.03%
c. 41 – 50 years	17	15.74%
d. over 50 years	33	30.56%
Last education		
a. Senior High School	25	23.15%
b. Diploma I/II/III	24	22.22%
c. Bachelor	54	50.00%
d. Postgraduate	5	4.63%
Status in the company		
a. State Civil Apparatus (ASN)	79	73.15%
b. Contract Employee (non ASN)	29	26.85%

Years of service		
a. 0 – 5 years	56	51.85%
b. 6 – 10 years	11	10.19%
c. > 10 years	41	37.96%

Source: Processed Primary Data, 2022

Based on Table, the results of the study show that from 108 respondents whose data can be processed, namely the gender of the respondents consists of 55 female respondents (50.93%) and 53 male respondents (49.07%). For the age of 20-30 years 45 respondents (41.67%), 13 respondents (12.03%) for the age of 31-40 years, 17 respondents (15.74%), 33 respondents (30.56%) for the age above 50 years. The last education of the respondents is High School 25 respondents (23.15%), Diploma I/II/III 24 respondents (22.22%), Bachelor's degree 54 respondents (50.00%) and Postgraduate 5 respondents (4.63%). For the employee status of the respondents, namely: State Civil Apparatus (ASN) 79 respondents (73.15%) and Contract Employees (Non ASN) 29 respondents (26.85%). While the length of service of respondents in working at the Semarang City Population and Civil Registry Office is 0-5 years 56 respondents (51.85%), work period 6-10 years there are 11 respondents (10.19%), work period above 10 years 41 respondents (37.96%).

Islamic Work Ethics (X3)

Islamic Work Ethic has 3 indicators developed by researchers Wuryanti k & Gunadi W (2019), namely a set of values or belief systems based on the Qur'an and Sunnah of the Prophet Muhammad which are adopted by members of the organization that inspire every thought, speech and action. or behavior. The indicators used are Itqan, knowledgeable and serious in all efforts (IWE.1), Istiqomah, Consistency and enthusiasm for excellence (IWE.2), and Tawakal, referring to surrender to Allah SWT alone (IWE.3). The complete results of each indicator in table are as follows:

Table Islamic Work Ethics

Code	Indicator	Mean	Category
IWE.1	Itqan	4.093	Tall
IWE.2	Consistency	4.075	Tall
IWE.3	Trust	4.121	Tall
Average		4.097	Tall

Source: Processed Primary Data, 2022

From table, the Islamic Work Ethics variable has a high total average of 4.097 or a high category. This shows that employees at the Population and Civil Registration Service of Semarang City have can run from Islamic values in work activities. They have practiced working by applying Islamic values to think and act in the organization. For the highest indicator value, namely in IWE.3, namely Tawakal with an average value of 4.121. While for the lowest average value with an average value of 4.075 is in IWE.2, namely Istiqomah.

Employee Engagement (Y1)

Employee Engagement has 3 indicators developed by researchers Ling et.al (2013), namely the willingness to play a role in the job by expressing themselves physically, cognitively, and emotionally while playing a role in the job. The indicators used are employee communication (EE.1), recognition and appreciation (EE.2), and employee development (EE.3). The complete results of each indicator in table are as follows:

Table Employee Engagement

Code	Indicator	Mean	Category
EE.1	Employee communication	4.093	Tall
EE.2	Recognition and awards	4,000	Tall
EE.3	Employee development	4,084	Tall
Average		4.059	Tall

Source: Processed Primary Data, 2022

From table, the Employee Engagement variable has a high total average of 4.059 or a high category. This shows that Employees at the Semarang City Population and Civil Registration Service are able and willing to carry out their roles in accordance with their duties and responsibilities well. For the highest indicator value, namely in EE.1, namely employee communication with an average value of 4.093, where good communication between employees is very important in the organization as a means for discussion between sections, and between leaders and employees. While for the lowest average value with an average value of 4.000 is in EE.2, namely recognition and appreciation.

Employee Performance (Y2)

Employee Performance has 3 indicators developed by researchers Mangkunegara (2016) which are the results of a person's work in terms of quality and quantity that have been achieved in carrying out tasks according to the responsibilities given. The indicators used are the knowledge possessed (EP.1), quality of work (EP.2), and speed in completing work (EP.3). The complete results of each indicator in table are as follows:

Table Employee Performance

Code	Indicator	Mean	Category
EP.1	Knowledge possessed	3.252	Currently
EP.2	Quality of work	3.280	Currently
EP.3	Speed in completing work	4.009	Tall
Average		3,514	Currently

Source: Processed Primary Data, 2022

From table, the Employee Performance variable has a high total average of 3,514 or a medium category. This shows that Employees at the Semarang City Population and Civil Registration Service have been able to achieve good work results in accordance with the responsibilities given. For the highest indicator value, namely in EP.3, namely the speed in

completing work with an average value of 4.009, meaning that the work given to each employee at the Dukcapil Service can be completed quickly and according to the specified time. While for the lowest average value with an average value of 3.252 is in EP. namely the knowledge possessed.

Partial Least Square (PLS) Analysis

Data analysis and model testing using Smart PLS 3.0. In PLS analysis using two sub-models, namely the outer model measurement model used for validity and reliability testing and the inner model measurement model used for quality testing or hypothesis testing for prediction testing.

Convergent Validity

Convergent validity measured using the outer loadings and AVE parameters. The loading factor value > 0.7 is said to be ideal, meaning that the indicator is said to be valid in measuring its construct. This is based on Chin's theory (2010) which states that a loading factor of more than 0.70 is more expected and better. While the criteria used in AVE are > 0.5 . Because if the AVE value is above 0.50 then the construct is able to explain an average of at least 50% of its item variance, Chin (1998).

Discriminant Validity

Discriminant validity test is conducted to ensure that each concept of each latent variable is different from other variables. The model is said to have good discriminant validity if each indicator loading value of a latent variable is more correlated with the latent variable than when correlated with other latent variables. The results of the discriminant validity test are obtained as

From Table. it can be seen that the loading factor value for each indicator of each latent variable has the largest loading factor value compared to the loading factor value when associated with other latent variables. This means that each latent variable has good discriminant validity.

The difference between convergent validity and discriminant validity is as follows, convergent validity has a high correlation with other measuring instruments that measure the same attribute. For this study, all variables have a loading factor value above 0.50 so that they have a good convergent validity standard. While discriminant validity has a low correlation with other measuring instruments that measure different attributes. After the loading factor in convergent validity is determined, a comparison is made with other latent variables which show the results of the loading factor value of the latent variable is higher than other latent variables so that it has good validity

Reliability Test (Composite Reliability and Average Variance Extracted (AVE))

Reliability Test is related to issues related to trust in the questionnaire instrument. A categorized can have a high level of trust (consistent) if the results of the instrument test show consistent results. So the reliability test is related to the accuracy of the results. Reliability testing is used to determine the level of stability of a measuring instrument. The measurement results can be trusted to obtain relatively the same results, as long as the aspects measured in the subject do not change, Wijaya T (2012).

To test the level of reliability of the questionnaire used, this study uses a reliability test. The benchmark for reliability is the cronbach's alpha value obtained using a statistical test. According to Harsani (2010) states that the minimum value used as a requirement for the truth of the questionnaire is 0.06. so if the cronbach's alpha value is below 0.06 then the questionnaire has not met the reliability requirements.

In this study, the validity and reliability criteria can also be seen from the Composite Reliability and Average Variance Extracted (AVE) values of each construct. A construct is said to have high reliability if the composite reliability value is above 0.70 and AVE is above 0.50.

Table Composite Reliability and Average Variance Extracted (AVE)

	Cronbach's Alpha	AVE
EE	0.940	0.892
EP	0.850	0.769
IWE	0.790	0.632
WD	0.915	0.854
WLB	0.845	0.764

Source: PLS Data Processing Appendix

Table shows that all constructs meet composite reliability because their values are in the range of 0.790 - 0.940. Likewise, the resulting AVE value is in accordance with the recommended value, which is more than 0.5. Another way to test discriminant validity is by comparing the AVE root value of each construct with the correlation between constructs.

Structural Model Analysis (Inner Model)

Before hypothesis testing is conducted, this study conducted a Structural Model (Inner Model) test. This is done to determine the relationship between latent variables (structural model). The inner model is evaluated using R-square for dependent constructs, Stone-Geisser Q-square for predictive relevance and t-test and significance of parameter coefficients. Changes in R-square are used to assess the influence of certain independent latent variables on latent variables for substantive influence.

Hypothesis Testing (Bootstrapping)

Bootstrapping is a nonparametric procedure that allows testing the statistical significance of various PLS-SEM results such as path coefficients, Cronbach's alpha values, HTMT, and R2.

The hypothesis testing is done by looking at the path coefficients that show the parameter coefficients and the significance value of the t statistic. The significance of the estimated parameters can provide information about the relationship between the research variables. The limit for rejecting and accepting the proposed hypothesis is to use a probability of 0.05. Table presents the estimation output for testing the structural model:

Hypothesis Testing Results

Work Discipline towards Employee Engagement

Work Discipline has an effect on Employee Engagement. This is because the t statistic value > 1.96 ($4.113 > 1.96$) or P values < 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. A positive coefficient value of 0.300 means that the effect is positive and significant, namely if Work Discipline increases, Employee Engagement also increases.

Work Life Balance towards Employee Engagement

Work Life Balance has an effect on Employee Engagement. This is because the t statistic value > 1.96 ($3.167 > 1.96$) or P values < 0.05 ($0.002 < 0.05$), so H_0 is rejected and H_a is accepted. The positive coefficient value of 0.257 means that the effect is positive and significant, namely if Work Life Balance increases, Employee Engagement also increases.

Islamic Work Ethics towards Employee Engagement.

Islamic Work Ethics has an effect on Employee Engagement. This is because the t statistic value > 1.96 ($5.414 > 1.96$) or P values < 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. The positive coefficient value of 0.496 means that the effect is positive and significant, meaning that if Islamic Work Ethics increases, Employee Engagement also increases.

Work Discipline on Employee Performance

Work Discipline has an effect on Employee Performance. This is because the t statistic value > 1.96 ($2.336 > 1.96$) or P values < 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. A positive coefficient value of 0.101 means that the effect is positive and significant, namely if Work Discipline increases, Employee Performance also increases.

Work Life Balance on Employee Performance

Work Life Balance does not affect Employee Performance. This is because the t statistic value < 1.96 ($1.677 < 1.96$) or P values > 0.05 ($0.094 > 0.05$), so H_0 is accepted and H_a is rejected. The negative coefficient value of -0.081 means that the effect is negative and not significant, namely if Work Life Balance increases, Employee Performance will not decrease.

Islamic Work Ethics towards Employee Performance.

Islamic Work Ethics does not affect Employee Performance. This is because the t statistic value < 1.96 ($1.191 < 1.96$) or P values > 0.05 ($0.234 > 0.05$), so H_0 is accepted and H_a is rejected. A positive coefficient value of 0.063 means that there is a positive but insignificant influence, namely if Islamic Work Ethics increases, Employee Performance does not increase / decrease.

Employee Engagement on Employee Performance

Employee Engagement has an effect on Employee Performance. This is because the t statistic value > 1.96 ($18,807 > 1.96$) or P values < 0.05 ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. The positive coefficient value of 0.874 means that the effect is positive and significant, namely if Employee Engagement increases, Employee Performance increases.

3.2. Discussion of Research Results**The Influence of Work Discipline on Employee Engagement**

Based on the results of testing hypothesis 1 in this study, Work Discipline has a positive and significant influence on Employee Engagement. Work Discipline according to Maryani et al. (2021) is an action that shows obedience to applicable regulations set in a company organization. The Semarang City Population and Civil Registration Service, which is a government agency, certainly has rules that must be obeyed by all employees working in the organization.

Starting from punctuality in coming in and going home from work, high responsibility in completing tasks and responsibilities, as well as the rules that have been set in the organization. The purpose of Work Discipline is none other than to achieve organizational goals optimally. The more disciplined employees are, the higher their work performance will be. The higher the Work Discipline will also affect Employee Engagement.

This study supports the research of Johanes Eliezer Ayer, Lyndon RJ Angemanan, Yolanda. I. Rori (2016) where work discipline has a positive and significant effect on Employee Engagement, meaning that the work achieved by employees is in accordance with the role or duties of employees in an organization and the higher the Work Discipline, the higher the Employee Engagement.

The Influence of Work Life Balance on Employee Engagement

Based on the results of hypothesis 2 testing in this study, Work Life Balance has a positive and significant influence on Employee Engagement. Work Life Balance is a comparison of the amount of time spent doing work with the amount of time spent with family and doing things you like. Work Life Balance emerges as an important driver of employee engagement.

Work life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the various roles in a person's life.

The ability of employees to find time for work and family is an important factor in their successful performance at work. Work Life Balance usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave, Estes & Michael (2005). The higher an employee's Work Life Balance, the higher the level of Employee Engagement.

Work Life Balance itself is interpreted as an individual's effort to balance his personal life with his work life. Where it means here Work Life Balance can fulfill several factors that are important for the millennial generation. Employees who have achieved Work Life Balance have reduced absenteeism, work more effectively, reduce turnover, and increase employee retention. In this study, Work Life Balance is one of the factors that can increase employee engagement.

According to research by Patricia (2017) and Oludayo et al (2015) who argue that if employees are given the opportunity to take care of their personal affairs, this will positively affect the level of employee productive engagement. Research by Sheppard (2016) noted that employees will feel more satisfied and actively engaged if they receive formal social support from the company. Blau in Slack, Corlett, & Morris (2014) explains the theory of social exchange where employees will show certain attitudes and behaviors if the company shows a caring attitude and provides opportunities for its employees. In addition, employees who receive favorable treatment for them, they (employees) tend to reciprocate this can be an advantage between the company and employees, Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002).

According to Sheppard (2016), any organization that wants to utilize potential and achieve Employee Engagement must...need see what the organization itself should do. In addition, the attrition rate will be reduced and the organization can concentrate on employee capabilities that can impact organizational performance. Companies or organizations certainly want maximum outcomes. In order to get that, high employee productivity is needed. Organizational productivity is determined by employee effort and work engagement, Employee Engagement can help organizations so that employees are able to do their jobs better than the standards set.

The Influence of Islamic Work Ethics on Employee Engagement

Based on the results of testing hypothesis 3 in this study, Islamic work thics has a positive and significant influence on Employee Engagement. Islamic Work Ethics is career orientation and approach work as a value of human life, Parsa et.al. (2015). In this case, the organization cannot turn a blind eye to the fact that Islamic Work Ethics can influence Employee Engagement. Increasing employee engagement can be done by optimizing work facilities and a conducive work environment that will increase employee engagement. About Islamic

Work Ethics itself, basically an action without knowledge will not produce effective results, whereas if before doing something all employees know the concept of Islamic work ethic, then its implementation will certainly be more effective which will later affect the performance of the employees themselves.

Based on this study, the value of Islamic Work Ethics has high criteria with an average value of 4.097. Although not all employees of the Semarang City Population and Civil Registration Service are Muslim, this shows that the organization can implement Islamic values. They have practiced working by applying Islamic values to think and act in the organization. The highest indicator is in "Tawakal, namely surrendering to Allah SWT".

This shows that human resources in the organization have high surrender to the results of the work. Where this tawakal has the meaning that it is the last stage of an effort. This means that before we surrender to Allah we try with the maximum ability that we can do then for the results submit to Allah because this is one part of Allah's destiny. In accordance with the hadith narrated by Imam At-Tarmidzi, the words of the Prophet SAW "I'qilha wa tawakkal" which means: "Tie up first (your camel) then after that put your trust in Allah". While the lowest average value is Istiqomah, namely consistency and enthusiasm for excellence.

In doing something positive continuously and consistently requires determination, strong will and sincerity in all efforts. Although it has a high average value, this indicator is still low compared to other values. This shows that the attitude of Istiqomah has been formed in the organization but is the third priority compared to the other two indicators, namely Tawaqal and Itqan.

The Influence of Work Discipline on Employee Performance

Based on the results of testing hypothesis 4 in this study, Work Discipline has a positive and significant influence on Employee Performance. Work Discipline according to Maryani et.al. (2021) is an action that shows obedience to applicable regulations set in a company organization. The Semarang City Population and Civil Registration Service, which is a government agency, certainly has rules that must be obeyed by all employees working in the organization.

Starting from punctuality in coming in and going home from work, high responsibility in completing tasks and responsibilities, as well as rules that have been set in the organization. The purpose of Work Discipline is none other than to achieve organizational goals optimally. The more disciplined employees are, the higher their work performance will be. The higher the Work Discipline will also affect Employee Performance

This study supports the research of Johanes Eliezer Ayer, Lyndon RJ Angemanan, Yolanda. I. Rori (2016) where work discipline has a positive and significant effect on Employee Performance, meaning that the work achieved by employees is in accordance with the role

or duties of employees in an organization and the higher the Work Discipline, the higher the Employee Engagement.

The Influence of Work Life Balance on Employee Performance

Based on the results of testing hypothesis 5 in this study, Work Life Balance has a negative and insignificant effect on Employee Performance. Work Life Balance is a comparison of the amount of time spent doing work with the amount of time spent with family and doing things you like. Work Life Balance emerges as an important driver of employee engagement. Work life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the various roles in a person's life.

The ability of employees to find time for work and family is an important factor in their successful performance at work. Work Life Balance usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2005). The higher an employee's Work Life Balance, the higher the level of Employee Performance.

Work Life Balance itself is interpreted as an individual's effort to balance his personal life with his work life. Where it means here Work Life Balance can meet several factors that are important for the millennial generation. Employees who have achieved Work Life Balance have reduced absenteeism, work more effectively, reduce turnover, and increase employee retention. In this study, Work Life Balance is one of the factors that can improve Employee Performance.

According to research by Partricia (2017) and Oludayo et al (2015) who argue that if employees are given the opportunity to take care of their personal affairs, this will positively affect the level of employee productive engagement. Research by Sheppard (2016) noted that employees will feel more satisfied and actively engaged if they receive formal social support from the company. Blau in Slack, Corlett, & Morris (2014) explains the theory of social exchange where employees will show certain attitudes and behaviors if the company shows a caring attitude and provides opportunities for its employees. In addition, employees who receive favorable treatment for them, they (employees) tend to reciprocate this can be an advantage between the company and employees, Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002).

According to Sheppard (2016) states that any organization that wants to utilize potential and achieve Employee Performance needs to see what the organization itself must do. In addition, the attrition rate will be reduced and the organization can concentrate on employee capabilities that can have an impact on organizational performance. Companies or organizations certainly want maximum outcomes. In order to get that, high employee productivity is needed. Organizational productivity is determined by the efforts and work engagement of employees, Employee Performance can help organizations so that employees are able to do their jobs better than the standards set.

The Influence of Islamic Work Ethics on Employee Performance

Based on the results of hypothesis testing 6 in this study, Islamic Work Ethics has a positive and significant influence on Employee Performance. Islamic Work Ethics is an orientation towards career and work approach as a value of human life, Parsa et.al. (2015). In this case, the organization cannot turn a blind eye to the fact that Islamic Work Ethics can influence Employee Performance. Increasing employee engagement can be done by optimizing work facilities and a conducive work environment that will increase employee engagement. Regarding Islamic Work Ethics itself, basically an action without knowledge will not produce effective results, whereas if before doing something all employees know the concept of Islamic work ethic, then its implementation will certainly be more effective which will later affect the performance of the employees themselves.

Based on this study, the value of Islamic Work Ethics has high criteria with an average value of 4.097. Although not all employees of the Semarang City Population and Civil Registration Service are Muslim, this shows that the organization can implement Islamic values. They have practiced working by applying Islamic values to think and act in the organization. The highest indicator is in "Tawakal, namely surrendering to Allah SWT".

This shows that human resources in the organization have high surrender to the results of the work. Where this tawakal has the meaning that it is the last stage of an effort. This means that before we surrender to Allah we try with the maximum ability that we can do then for the results submit to Allah because this is one part of Allah's destiny. In accordance with the hadith narrated by Imam At-Tarmidzi, the words of the Prophet SAW "I'qilha wa tawakkal" which means: "Tie up first (your camel) then after that put your trust in Allah". While the lowest average value is Istiqomah, namely consistency and enthusiasm for excellence.

In doing something positive continuously and consistently requires determination, strong will and sincerity in all efforts. Although it has a high average value, this indicator is still low compared to other values. This shows that the attitude of Istiqomah has been formed in the organization but is the third priority compared to the other two indicators, namely Tawaqal and Itqan.

The Influence of Employee Engagement on Employee Performance

Based on the results of testing hypothesis 7 in this study, Employee Engagement has a positive and significant influence on Employee Performance. Employee Engagement is one of the conditions that can describe employee involvement in achieving optimal performance. Employee Engagement has an impact on improving performance and can have a good impact on the organization. On the one hand, the organization really wants Employee Performance to be achieved well. Good Employee Performance is also inseparable from good Employee Engagement, because employees who are well managed by an organization will also increase their effectiveness.

In this study, Employee Engagement has high criteria with an average value of 4,059, this proves that Employee Engagement has been formed well in the organization. In the Population and Civil Registration Service which is a government agency, Employee Engagement is highly emphasized to be implemented by employees. Employee contributions are greatly needed, and employee involvement can be reciprocated with a form of appreciation that ultimately employees will always be enthusiastic and motivated to always improve their performance well.

This study supports the research conducted by Siswanto, M. Zahrotul et al. (2021) that Employee Engagement has a significant effect on Employee Performance. Where an employee will express themselves physically, cognitively, and emotionally when they do their work and this condition makes employees contribute more and makes them highly loyal, reduces the desire to leave the company voluntarily and of course will increase their performance.

4. Conclusion

Based on the results of research on the influence of Work Discipline, Work Life Balance, Islamic Work Ethics, and Employee Engagement with the smart PLS software analysis tool used by researchers to test the hypothesis, the following conclusions were obtained: 1. *Work Discipline*, *Work Life Balance*, *Islamic Work Ethics* have a positive and significant influence on *Employee Engagement*. This means that if the Dukcapil Service wants to get high *Employee Engagement*, it can be done by improving *Work Discipline*, *Work Life Balance*, *Islamic Work Ethics* in Semarang City Population and Civil Registration Service. 2. *Work Discipline* has a significant positive effect on *Employee Performance*. This means that if the Dukcapil Service wants to get high *Employee Performance*, it can be done by improving *Work Discipline*. 3. *Work Life Balance* has a negative but not significant effect on *Employee Performance*. This means that if the *Work Life Balance* at the Civil Registry Service is improved, it will not have much of an impact on decreasing *Employee Performance*. 4. *Islamic Work Ethics* has a positive but not significant effect on *Employee Performance*. This means that if the *Islamic Work Ethics* at the Civil Registry Service is improved, it will not have much of an impact on improving *Employee Performance*. *Employee Engagement* proven to mediate *Work Discipline*, *Work Life Balance*, and *Islamic Work Ethics* towards *Employee Performance*. This means that if the Dukcapil Service wants to get high *Employee Performance*, it will be more effective through increasing *Employee Engagement*.

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