



ORIGINAL ARTICLE

Work-Life Balance, Work Engagement and Employee Performance: An Examining the Mediating Role of Job Satisfaction

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ABSTRACT

Purpose — This research examines the effect of work-life balance and work engagement on employee performance through job satisfaction at the Belawan Branch of the Multi Terminal Sub Pelindo.

Method — The approach used in this research is an associative quantitative approach. This study's population was all Pelindo Multi Terminal Sub Belawan Branch employees. The sample in this study used a saturated sample method totaling 98 employees at the Belawan Branch of the Pelindo Multi Terminal Sub Branch. Data collection techniques in this research used interviews and questionnaires. The data analysis technique uses a quantitative approach using SEM-PLS.

Findings — The results of this research show that work-life balance, work engagement, and job satisfaction have a positive and significant effect on employee performance, work-life balance, and work engagement have a positive and significant effect on job satisfaction, work-life balance, and work engagement have a positive and significant effect on employee performance through Job satisfaction at Sub Pelindo Multi Terminal Belawan Branch.

Originality/Novelty — Combining two main concepts, namely work-life balance and work engagement, in one research model can provide a deeper understanding of the complexity of the relationship between the variables of work-life balance, work engagement, job satisfaction, and employee performance.

Implications — This research has shown that job satisfaction mediates the influence of work-life balance and work engagement on employee performance. Recommendations for further research include analyzing or using the job satisfaction variable as an independent variable, not a mediating variable.

Keywords: Employee Performance, Job Satisfaction, Work Engagement, Work-Life Balance

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INTRODUCTION

In the current era, a company requires appropriate human resources to achieve company goals—human resources who can contribute effectively. The contribution of human resources is the main component in carrying out company operations, so it must be empowered appropriately to employ human resources who are competent in their field. Human resources have feelings, desires, skills, knowledge, encouragement, power, and work. These things in HR influence the organization's efforts to achieve its goals (Susano et al., 2023).

This aligns with the organization's activities toward attracting, developing, and retaining an effective workforce. Meanwhile, another term for HRM is obtaining things such as training, assessing, and compensating employees and managing their labor relations, occupational health and safety, and all justice-related matters (Khaeruman et al., 2022).

Human resource management is used to manage employees to achieve organizational goals. One of the components used to measure the achievement of organizational goals is employee performance. Employee Performance is employee productivity and output as a result of employee development. Employee performance will ultimately affect organizational effectiveness (Zhenjing et al., 2022). Meanwhile, other terms, performance, are often used to describe efficiency, effectiveness, improvement, or suitability issues, such as socialization into work, organizational culture, individual aspirations, and personality (Liao et al., 2022).

Work engagement is a component that influences employee performance, namely a relationship directly related to work, namely an involvement that greatly contributes to employees. Work engagement is the opposite notion of burnout. Engaged employees have an energetic and effective sense of connection with their work activities. They see themselves as capable of coping well with the demands of their work (Jufrizen et al., 2023). In other opinions, work engagement is an emerging concept of work engagement: a positive, satisfying, effective state of well-being related to work that is characterized by enthusiasm, dedication, and absorption (Jufrizen, Kurniawan, & Febrianti, 2023).

Satisfaction is also one of the factors that can improve employee performance, namely an indication of the feelings an employee will have towards their work; this is a form of employee response to their work. Job satisfaction can be defined as people's attitudes and feelings about their work (Jufrizen et al., 2023). A positive and positive attitude towards work indicates job satisfaction (Mohanty, 2016). This is consistent with job satisfaction, which refers to the pleasant emotions experienced towards a job due to assessing its attributes. An individual experiencing high job satisfaction possesses favorable sentiments toward their occupation, whereas an individual with poor job satisfaction harbors unfavorable sentiments (Robbins & Judge, 2012).

Work-life balance is an important factor in improving employee performance, which is a situation that involves employee welfare in a company. Matters related to work-life balance are a social responsibility for the organization towards its employees. Work and life balance is a state of balance in which the demands of a person's work and personal life are equal (Gragnano et al., 2020). Another definition states that work-life balance is an individual's ability to fulfill work and family commitments. Work-life balance, apart from the relationship between work and family functions, also involves other roles in the field of life (Hutagalung et al., 2020). Work-life balance is satisfaction related to multiple roles in one's life. Work-life balance is

generally associated with balancing or maintaining all aspects of human life. Work-life balance affects employee performance because harmony between personal life and work is an important need for every employee, which can influence mood, the focus of thought, and actions at work; implementing work-life balance can improve employee performance. This is in line with the results of research conducted by (Setyawati, 2019) (Badrianto & Ekhsan 2021); and (Surjanti, 2020)

Work Engagement means employees who are involved can help an organization achieve its mission, carry out its strategy, and produce important business. Meanwhile, according to (Jufrizen, et al., 2023), work Engagement is a condition where a person has positive thoughts to express himself physically, cognitively, and effectively. Increasing work engagement will increase employee performance because if employees feel satisfied after completing their work, their performance will improve and improve daily. This is in line with the results of research conducted by (Jufrizen & Erika, 2021); (Yao et al., 2022) and (Breevaart et al., 2015) which states that work engagement influences employee performance.

Work-life balance means a person's ability to balance their responsibilities at work and things unrelated to work. Employee job satisfaction is whether or not their desires for work are fulfilled. Work-life balance is a situation where a person can manage and divide work responsibilities, family life, and other responsibilities. These conditions help to avoid conflicts between personal life and work. By having a work-life balance, a person can be more productive. This is because the conditions the person feels are supportive and increase their satisfaction in their work. He also becomes more creative because he has more time, energy, or capital to do things he enjoys.

On the other hand, if someone does not have a good work-life balance, their performance tends to decline and can damage other areas of life. Generally, this is caused by the high demands of today's work. Individuals who pay attention to work-life balance and personal life are more concerned with their psychological well-being than pursuing wealth alone. Work-life balance makes employees feel free to balance work and other commitments such as family, hobbies, art, travel, education, and so on, apart from just focusing on work. This shows that work-life balance can lead to healthy activities satisfying employees. The relationship between work-life balance and job satisfaction can be seen where true job satisfaction can be achieved when the organization supports the creation of a work-life balance. This is in line with the results of research conducted by (Aruldoss et al., 2020) and (Aviola et al., 2022), which state that work-life balance positively and significantly affects job satisfaction.

Work engagement is a condition in which employees feel connected, satisfied, and enthusiastic about their work. Employees with high engagement will feel passionate and connected to their work. Job satisfaction is obtained if the expectations of the job can be met. The more aspects of the job that suit the individual's desires, the higher the level of satisfaction felt. Employees' work engagement is so that when individuals feel involved, they are integrated with the task and work and are unaffected by the conditions around them. It can be concluded that employees have high job satisfaction and work engagement. Therefore, the higher the work engagement, the higher the job satisfaction felt by employees. This means that the work engagement variable contributes to job satisfaction. Work engagement is still important to pay attention to so employees can be satisfied. This is in line with the results of research conducted by (Noercahyo et al., 2021), which states that work engagement has a positive and significant

effect on job satisfaction.

Job satisfaction can affect employee performance. This is because if employees are satisfied with what they do, their work morale will be high, impacting their performance. Likewise, employees who feel happy will like what they do and improve their performance. And vice versa, if employees are unsatisfied with their work, this will decrease performance. Likewise, if an employee is not happy or excited and does not like his work, this will affect the employee's work results. This is in line with research conducted by (Jufrizen, Khair, & Loviky, 2023); (Jufrizen et al., 2017), and (Memon et al., 2023), which concludes that job satisfaction influences employee performance.

The relationship between work-life balance and employee performance is through job satisfaction, namely explaining that work-life balance is satisfaction and a good function at work and in the family, which is an individual's demand so that this can minimize conflicts that could arise from these two demands. The relationship between work-life balance and employee performance, namely work-life balance, is the tendency of an individual to be fully involved in the performance of each role carried out by that individual to achieve balance in work and create sensitivity of mind towards the personal system as a whole. Other theories also explain the relationship between job satisfaction and employee performance, namely that satisfaction and good performance can help an organization retain an employee, where satisfaction plays a very important role in forming commitment, loyalty, and discipline, as well as employee demands to have good performance. The results of previous research (Bedarkar & Pandita, 2014) concluded that there is a positive and significant relationship between work-life balance and employee performance, and there is a significant positive relationship between work-life balance and job satisfaction.

The relationship between work engagement and employee performance through job satisfaction, namely, employees who have engagement or a sense of involvement in their work, reflects job satisfaction, which means they feel satisfied with everything attached to their work. The relationship between work engagement and employee performance explains that work engagement is a priority that involves all energy and enthusiasm to work well, produce more productivity innovation, and achieve good performance to achieve work goals. Apart from that, the relationship between job satisfaction and employee performance is that satisfaction and good performance can help an organization retain an employee, where satisfaction plays a very important role in forming commitment, loyalty, and discipline, as well as employee demands to have good performance. According to previous research (Irwandi & Sanjaya, 2022), work engagement positively and significantly influences employee performance. Work engagement has a positive and significant influence on job satisfaction, and job satisfaction mediates the influence of work engagement on employee performance.

The conceptual framework for this study model that came from looking at the literature review is shown below:

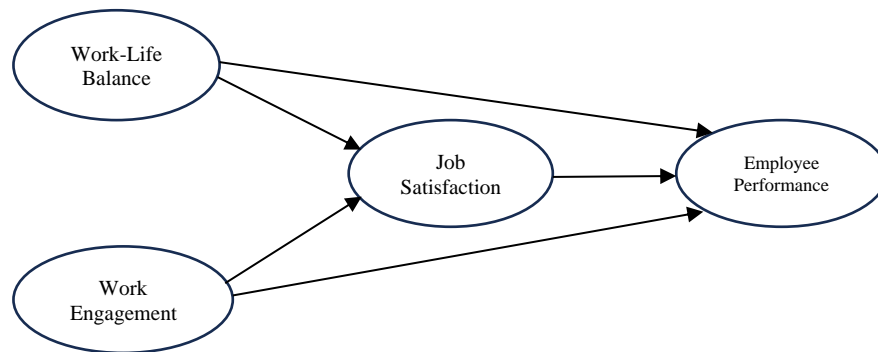


Figure 1. Conceptual Framework

METHOD

This research is survey research because it takes samples from one population. This research uses an explanatory approach to explain the causal relationship between research variables and test hypotheses. This research's population is the Pelindo Multi Terminal Branch Belawan Sub employees, totaling 98 people. Suppose a large population of researchers can only study some things in the population, for example, due to limited funds, personnel, and time. In that case, the researcher can use samples taken from that population. As for determining the number/size of samples in this research, the saturated sample method was used, where all members of the population, namely 98 people, were sampled. The data analysis technique for this research uses statistical analysis, namely a partial least squares – structural equation model (PLS-SEM), which aims to carry out path analysis with latent variables. This analysis is often called the second generation of multivariate analysis. Variant-based structural equation analysis (SEM) can simultaneously test measurement and structural models.

RESULTS

This chapter describes the research findings, data handling, and discussion. As mentioned in the preceding chapter, this research employed a survey methodology using Structural Equation Modeling (SEM) techniques. The authors collected data by distributing questionnaires of 37 statement items to 98 relevant respondents who supported this research. Nevertheless, a mere 93 questionnaires were received. The questionnaire was employed for internal data gathering and, after that, organized using a Likert Scale instrument and analyzed using SEM.

Respondent Characteristics

The data in the tables below show the identity of respondents by gender, age, education, and marital status:

Table 1. Respondent Characteristics

No.	Characteristics	Description	Frequency	%
1	Gender	Male	52	55.90
		Female	41	44.10
2	Age	< 30 Years	28	30.10
		30-40 Years	30	32.30
		> 40 Years	35	37.60
3	Education	High School	2	2.20
		Diploma	10	10.80
		Bachelor	77	82.80
		Masters	4	4.20

Table 1 above shows that the percentage of respondents consists of 52 (55.90%) men and 41 (44.10%) women. Thus, most respondents are male Sub Pelindo Multi Terminal Branch Belawan employees. Based on age, the majority of respondents were above 40 years, namely 34 people (38.20%), respondents aged > 40 years as many as 35 people (37.60%), then the last respondents aged 30-40 years as many as 30 people (32.30%). Characteristics of respondents based on education: Most respondents consisted of employees with a bachelor's education background, namely 77 (82.80%) people, followed by employees with a D3 education background, namely 10 (10.80%) people, then employees with a master's education background as many as 4 (5.5%) people, and finally employees with a high school education background, namely 7 (4.20%) Thus the majority of respondents are employees of Sub Pelindo Multi Terminal Branch Belawan who have a bachelor's degree.

Outer Model Analysis

Convergent Validity

The three tests that comprise convergent validity are item reliability, composite reliability, and average variance extracted (AVE). Assessing the extent to which preexisting indicators may account for dimensions is known as convergent validity. The capacity of a dimension to use its latent variables is proportional to its convergent validity.

Reliable items are also known as indicator validity. The assessment of item dependability, or indicator validity, can be determined by examining the standardized loading value of the items. The loading value of this component represents the strength of the association between each indicator and its construct. An optimum loading factor value is above 0.70, indicating that the indicator is valid for measuring the construct. Nevertheless, loading factor levels that exceed 0.5 are deemed appropriate. Meanwhile, standardized loading factor values below 0.50 can be removed from the model (Chin, 1998). The following are the item reliability values that can be seen in the outer loading column:

Table 2. Outer Loading Results

	Employee Performance	Job Satisfaction	Work Engagement	Work-Life Balance
EP.1	0.620			
EP.10	0.908			
EP.2	0.644			
EP.3	0.905			
EP.4	0.850			
EP.5	0.808			
EP.6	0.817			
EP.7	0.767			
EP.8	0.886			
EP.9	0.615			
JS.1		0.842		
JS.10		0.863		
JS.2		0.840		
JS.3		0.740		
JS.4		0.844		
JS.5		0.562		
JS.6		0.910		
JS.7		0.794		
JS.8		0.747		
JS.9		0.903		
WBL.1				0.610
WBL.2				0.616
WBL.3				0.815
WBL.4				0.787
WBL.5				0.824
WBL.6				0.803
WBL.7				0.631
WBL.8				0.708
WE.1			0.661	
WE.2			0.719	
WE.3			0.769	
WE.4			0.664	
WE.5			0.824	
WE.6			0.778	
WE.7			0.829	
WE.8			0.680	
WE.9			0.800	

Based on Table 2 above, it is known that the outer loading value for each indicator is more than 0.50. So, it can be concluded that the variables and indicators used in the research are valid

The reliability statistics used for composite or construct measurement include Cronbach's alpha and DG rho (PCA). Cronbach's alpha quantifies the minimum level of reliability for a construct, whereas composite reliability quantifies the actual level of reliability for a build. (Sarstedt et al., 2020). The criterion for composite reliability values is a minimum of 0.60, while Cronbach's alpha values should also exceed 0.60. If the obtained value is greater than 0.60, it can be concluded that the construct exhibits excellent reliability based on this

measurement.

Table 3. Composite Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability
Employee Performance	0.931	0.942	0.942
Job Satisfaction	0.940	0.944	0.950
Work Engagement	0.902	0.915	0.920
Work-Life Balance	0.873	0.892	0.900

Table 3 above shows that the composite reliability value for employee performance is 0.942, job satisfaction is 0.950, work engagement is 0.920, and work-life balance is 0.900. Furthermore, Cronbach's alpha For employee performance is 0.931, job satisfaction is 0.940, work engagement is 0.902, and work-life balance is 0.873. The four variables obtained Cronbach's alpha and composite reliability values above 0.60, so it can be said that all items have good reliability or dependability as measuring instruments. Furthermore

Average variance Extracted (AVE) describes the variance that items can explain compared to the variance caused by measurement error. The standard is that the construct has good convergent validity if the AVE value is above 0.50. This means that latent variables can explain, on average, more than half of the variance of the indicators (Cheung et al., 2023).

Table 4. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Employee Performance	0.624
Job Satisfaction	0.657
Work Engagement	0.562
Work-Life Balance	0.532

Based on Table 4 above, the AVE value for employee performance is 0.624, job satisfaction is 0.657, work engagement is 0.562, and work-life balance is 0.532. The variable has an AVE above 0.5, so the construct has good convergent validity where the latent variable can explain, on average, more than half of the variance of the indicators.

Discriminant validity in the reflective measurement model is evaluated by examining cross-loadings and comparing the average variance extracted (AVE) with the squared correlation between constructs. Cross-loading is a measure that involves exploring the correlation between indicators and their constructs and the constructs from other blocks. Discriminant validity is considered good when it can better account for the variability in the indicator variable compared to the variability in other indicators of a different concept (Henseler et al., 2015). The following are the discriminant validity values for each indicator.

Table 5. Discriminant Validity

	Employee Performance	Job Satisfaction	Work Engagement	Work-Life Balance
EP.1	0.620	0.535	0.524	0.547
EP.10	0.908	0.901	0.812	0.838
EP.2	0.644	0.553	0.606	0.635
EP.3	0.905	0.894	0.802	0.833

	Employee Performance	Job Satisfaction	Work Engagement	Work-Life Balance
EP.4	0.850	0.770	0.779	0.774
EP.5	0.808	0.737	0.762	0.788
EP.6	0.817	0.735	0.698	0.735
EP.7	0.767	0.667	0.623	0.689
EP.8	0.886	0.816	0.819	0.801
EP.9	0.615	0.516	0.574	0.516
JS.1	0.817	0.842	0.747	0.786
JS.10	0.837	0.863	0.771	0.753
JS.2	0.827	0.840	0.712	0.836
JS.3	0.721	0.740	0.627	0.716
JS.4	0.822	0.844	0.771	0.756
JS.5	0.555	0.562	0.518	0.545
JS.6	0.910	0.910	0.809	0.837
JS.7	0.733	0.794	0.758	0.753
JS.8	0.679	0.747	0.644	0.709
JS.9	0.900	0.903	0.806	0.826
WBL.1	0.555	0.474	0.580	0.610
WBL.2	0.520	0.526	0.593	0.616
WBL.3	0.762	0.755	0.769	0.815
WBL.4	0.711	0.736	0.754	0.787
WBL.5	0.788	0.811	0.678	0.824
WBL.6	0.773	0.780	0.646	0.803
WBL.7	0.490	0.489	0.491	0.631
WBL.8	0.592	0.602	0.572	0.708
WE.1	0.622	0.562	0.661	0.575
WE.2	0.642	0.561	0.719	0.641
WE.3	0.792	0.817	0.769	0.714
WE.4	0.566	0.482	0.664	0.565
WE.5	0.916	0.812	0.824	0.742
WE.6	0.698	0.714	0.778	0.687
WE.7	0.698	0.736	0.829	0.677
WE.8	0.527	0.537	0.680	0.509
WE.9	0.648	0.667	0.800	0.647

Table 5 above shows that each variable's discriminant validity or loading factor value has a higher correlation with the variable than other variables. Likewise, with the indicators for each variable. This shows that the placement of indicators on each variable is correct. Another measurement criterion is the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90, then a construct has good discriminant validity (Hair et al., 2014).

Table 6. Heretroit-Monotrait Ratio (HTMT)

	Employee Performance	Job Satisfaction	Work Engagement
Employee Performance			
Job Satisfaction	0.838		
Work Engagement	0.802	0.870	
Work-Life Balance	0.855	0.824	0.896

Based on Table 6 above, each variable's discriminant validity value or Heretroit-

Monotrait Ratio (HTMT) correlates to a smaller than 0.90. Likewise, with the indicators for each variable. This shows that the placement of indicators on each variable is correct.

Table 7. Fornell-Larcker criteria

	Employee Performance	Job Satisfaction	Work Engagement	Work-Life Balance
Employee Performance	0.790			
Job Satisfaction	0.982	0.810		
Work Engagement	0.924	0.911	0.750	
Work-Life Balance	0.961	0.948	0.895	0.729

Table 7 demonstrates that the discriminant validity value, as measured by the Franklin-Larcker criteria, exhibits a stronger association with each variable than the other. Similarly, the indications for each variable should be considered. This demonstrates the accuracy of the positioning of indicators on each variable.

The Goodness of Fit (GoF) measure is employed to assess the overall validity of the structural model. The GoF index is a comprehensive metric to evaluate the effectiveness of both the measurement and structural models. The GoF value is calculated by taking the square root of the average value of the average communalities index (AVE) multiplied by the R^2 value of the model. The GoF value is a numerical measure that falls from 0 to 1. The numbers 0.1, 0.25, and 0.36 correspond to modest, moderate, and significant GoF, respectively (J. Hair et al., 2014). The higher the GoF value, the better the model's fit to the data. The following are the results of the goodness of fit model calculation:

Table 8. Average Communalities Index results

Variable	AVE	R Square
Employee Performance	0.624	0.975
Job Satisfaction	0.657	0.919
Work Engagement	0.562	
Work-Life Balance	0.532	
Average	0.594	0.947
GOF		0.750

According to the data in Table 8, the average communalities value is 0.594. Subsequently, this value is multiplied by R^2 and subjected to a square root operation. Based on the calculation findings, the GoF value of 0.750 exceeds 0.36, indicating that it falls into the category of a large GoF. This implies that the model is proficient in elucidating empirical data, thus demonstrating its strong explanatory power.

R-squared is a metric that quantifies the percentage of variability in endogenous values that can be accounted for by the exogenous variables. This is valuable for forecasting the quality of the model. The coefficient of determination (R-squared) value of 0.75 for the endogenous latent variable suggests that the model is very significant. In contrast, 0.50 indicates a moderate significance level, and 0.25 means a weak significance level (Hair et al., 2011).

The R-Square value, derived from data processing using the smartPLS 4.0 application, is presented in the following table:

Table 9. R-Square Test Results

	R Square	R Square Adjusted
Employee Performance	0.975	0.974
Job Satisfaction	0.919	0.918

From Table 9 above, it is known that the influence of Work-Life Balance, Work Engagement, and job satisfaction on employee performance with an r-square value of 0.975 indicates that variations in employee performance values can be explained by variations in Work-Life Balance, Work Engagement, and job satisfaction values of 97.5% or in other words, the model is substantial (good), and 2.5% is influenced by other variables. Furthermore, the influence of Work-Life Balance and Work Engagement on job satisfaction with an r-square value of 0.919 indicates that variations in job satisfaction values can be explained by variations in Work-Life Balance and Work Engagement values of 91.9% or, in other words, that the model is substantial (good), and other variables influence 38.1%.

The F-Square is a metric employed to evaluate the relative influence of an exogenous variable on an endogenous variable. The criteria for determining the conclusion are as follows:

- If the F^2 value is 0.02, it indicates a small (weak) effect of the exogenous variable on the endogenous variable.
- If the F^2 value is 0.15, it suggests a moderate (medium) impact of the exogenous variable on the endogenous variable.
- If the F^2 value is 0.35, it signifies the exogenous variable's large (strong) effect on the endogenous variable (Hair et al., 2014).

Based on data processing that has been carried out using the smartPLS 4.0 program, the F-Square value is obtained, which can be seen in the following figure and table:

Table 10. F-Square Value

	Employee Performance	Job Satisfaction
Employee Performance		
Job Satisfaction	1,250	
Work Engagement	0.100	0.245
Work-Life Balance	0.265	1,100

Based on Table 10 above, it is known that the influence of work-life balance on employee performance has an F^2 value of 0.265, indicating that there is a moderate (moderate) effect. The influence of Work-Life Balance on job satisfaction has an F^2 value of 1.100, indicating a large (good) effect. The influence of work engagement on employee performance has an F^2 value of 0.100, indicating a small (weak) effect. The effect of work engagement on job satisfaction has an F^2 value of 0.245, indicating a moderate effect. The influence of job satisfaction on employee performance has an F^2 value of 1,250, indicating a large (strong) effect.

The researchers measured the predictive relevance of the model (Q^2) after determining the effect size value (f^2) to calculate the predictive power of the model (Hair Jr et al., 2016).

They claim that Q^2 evaluates the model's parameter estimates and default values . The researcher calculated Q^2 using the blindfolding procedure of PLS , which achieved the estimated results of the variable scores. In addition, researchers obtained variable scores from cross-validated redundancy scores. The extracted cross-validation results determine the prediction of endogenous constructs, which also indicates the level of model quality. According to (Hair Jr et al., 2016), $Q^2 > 0$ in the reflective endogenous variable indicates the predictive relevance of the model, while $Q^2 < 0$ indicates a lack of predictive power.

Table 11. Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Performance	930,000	377,626	0.594
Job Satisfaction	930,000	384,706	0.586
Work Engagement	837,000	837,000	
Work-Life Balance	744,000	744,000	

Note: SSO-Sum of squares of Observations; SSE – Sum of Squares of Prediction Errors; while Q^2 value = $1-SSE/SSO$

As shown in Table 11, the model has a predictive relevance of 0.594 for employee performance and 0.586 for job satisfaction. Based on these results, the Q^2 value of both endogenous constructs is far above zero. Therefore, the model has good predictive relevance.

Hypothesis test

This test aims to ascertain the path coefficients of the structural model. The objective is to assess the statistical significance of all associations or evaluate hypotheses. The hypothesis testing in this research is categorized into two types: direct influence and indirect influence. The route coefficient image displaying the outcomes of the direct and indirect effect hypothesis test can be observed based on the data processing conducted using the smartPLS 4.0 program:

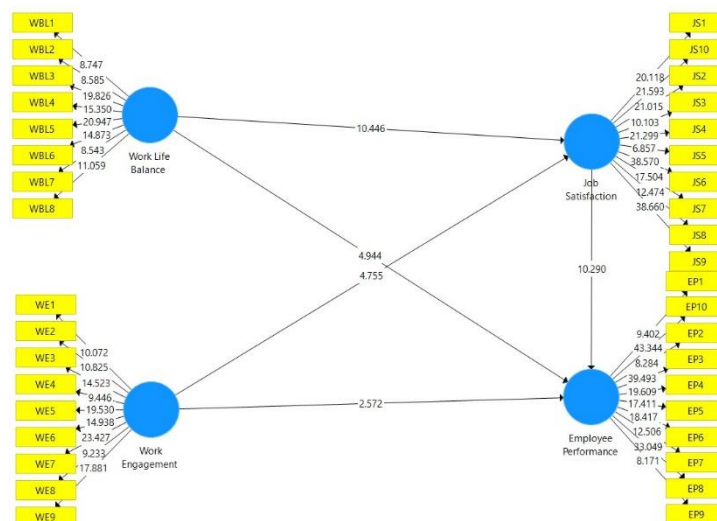


Figure 2. Path Coefficient

The results of the direct influence hypothesis test can be seen in the following path coefficient table:

Table 12. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction → Employee Performance	0.619	0.622	0.060	10,290	0,000
Work Engagement → Employee Performance	0.124	0.124	0.048	2,572	0.010
Work Engagement → Job Satisfaction	0.315	0.317	0.066	4,755	0,000
Work-Life Balance → Employee Performance	0.263	0.260	0.053	4,944	0,000
Work-Life Balance → Job Satisfaction	0.667	0.665	0.064	10,446	0,000

Table 12, encompasses the comprehensive findings derived from the Smart PLS analysis. The study's results reveal that work-life balance ($t = 4.944$, $p = 0.000$) and work engagement ($t = 2.572$, $p = 0.010$) and job satisfaction ($t = 10.290$, $p = 0.0030$) significantly influence employee performance. Consequently, H3, H4, and H5 are accepted. Additionally, work-life balance has a considerable and positive impact on job satisfaction ($t = 10.446$, $p = 0.000$). As a result, H1 is accepted. The support for H2 is further reinforced by the observation that work engagement significantly influences job satisfaction ($t = 4.755$, $p = 0.000$).

The results of the indirect effect hypothesis test can be seen in the following indirect effects table:

Table 13. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Engagement -> Job Satisfaction -> Employee Performance	0.195	0.197	0.043	4,502	0,000
Work-Life Balance -> Job Satisfaction -> Employee Performance	0.413	0.414	0.060	6,911	0,000

The validation of H6 hinges on examining the mediation effect presented in Table 11, demonstrating the association between work-life balance and employee performance, with job satisfaction as the mediator ($t = 6.911$, $p = 0.000$). Additionally, the support for H7 is grounded in the fact that work engagement significantly impacts employee performance and work behavior through job satisfaction ($t = 4.502$, $p = 0.000$).

DISCUSSION

The Effect of Work-Life Balance on Job Satisfaction

Based on the t-test results in the table above, the original sample value is 0.667, with a statistical t-value of 22.553. Because the statistical t value $>$ t table value, namely $10.446 > 1.96$, it can be interpreted that work-life balance significantly influences job satisfaction. So, the first hypothesis states that training significantly affects employee performance, which is proven. The results of previous research support the idea that work-life balance positively influences job satisfaction. This research explains that work-life balance is positive: increasing productivity, reducing turnover rates, and increasing employee commitment (Hilman et al., 2022). Further research also supports the idea that work-life balance positively influences job satisfaction. This research explains that poor job satisfaction will result in poor morale and productivity, so companies play a facilitative role in achieving the goal of work-life balance (Susanto et al., 2022). Other research results supported the positive influence between work-life balance and job satisfaction. This research explains that if a company wants to increase job satisfaction through work-life balance, the company must focus on the balance of satisfaction, one indicator of work-life balance (Aviola et al., 2022).

The Effect of Work Engagement on Job Satisfaction

Based on the t-test results in the table above, the original sample value is 0.315 and has a statistical t-value of 2.101. Because the statistical t value $>$ t table value, namely $4.755 > 1.96$, it can be interpreted that work engagement significantly influences job satisfaction. So, the second hypothesis states that training significantly affects employee performance, which is proven. The results of previous research support that work engagement has a positive influence on job satisfaction. This research explains that employees who are involved are enthusiastic about the organization's values and goals, so they will always be motivated to complete their tasks (Kompaso & Sridevi, 2010). Further research also supports that work engagement significantly and positively influences job satisfaction. This research also explains that work engagement is the key to increasing satisfaction levels (Jufrizen et al., 2023). Other research results were found to support the existence of a positive influence between work engagement

and job satisfaction. This research explains that a person or employee's psychological bond with an organization can impact their work engagement and job satisfaction (Sypniewska et al., 2023).

The Effect of Work-Life Balance on Employee Performance

Based on the t-test results in the table above, the original sample value is 0.263 and has a statistical t-value of 2.771. Because the statistical t value $>$ t table value, namely $4,944 > 1.96$, it can be interpreted that work-life balance significantly influences employee performance. The third hypothesis posits that work-life balance considerably impacts employee performance, which has been substantiated. Previous research findings confirm that maintaining a healthy work-life balance exerts a beneficial effect on employee performance. This study elucidates that employees who can achieve a harmonious equilibrium between their work and family obligations have the potential to generate enhanced productivity for the firm. (Shouman et al., 2022). Further research also supports that work-life balance positively and significantly influences employee performance. This research also explains that the role of work-life balance in improving employee performance must be an activity that is developed systematically (Hilman et al., 2022). Other research results supported the positive influence between work-life balance and employee performance. This research explains that a better work-life balance improves employee performance (Melayansari & Bhinekawati, 2020).

The Effect of Work Engagement on Performance

Based on the t-test results in the table above, the original sample value is 0.124, with a statistical t-value of 2.223. Because the statistical t value $>$ t table value, namely $2,572 > 1.96$, it can be interpreted that work engagement significantly influences employee performance. So, the fourth hypothesis states that work engagement significantly affects employee performance, which is proven. Previous research results support that work engagement positively influences employee performance. This research explains that the form of a positive relationship between work engagement and employee performance is employee retention and productivity (Kim et al., 2012). Further research states that work engagement has a positive influence on employee performance. This research also supports the idea that employee engagement will increase employee performance. This is because employees with work engagement have positive emotions that expand their thinking to pay more attention to work (Yao et al., 2022). Other research results were found to support the existence of a positive influence between work engagement and employee performance. This research explains that the higher employee engagement, the higher employee performance (Sendawula et al., 2018).

The Effect of Job Satisfaction on Employee Performance

Based on the t-test results in the table above, the original sample value is 0.619 and has a statistical t-value of 10.095. Because the statistical t value $>$ t table value, namely $10,290 > 1.96$, it can be interpreted that job satisfaction significantly influences employee performance. So, the fifth hypothesis states that job satisfaction significantly affects employee performance, which is proven. The research results support that job satisfaction positively influences employee performance. This research explains that job satisfaction affects employee performance because they are more committed and work harder (Jufrizen & Hutasuhut, 2022).

Further research also supports that job satisfaction positively influences employee performance. This research explains that job satisfaction, which influences employee performance, will support the organization by implementing organizational policies, attitudes, procedures, and decisions that support and appreciate employee contributions and care about their welfare (Babin & Boles, 1996). Other research results supported the existence of a positive influence between job satisfaction and employee performance. This research explains that a significant relationship between job satisfaction and employee performance will positively impact the organization in achieving goals and producing the expected output (Jufrizen & Intan, 2021); (Nasution et al., 2022). Similar to previous studies, this research also found that job satisfaction has a significant and positive relationship with employee performance (Syahputra & Jufrizen, 2019).

The Effect of Work-Life Balance on Employee Performance Through Job Satisfaction

Based on the t-test results in the table above, the original sample value is 0.413, with a statistical t-value of 8.311. Because the statistical t value > t table value, namely $6,911 > 1.96$, it can be interpreted that work-life balance significantly influences job satisfaction's influence on employee performance. So, the sixth hypothesis states that job satisfaction mediates work-life balance on employee performance, which is proven. The research results support that the job satisfaction variable mediates the relationship between work-life balance and employee performance at the Belawan Sub Pelindo Multi Terminal Branch. Work-life balance impacts job satisfaction and has a positive and significant association. Positive findings include increased productivity, lower attrition rates, and increased employee loyalty (Asepta & Maruno, 2018). Subsequent research also supports a positive relationship between work-life balance and employee performance. This research explains that poor job satisfaction will result in poor morale and productivity, so companies play an important role in providing facilities to achieve the goal of work-life balance (Hilman et al., 2022). Other research results supported the idea that work-life balance and job satisfaction have a positive and significant relationship. This research elucidates that to enhance job satisfaction through work-life balance, a company must prioritize the equilibrium of satisfaction, which is a crucial determinant of work-life balance (Susanto et al., 2022).

The Effect of Work Engagement on Employee Performance Through Job Satisfaction

Based on the t-test results in the table above, the original sample value is 0.195 and has a statistical t-value of 2.634. Because the statistical t value > t table value, namely $4,502 > 1.96$, it can be interpreted that work engagement significantly influences job satisfaction's influence on employee performance. So, the seventh hypothesis states that job satisfaction mediates work engagement on employee performance, which is proven. The results of previous research support that the variable job satisfaction mediates the relationship between work engagement and employee performance at the Belawan Sub Pelindo Multi Terminal Branch. Work engagement influences job satisfaction and has a positive and significant relationship. This research explains that work engagement is the key to encouraging increased job satisfaction (Orgambídez-Ramos & de Almeida, 2017). Further research also supports the idea that work engagement positively influences job satisfaction. This research explains that the psychological bond between employees and the organization can impact work engagement and job satisfaction

(Yakın & Erdil, 2012). Other research results were found to support the idea that work engagement has a positive effect on job satisfaction. This research explains that employees who engage in work, namely people who are enthusiastic about the values and goals of the organization, will be motivated to complete their tasks (Madan & Srivastava, 2015).

Implication

This study's findings can help organizations better understand the factors contributing to employee performance in the organizational and human resource management aspects. Practical Implications Practical implications include an increased focus on improving work-life balance and work engagement. In addition, the mediating role of job satisfaction highlights the importance of creating an adequate work atmosphere and meeting employee needs, which can improve employee performance. These implications also encourage thinking about better management, better communication, and recognition of employee achievements. In addition, measuring and evaluating employee performance can be enriched by considering work-life balance, work engagement, and job satisfaction. These findings will help organizations improve productivity, well-being, and long-term success in managing employee performance.

CONCLUSION

Based on the results of this research, seven things are included: First, work-life balance has a positive and significant influence on job satisfaction. Second, work engagement positively and significantly influences employee job satisfaction. Third, work-life balance has a positive and significant influence on employee performance. Fourth, there is a positive and significant influence on work engagement. Fifth, job satisfaction has a positive and significant influence on employee performance. Sixth, work-life balance influences employee performance through job satisfaction. Seventh, work engagement influences employee performance through job satisfaction.

Pelindo Multi Terminal Branch Belawan Sub must be able to improve further: First, it must improve the balance of satisfaction by treating employees well according to their contribution and work performance, giving praise, proposing promotions, or giving bonuses to get employee job satisfaction. Second, companies must monitor employee enthusiasm, dedication, and absorption to increase employee work engagement. Third, companies must create, identify, and promote work-life balance practices, such as good communication between superiors and subordinates, dividing work evenly, providing free time for employees, and eliminating work-life conflicts. For further research, it is hoped that we can examine the variables contained in this research and variables outside it, such as turnover variables, organizational culture, organizational commitment, and training.

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