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The Role of Job Satisfaction Mediation and Employee Engagement on the Influence of Work-Life Balance on Employee Performance in Information Technology Companies

Rizky Narendra Putra[1*], Riani Rachmawati[2]
[1]Universitas Indonesia, Depok, Indonesia, rizkynarendraputra@gmail.com
[2]Universitas Indonesia, Depok, Indonesia, riani.rachmawati@ui.ac.id

[*]Corresponding Author: rizkynarendraputra@gmail.com[1]

Abstract: The swift growth of Information Technology (IT) enterprises across Jakarta's region creates a major obstacle: maintaining work-life balance for staff members while facing demanding productivity pressures and unpredictable work schedules, both factors contributing to elevated stress levels. This research sought to examine how work-life balance affects employee performance, with particular focus on investigating the mediating functions of job satisfaction and employee engagement within IT company workforces. Through a quantitative methodology, information was gathered from 195 full-time employees using digital questionnaires and examined with SmartPLS 4.0 software. The results demonstrate that proper work-life balance creates positive effects on employee performance, especially when mediated significantly by employee engagement. Conversely, job satisfaction failed to appear as a meaningful mediator within this connection. To summarize, for enhancing employee performance, IT enterprises must emphasize work-life balance strategies that proactively encourage employee engagement. This method has demonstrated superior effectiveness compared to concentrating exclusively on job satisfaction alone.

Keywords: Work life balance, job satisfaction, employee engagement, employee performance, information technology.

INTRODUCTION

The Indonesian Information Technology sector, particularly within Jakarta's commercial hub and neighboring areas, is experiencing accelerated expansion that presents unique human resource management challenges for organizations striving to meet their strategic objectives efficiently (Vadithe & Kesari, 2025). The main problem that is the focus is the difficulty in maintaining and improving employee performance in a very dynamic work environment, which is characterized by flexible but often unlimited working hours (Uthman, 2024). This condition risks triggering stress and blurring the boundaries between professional and personal life, which can ultimately have a negative impact on performance. This challenge is becoming increasingly relevant because the workforce in the IT industry is currently dominated by

millennials and Gen Z, who are known to prioritize work-life balance and psychological aspects of work (Hofer et al., 2024). Therefore, from the perspective of Human Resource Management (HRM), the creation of a productive and prosperous work environment becomes a strategic function to overcome these challenges (Jarmila et et al., 2022).

This investigation employs multiple theoretical frameworks to examine the research problem. The primary theoretical foundation is the Job Demands-Resources (JD-R) Model, which posits that employee performance and well-being result from the interaction between two core elements, job demands and job resources (Bakker et al., 2014). Within IT organizational contexts, work-life balance functions as an essential job resource. The JD-R framework demonstrates that such resources serve dual purposes mitigating adverse effects of job demands including stress and fatigue, while simultaneously activating motivational mechanisms that foster engagement and consequently enhance performance outcomes (Bakker & Demerouti, 2007). The positive association between work-life balance and job satisfaction receives theoretical validation from Discrepancy Theory, which suggests that job satisfaction emerges when alignment occurs between employee expectations or needs and the actual experiences, they encounter in their work environment (Locke, 1976).

Contemporary literature examination reveals inconsistent findings concerning the relationships among these constructs. Multiple investigations have established that work-life balance positively and directly influences job satisfaction (George & Sreedharan, 2023) and employee engagement (Sutanto et al., 2024). Conversely, the direct association between work-life balance and employee performance demonstrates inconsistent patterns; several studies have identified significant relationships (Alnagbi et et al., 2025; Udin et al., 2023), , whereas other research conducted within Jakarta's corporate environment failed to establish significant effects (Sutanto et al., 2024). These contradictory findings reinforce the hypothesis that mediating mechanisms exist. Nevertheless, the mediating roles of job satisfaction and employee engagement remain contested, with certain evidence suggesting employee engagement demonstrates greater dominance in performance enhancement compared to job satisfaction, whose effects occasionally lack statistical significance (Riyanto et al. al., 2021). The most notable gap in current literature is the limited number of studies that comprehensively examine the mediating roles of both job satisfaction and employee engagement simultaneously within Indonesia's unique IT company environment.

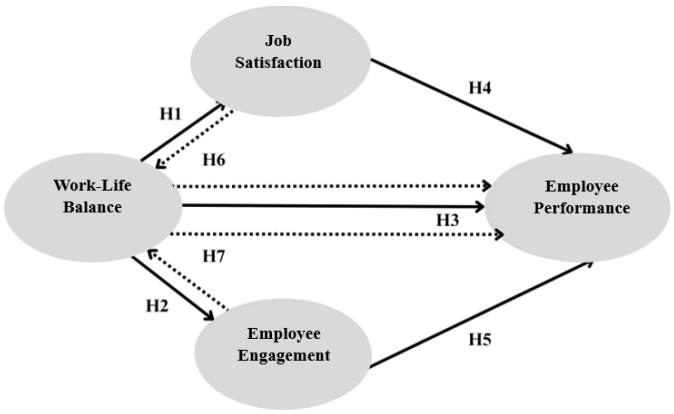
Building upon the established background, theoretical foundations, and recognized research limitations, this research aims to achieve multiple specific goals. The primary purpose is to deliver thorough insights into the intricate relationships among work-life balance, job satisfaction, employee engagement, and employee performance within IT enterprises located in Jakarta and neighboring areas, which serves as the main study region. In particular, we seek to examine how work-life balance impacts both job satisfaction and employee engagement. Following this, the study will establish how these three factors work together to influence employee performance. A key focus involves carefully assessing and examining the mediating functions of job satisfaction and employee engagement in the relationship between work-life balance and employee performance. Ultimately, this research seeks to clarify which psychological mechanism proves more dominant and effective in transforming work-life balance initiatives into tangible improvements in performance across the IT sector.

METHOD

Conceptual Framework

The theoretical basis for this study draws from a combination of multiple previous empirical research that consistently demonstrates connected patterns between variables in modern workplace environments. Building this framework required integrating results from several important research studies. Haar et al. (2014) and Jackson & Fransman (2018)

demonstrated the positive effects of work-life balance on job satisfaction through various cultural and industry samples. Additionally, Iddagoda et al. (2021) and Sutanto et al. (2024) confirmed the connection between work-life balance and employee engagement. Studies conducted by Mendis & Weerakkody (2018), Alnagbi et al. (2025), and Cohen & Liani (2009) provided evidence for the direct influence of work-life balance on employee performance across different industry settings. The model gains additional support from findings by Puspitawati et al. (2025), Robbins & Judge (2024), and Susanto et al. (2022), who confirmed job satisfaction's effect on employee performance. Likewise, studies by Sutanto et al. (2024), Harter et al. (2002), and Gaikwad et al. (2021) established the connection between employee engagement and employee performance. Regarding the mediating elements, Udin et al. (2023) confirmed the relationship between job satisfaction and employee performance. Moreover, Sutanto et al. (2024) established employee engagement's mediating role in similar connections. Developing this framework resulted in seven hypothetical relationships showing both direct and indirect connections. Work-life balance acts as the independent variable, job satisfaction and employee engagement serve as mediating variables, while employee performance functions as the dependent variable. The comprehensive framework is illustrated in Figure 1, the Conceptual Framework.



Source: Processed by Researchers (2025)
Figure 1. Conceptual Framework

Hypothesis Development

The Influence of Work-life Balance on Job Satisfaction

When companies provide support for work-life balance, it can meet employee expectations and reduce role conflict, thereby increasing their positive feelings towards work (Puspitawati et et al., 2025; Susanto et al., 2022). Therefore, the hypothesis is formulated:
H1: work-life balance has a significant positive effect on job satisfaction.

The Influence of Work-life Balance on Employee Engagement

An ideal equilibrium between work and personal life can minimize exhaustion and tension, enabling individuals to become more vigorous and emotionally as well as cognitively engaged in their workplace tasks. (Sutanto et al. et al., 2024; Iddagoda et al., 2021). On this basis, a hypothesis was constructed:
H2: work life balance has a significant positive effect on employee's engagement.

The Influence of Work-life Balance on Employee Performance

Employees who successfully manage to harmonize their work and personal lives are inclined to be more concentrated, driven, and efficient in their workplace, which can directly

enhance both the standard and volume of their work results (Alnagbi et et al., 2025; Udin et al., 2023). On this basis, a hypothesis was constructed:
H3: work-life balance has a significant positive effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Personnel who express satisfaction concerning various dimensions of their professional role, including compensation and work environment, are more inclined to show increased determination in delivering exceptional productivity and performance outcomes (Sutanto et et al., 2024; Susanto et al., 2022; Robbins & Judge, 2024). On this basis, a hypothesis is built:
H4: job satisfaction has a significant positive effect on employee performance.

The Influence of Employee Engagement on Employee Performance

Employees who have high engagement tend to show enthusiasm, initiative, and willingness to put in extra effort, which directly contributes to improved performance and achievement of organizational goals (Sutanto et et al., 2024; Iddagoda et et al., 2021; Gaikwad et al., 2021). On this basis, a hypothesis was constructed:
H5: employee engagement has a significant positive effect on employee performance.

The Mediating Role of Job Satisfaction

Work-life influences balance on employee performance is not thought to occur directly, but rather through increasing job satisfaction first as an intermediary mechanism (Sutanto et et al., 2024; et al., 2025; Udin et al., 2023). On this basis, a hypothesis was constructed:
H6: work-life balance has a significant positive effect on employee performance through job mediation satisfaction.

The Mediating Role of Employee Engagement

Work-life influences balance will encourage individual emotional and cognitive involvement, which in turn will improve their work results (Sutanto et et al., 2024; Iddagoda et al., 2021). On this basis, a hypothesis was constructed:
H7: work life balance has a significant positive effect on employee performance through employee mediation engagement.

Research Approach

This study adopts a quantitative methodology with an explanatory research framework. The research aims to examine and explain the causal relationships between work-life balance, job satisfaction, and employee engagement in their impact on employee performance. To analyze this complex research model, the study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) for data processing. The analysis utilizes SmartPLS 4.0 software, which Hair et al. (2022) recognize as an appropriate tool for both predictive analysis and theory testing in research of this nature. The study focuses on understanding how these variables interconnect, particularly examining the mediating roles of job satisfaction and employee engagement in the relationship between work-life balance and employee performance within information technology companies.

Population and Research Sample

A total of 195 respondents were selected as the research sample from IT firm personnel in Jakarta's metropolitan area and surrounding regions utilizing purposive sampling approach with requirements that include being a permanent employee, working in a company that has been operating for at least 10 years, and active involvement in work. The appropriateness of sample quantity was validated through statistical power examination using G*Power software,

which revealed that the aggregate number of subjects had met and exceeded the minimum standard required for testing the research structure.

Data Collection Sources and Procedures

This research employs secondary sources from literature review for theoretical grounding and primary sources collected directly from questionnaire responses of IT firm employees. The collection of primary data was carried out by distributing questionnaires online through Google Form media to various social media platforms to reach respondents who fit the research criteria.

Research Instruments and Variable Measurement

The fundamental research device was a questionnaire incorporating 20 statement components, with each component measured through a five-point Likert scale extending from "Strongly Disagree" to "Strongly Agree". This questionnaire was formulated to operationalize four core variables: work-life balance, job satisfaction, employee engagement, and employee performance, with each metric sourced and modified from diverse relevant previous investigations to secure measurement reliability within this study's scope. A complete description of the operationalization of each variable along with the instrument items used in the questionnaire is presented in Table 1 below.

Table 1. Operationalization and Research Instruments

Variables	Operational Definition	Codes and Indicators	Instrument Items	Source
Work-Life Balance (WLB) (X)	The ability of IT company employees to balance roles and time between work domains and personal life. This balance includes behavioral balance, conflict management due to pressure, time flexibility, and support from the organization, all of which contribute to employee psychological well-being.	WLB1 - Work-life balance WLB2 - Behavioral balance WLB3 - Pressure based conflict WLB4 - Time flexibility WLB5 - Organizational support	1) I have enough time between family and work responsibilities. 2) I am able to manage work responsibilities and personal life well. 3) I feel stressed due to the conflict between work and personal life. 4) My current work schedule allows me to live a fulfilling personal life. 5) My boss provides support in creating a balance between work and personal life.	Greenhaus and Allen (2011), Fisher et al. (2009), Frone (2003), Carlson et al. (2000), Hill et et al. (2001), Kossek et al. (2011), Allen (2001), Thomas and Ganster (1995)
Job Satisfaction (JS) (Z1)	The overall evaluation and feelings that IT company employees have about their job. This satisfaction includes general feelings about work, rewards, relationships with coworkers, compensation, and career advancement opportunities provided by the company.	JS1 - General satisfaction JS2 - Appreciation or Recognition JS3 - Coworker relationship JS4 - Pay and Benefits JS5 - Promotion advancement	1) I am satisfied with my job overall 2) I feel like I get the appreciation I deserve from the company I work for. 3) I am satisfied with connection I with between colleague Work 4) The salary and benefits I get accept Already in accordance with contribution I 5) I feel satisfied with opportunity development careers available in the company This	Spector (1997); Weiss et al, (1967), Herzberg (1959); Smith et al. (1969), Judge et et al. (2010)
Employee Engagement (EE) (Z2)	Full activation of IT company employees in carrying out their work roles. This full involvement is manifested through enthusiasm, emotional attachment, willingness to work hard, full attention, and a sense of ownership of the work and the company.	EE1 - Enthusiasm for daily work EE2 - Emotional involvement with the company EE3 - Willingness to try harder EE4 - Full attention to work EE5 - Sense of ownership of work	1) I show high enthusiasm for my work 2) I have a positive working relationship with my coworkers 3) I feel my work has meaning and makes a significant contribution to my life. 4) I often think about my work outside of my working hours. 5) I feel I have been given enough opportunities to develop myself and the chance to contribute ideas.	Rich et et al. (2010)
Employee Performance (KP) (Y)	The achievement of an IT company employee's work results is assessed based on effectiveness, efficiency,	KP1 - Quality of work results KP2 - Quantity of work results	1) I complete the tasks given to the standard high quality 2) I am able to complete the work according to the specified time.	Koopmans et et al. (2014)

Variables	Operational Definition	Codes and Indicators	Instrument Items	Source
	productivity, and achievement of predetermined targets. This performance reflects the individual's real contribution to the company's operational goals and success.	KP3 - Ability to complete tasks on time KP4 - Initiative in work KP5 - Compliance with work procedures	3) I work efficiently and use resources optimally. 4) I rarely need direct supervision in the process of completing work 5) I am able to build and maintain good working relationships with my co-workers and superiors.	

Source: Researcher Data Processing Results (2025)

Data Analysis Techniques

Drawing from the data analysis that has been conducted, the following constitutes a presentation of research findings which are categorized into three primary sections:

Evaluation of Measurement Model (Outer Model)

Assessment of the measurement model is performed to guarantee that the research instrument utilized satisfies validity and reliability standards before advancing to hypothesis evaluation. This examination encompasses convergent validity, construct reliability, and discriminant validity.

Table 2. Evaluation of the measurement model (*Outer Model)*

Criteria	Explanation	Value Limit	Explanation researcher data processing	Source
Outer Loading	See contribution from indicator to latent construct	> 0.70	All over indicator researcher own outer loading value > 0.70 so categorized as valid	Hair et al. 2019
Average Variance Extracted (AVE)	See how big the construct variables are and explain the indicator variance.	> 0.50	EE = 0.561; JS = 0.565; KP = 0.578; WLB = 0.572	Fornell & Larcker, 1981
Composite Reliability (CR)	Measure internal construct reliability	> 0.70	EE = 0.864; JS = 0.866; KP = 0.873; WLB = 0.870	Hair et al. 2019
Cronbach's Alpha (CA)	Alternative internal reliability (a common thing) For used)	> 0.70	EE = 0.804; JS = 0.807; KP = 0.817; WLB = 0.813	Nunnally & Bernstein, 1994
Validity Discriminant	Testing using the Fornell-Larcker Criterion and Cross Loadings	AVE > correlation	Tested use Fornell-Larcker criteria and Cross Loadings where mark root of AVE every existing construct taller compared to with correlation between construct others and values all over indicator has the highest loading on the construct the origin compared to construct others. This is can We Look that construct own validity good discriminant.	Fornell & Larcker, 1981

Source: Researcher Data Processing Results (2025)

Based on the evaluation of the measurement model (outer model), this research model shows very good validity and reliability. All indicators have outer values. loading above 0.70 which indicates a strong contribution to the latent construct, while the AVE value (0.561-0.578) above 0.50 indicates that each construct can explain the variance of its indicators well. Internal reliability is measured through Composite Reliability (0.864-0.873) and Cronbach's Alpha (0.804-0.817) shows high consistency with values above 0.70. Discriminant validity that meets the Fornell-Larcker criteria with AVE values higher than the correlation between constructs proves that each construct has a different uniqueness. Overall, this measurement model has met the required psychometric standards and is ready for further structural model evaluation.

Structural Model Evaluation (Inner Model)

Upon verification of the measurement model's reliability, structural model analysis is undertaken to appraise the model's predictive power and assess the robustness of associations between variables. This evaluation focuses on the R- square (R^2) value and effect size (f^2).

Table 3. Evaluation of the structural model (*Inner Model)*

Criteria	Explanation	Reference Value	Explanation of researcher data processing	Source
R- square (R^2)	Tells how much the independent variable explains the dependent variable.	0.25 (weak), 0.50 (moderate), 0.75 (strong)	JS = 0.439; KP = 0.586; EE = 0.390; WLB = none because it is an independent variable	Hair et al. 2019
Adjusted R-square	Correcting R^2 for the number of predictors	-	JS = 0.436; KP = 0.580; EE = 0.387; WLB = none because it is an independent variable	Hair et al., 2019
Bootstrapping	Resampling test of the significance test of the t-statistic path and p- value	≥ 5000 subsamples	Using 5000 subsamples; EE → KP is significant, EE → WLB is significant, JS → KP is not significant, WLB → JS is significant, and WLB → KP is significant.	Sarstedt et et al., 2017
Effect Size (f^2)	Test in terms of the relative contribution of the construct to the dependent variable	0.02 (small), 0.15 (medium), 0.35 (large)	Shows the greatest influence of WLB on EE where $f^2 = 0.781$ and EE on KP $f^2 = 0.639$	Cohen, 1988
Predictive Relevance (Q^2)	Measuring the ability to predict models through blindfolding	$Q^2 > 0$ indicates predictive relevance	Shows a Q^2 value > 0, thus indicating that the model has good predictive relevance for endogenous variables.	Henseler et et al., 2009
Variance Accounted For (VAF)	Assessing the magnitude of the effect in mediation	VAF 20%-80% partial mediation	EE significantly mediates the effect of WLB on KP; JS does not significantly mediate the effect of WLB on KP.	Hair et al. 2017

Source: Researcher Data Processing Results (2025)

Based on the structural structural model (inner model), this research construct displays favorable quality. The R^2 indicator (0.25-0.75) reflects reasonable predictive capacity, bootstrapping results establish the statistical significance of model linkages, and the effect magnitude variation (0.02-0.35) shows differential contributions across constructs. Positive Q^2 values prove the predictive relevance of the model, while VAF (20%-80%) indicates a well-functioning mediation effect. Overall, this structural model has met the evaluation criteria and is worthy of use in further analysis.

Hypothesis Testing

Hypothesis testing was executed through path analysis utilizing the bootstrapping technique with 5000 subsamples to examine direct influences among variables, where relationships are considered significant when t-statistic values > 1.96 and p-values < 0.05 (Sarstedt et al., 2020). Mediation examination was conducted to explore the function of JS and EE as mediating variables, with indirect effects considered statistically significant when p-values < 0.05 based on bootstrapping results. Mediation strength interpretation employs Variance Accounted For (VAF) where values < 20% suggest no mediation, 20%-80% suggests partial mediation, and > 80% suggests complete mediation (Hair et et al., 2019).

RESULTS AND DISCUSSION

Data Collection Results

Respondent Data Results

This study involved 198 respondents who were permanent employees of an IT company. The research employed a two-phase approach for data gathering, utilizing digital questionnaires disseminated through social media platforms and WhatsApp messaging application: the first stage (February 11 - March 7, 2025) collected 97 respondents, and the second stage (March 10 - April 10, 2025) collected 99 respondents. Respondents' recruitment employed a purposeful sampling methodology, with selection criteria encompassing professional experience and active participation in organizational activities. The demographic profile of respondents is presented in Table 4.

Table 4. General Characteristics Data of Respondents

Characteristics	Category	Frequency
Gender	Man	88
	Woman	110

Characteristics	Category	Frequency
Age	20-25 years	38
	26-30 years	60
	31-35 years	47
	36-40 years	36
	41-45 years	10
	46-50 years	3
	51-55 years	4
Length of work	< 1 year (minimum 6 months)	25
	1 year	59
	1-3 years	57
	3-5 years	44
	5-10 years	31
	> 10 years	7

Source: Researcher Data Processing Results (2025)

Based on the analysis results, respondents were dominated by women (110 people) compared to men (88 people). In terms of age, most respondents were in the productive age range of 26-30 years (60 people) and 31-35 years (47 people), indicating that the majority of respondents were young workers to early adults. For work experience, respondents had the most experience of 1 year (59 people) and 1-3 years (57 people), indicating that most respondents were still in the category of employees with relatively new to medium work experience in the IT industry.

Descriptive Statistical Test of Respondents

A general picture of 195 respondents' perceptions emerges from this analysis, covering four research variables: WLB (WLB), JS (JS), EE (EE), and KP (KP). We present the results of this respondent perception analysis in Table 5.

Table 5. Descriptive data processing SPSS

Code	Mean	Grand Mean	SD	Skewness
WLB1	4.15	4.13	.73	-0.247
WLB2	3.93		.83	0.131
WLB3	4.03		.831	-0.058
WLB4	4.24		.71	-0.384
WLB5	4.31		.648	-0.400
JS1	4.00	4.07	.819	0,000
JS2	4.38		.583	-0.308
JS3	4.02		.79	-0.027
JS4	4.00		.825	0,000
JS5	3.94		.847	0.118
EE1	3.99	4.06	.837	0.019
EE2	4.19		.689	-0.266
EE3	3.93		.787	0.118
EE4	3.90		.861	0.200
EE5	4.27		.595	-0.170
KP1	4.32	4.13	.627	-0.360
KP2	4.01		.828	-0.010
KP3	4.13		.641	-0.120
KP4	4.24		.665	-0.314
KP5	3.93		.832	0.126

Source: Researcher Data Processing Results (2025)

The results of the analysis show that overall, respondents gave a very positive assessment of all research variables with an average value of 4.06 on a scale of 5. For WLB, respondents gave the highest rating (4.13), followed by KP (4.13), JS (4.07), and EE (4.06). The indicator with the highest value is JS2 (4.38) for JS, which shows that IT employees are very satisfied with their work relationships and work environment. Meanwhile, WLB5 (4.31) shows that the company provides good support for WLB, EE5 (4.27) indicates high emotional engagement due to opportunities for self-development, and KP4 (4.24) shows employees' ability to complete tasks on time independently. These results confirm that IT employees have a very good perception of their work environment and show optimal levels of satisfaction and performance.

Data Processing Results Using SmartPLS
Measurement Model Testing (Outer Model)
Construct Validity and Reliability Test
Outer Testing Loading

Convergent validity testing is carried out by looking at the outer value loading each indicator. Outer value A good loading should be above 0.70, but a value above 0.40 is still acceptable if it is not below 0.40.

Table 6. Outer Data Processing Loading SmartPLS

Indicator	EE	JS	KP	WLB	Information
EE1	0.771				Reliable Indicator
EE2	0.770				Reliable Indicator
EE3	0.741				Reliable Indicator
EE4	0.752				Reliable Indicator
EE5	0.707				Reliable Indicator
JS1		0.745			Reliable Indicator
JS2		0.756			Reliable Indicator
JS3		0.735			Reliable Indicator
JS4		0.796			Reliable Indicator
JS5		0.725			Reliable Indicator
KP1			0.703		Reliable Indicator
KP2			0.788		Reliable Indicator
KP3			0.786		Reliable Indicator
KP4			0.774		Reliable Indicator
KP5			0.748		Reliable Indicator
WLB1				0.761	Reliable Indicator
WLB2				0.767	Reliable Indicator
WLB3				0.756	Reliable Indicator
WLB4				0.787	Reliable Indicator
WLB5				0.709	Reliable Indicator

Source: Researcher Data Processing Results (2025)

All 20 indicators show outside values loading above 0.70, which means all indicators have good and consistent convergent validity. The indicator with the highest value is JS4 (0.796) which shows that the salary and benefits compensation provided by the company is in accordance with employee contributions.

Construct Reliability Testing

Cronbach's alpha values and composite reliability were used to assess construct reliability. Acceptable thresholds for these measures had to be above 0.70 and not exceed 0.95.

Table 7. Cronbach's test Alpha and Composite SmartPLS Data Reliability

Construct	Cronbach's alpha	*Composite reliability* (rho_a)	*Composite reliability* (rho_c)
EE	0.804	0.804	0.864
JS	0.807	0.808	0.866
KP	0.817	0.820	0.873
WLB	0.813	0.815	0.870

Source: Researcher Data Processing Results (2025)

All constructs showed very good reliability with values above 0.80. The KP construct had the highest reliability (α = 0.817), while the EE has the lowest reliability but is still in the good category (α = 0.804).

Convergent Validity

Convergent validity is evaluated based on the Average value Variance Extracted (AVE). A good AVE value should be greater than 0.50 for each construct.

Table 8. SmartPLS Convergent Validity Data Processing

Construct	Average variance extracted (AVE)	Information
EE	0.561	Valid Construct
JS	0.565	Valid Construct
KP	0.578	Valid Construct
WLB	0.572	Valid Construct

Source: Researcher Data Processing Results (2025)

All constructs have AVE values above 0.50, indicating good convergent validity. The KP construct has the highest AVE value (0.578), while the EE has the lowest value (0.561).

Discriminant Validity Test

Discriminant validity was evaluated utilizing the Heterotrait-Monotrait Ratio (HTMT) method. An acceptable HTMT value should remain under 0.90 to demonstrate that each construct is distinct from other constructs.

Table 9. SmartPLS HTML Value Data Processing

Construct Relationship	HTML Value (O)	Sample mean (M)	2.5%	97.5%	Interpretation
JS <-> EE	0.889	0.889	0.798	0.974	Still valid (approaching the limit)
KP <-> EE	0.865	0.866	0.787	0.934	Valid
KP <-> JS	0.752	0.752	0.656	0.839	Valid
WLB <-> EE	0.769	0.770	0.665	0.869	Valid
WLB <-> JS	0.813	0.814	0.717	0.900	Valid
WLB <-> KP	0.820	0.821	0.725	0.907	Valid

Source: Researcher Data Processing Results (2025)

The discriminant validity across all construct relationships was deemed satisfactory, as evidenced by HTMT ratios remaining below the 0.90 threshold. While the correlation between JS and EE demonstrated a notably strong association (0.889), this value continues to fall within the established acceptable parameters.

Structural Model Testing (Inner Model)

Square (R^2) Value Test

The model's predictive ability regarding the proportion of variance in the independent variable construct relative to the dependent variable is measured by R-Square. Standard interpretation of R^2 values establishes that ≥ 0.75 represents strong influence, ≥ 0.50 represents moderate influence that is quite strong, ≥ 0.25 represents weak but acceptable influence, and < 0.25 represents very weak influence.

Table 10. SmartPLS R^2 Value Data Processing

Construct	R^2	Interpretation
JS	0.439	Moderate weak
KP	0.586	Moderate is strong enough
EE	0.390	Moderate weak

Source: Researcher Data Processing Results (2025)

The research results reveal that WLB contributes to 43.9% of the changes observed in Employee JS, while also being responsible for 39% of the fluctuations in EE. Combined, these three factors WLB, JS, and EE collectively account for 58.6% of the total variance found in KP. This percentage indicates a satisfactory result for studies conducted in social and organizational behavior domains. The findings suggest meaningful relationships exist between these workplace variables, with WLB serving as a significant predictor of both satisfaction and engagement levels among employees in information technology companies.

Effect Test Size (f^2)

The level of individual influence that each independent variable exerts on the dependent variable is measured by Effect Size. Standard interpretation for f^2 values establishes that ≥ 0.35 indicates a large effect, ≥ 0.15 indicates a moderate effect, ≥ 0.02 indicates a small effect, and < 0.02 indicates no significant effect.

Table 11. SmartPLS f^2 Value Data Processing

	EE	JS	KP	WLB
EE			0.198	0.639
JS			0.004	
KP				
WLB		0.781	0.163	

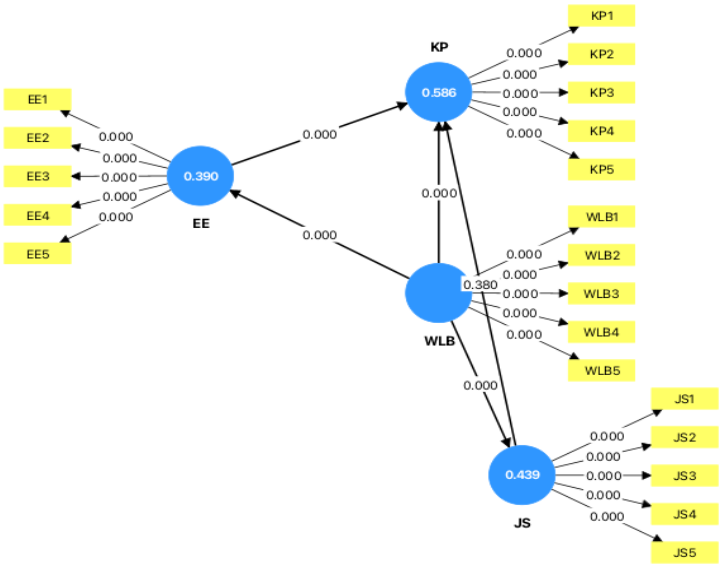
Source: Researcher Data Processing Results (2025)

1. EE → KP ($f^2 = 0.198$): Demonstrates a moderate effect, indicating that EE influences KP, though not as powerfully as the influence of WLB.
2. WLB → EE ($f^2 = 0.639$): A substantial effect is evident here, confirming that WLB is a powerful predictor. Employees who achieve a better WLB consequently show a significant rise in their company engagement.
3. JS → KP ($f^2 = 0.004$): This shows a negligible effect, indicating that JS doesn't directly impact KP in a meaningful way. This observation aligns with the Job Demands-Resources (JD-R) Theory, which underscores how resources like WLB are crucial for boosting EE, which then influences KP.
4. WLB → JS ($f^2 = 0.781$): A considerable effect is present, suggesting that WLB substantially shapes JS. Employees experience heightened JS when they successfully balance their professional and personal lives.
5. WLB → KP ($f^2 = 0.163$): A moderate effect appears here, suggesting that WLB has the capacity to directly and significantly impact KP.

Hypothesis Testing

Path Coefficient Significance Test

Path testing coefficient is done to measure the strength of direct influence between variables in the structural model. The following are the test results using the bootstrapping technique:



Source: Processed by Researchers (2025)

Figure 2. Bootstrapping data input SmartPLS

Table 12. Path Data Processing Coefficient SmartPLS

Influence	*Path Coefficients*	t *values*	p *values*	97.5% *Confidence Intervals*	Information
WLB →EE	0.624	14,658	0,000	0.707	Significant (big)
WLB →JS	0.662	17,068	0,000	0.739	Significant (big)
WLB →KP	0.362	5,072	0,000	0.498	Significant (moderate)
EE →KP	0.429	6,010	0,000	0.567	Significant (moderate)
JS →KP	0.066	0.878	0.380	0.218	Not Significant

Source: Researcher Data Processing Results (2025)

The structural path coefficients reveal that direct relationships between constructs can be ranked by magnitude from highest to lowest: WLB to JS shows the most powerful connection (β=0.662, p=0.000), next comes WLB to EE (β=0.624, p=0.000), then EE to KP (β=0.429, p=0.000), followed by WLB to KP (β=0.362, p=0.000), while JS to KP exhibits the weakest link (β=0.066, p=0.380). Based on these findings, H1 receives confirmation as WLB positively influences JS, H2 gains support because WLB positively impacts EE, H3 is validated since WLB positively affects KP, H4 is rejected as JS fails to significantly influence KP, and H5 obtains support because EE positively influences KP.

Mediation Effect Test (Indirect) Effects)

Mediation testing is carried out to determine whether a particular variable can act as a mediator in the relationship between other variables.

Table 13. Indirect Data Processing Effects with Confident Intervals SmartPLS

Mediation Path	Path Coefficients	t values	p values	97.5% Confidence Interval	Information

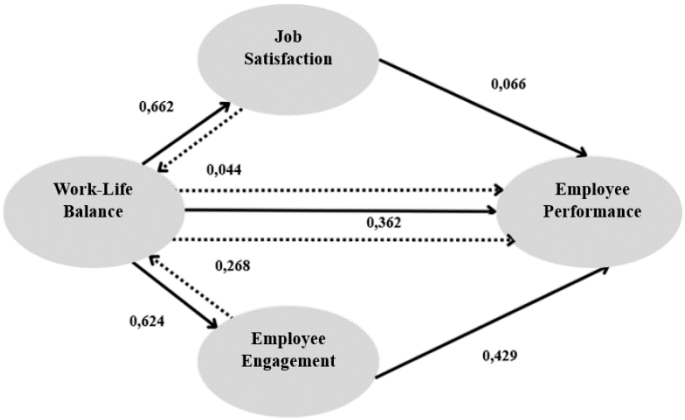
WLB →JS →KP	0.044	0.863	0.388	0.147	Not Significant
WLB →EE →KP	0.268	5,636	0,000	0.365	Significant

Source: Researcher Data Processing Results (2025)

Regarding the analysis of indirect or mediating effects, the results show that H6 is not supported because JS does not act as a mediator in the link between WLB and KP (β=0.044, p=0.388). Conversely, H7 is supported, as EE effectively mediates the connection between WLB and KP (β=0.268, p=0.000). Within IT organizational contexts, this finding suggests that boosting KP through WLB initiatives is more effectively achieved via EE than through JS. Consequently, human resource management strategies should focus on cultivating EE as the primary method for maximizing the performance benefits derived from WLB, recognizing that employees with emotional and cognitive commitment to their workplace exhibit better performance compared to those who are merely content with their job.

Path Interpretation Coefficients

The path coefficient visualization of the research model is presented below based on the analytical findings:



Source: Processed by Researchers (2025)

Figure 3. Path Coefficients

The path analysis coefficients demonstrate that the influences among variables can be ordered in descending strength as follows. The impact of WLB on JS shows the most robust relationship at 0.662, indicating that achieving harmony between professional and personal domains significantly influences employee JS levels. The second most robust relationship occurs between WLB and EE at 0.624, showing that WLB substantially enhances employees' emotional dedication to their work. The effect of EE on KP displays notable strength at 0.429, validating that employees with high engagement levels produce superior performance results. A direct relationship also exists between WLB and KP at 0.362, though this is weaker than the engagement-mediated pathway. The weakest and statistically insignificant relationship is between JS and KP at merely 0.066, suggesting that JS independently fails to drive performance improvements within information technology company environments, thereby establishing EE as a more critical determinant than JS for influencing work performance.

Discussion

Both outer and inner model evaluations demonstrate that this study's measurement instrument has been validated as reliable and valid, while the model structure successfully explains inter-variable relationships with statistical significance. WLB serves as a factor that influences KP both through direct pathways and indirect routes via EE. These findings align

with previous research conducted by Hair's research et al. (2019), Bakker & Demerouti (2007), and Sutanto et al. (2024). For enhanced data analysis support, the subsequent table displays the mean values for each indicator employed in this research:

Table 14. Mean Results of Each Indicator

Code	Mean	General Interpretation
WLB (WLB)		
WLB1	4,154	Tall
WLB2	3,928	Tall
WLB3	4,031	Tall
WLB4	4,241	Very high
WLB5	4,308	Very high
JS (JS)		
JS1	4,000	Tall
JS2	4,379	Very high
JS3	4,015	Tall
JS4	4,000	Tall
JS5	3,938	Tall
EE (EE)		
EE1	3,990	Tall
EE2	4,190	Tall
EE3	3,933	Tall
EE4	3,897	Tall
EE5	4,272	Very high
KP (KP)		
KP1	4,318	Very high
KP2	4,005	Tall
KP3	4,128	Tall
KP4	4,241	Very high
KP5	3,933	Tall

Source: Researcher Data Processing Results (2025)

The data in the table above shows that each variable has an indicator with a high to very high average value. In the work-life variable balance, the WLB5 indicator has the highest value (4.308), which shows that IT company employees in the Jakarta area and its surroundings feel strong support from their superiors in creating a balance between work and personal life. For the job variable satisfaction, the JS2 indicator has the highest value (4.379), indicating that appreciation from the company is the main factor that increases employee JS. In the employee variable engagement, the EE5 indicator shows the highest value (4.272), which illustrates that employees feel they have adequate opportunities to develop themselves in the company. As for the KP variable, the KP1 indicator has the highest value (4.318), indicating that respondents can complete their tasks with high quality. These results strengthen the validity of the construct before hypothesis testing is carried out.

Work-Life Balance Has a Positive Influence on Job Satisfaction

Data analysis findings reveal that employee JS is significantly and positively influenced by WLB ($\beta = 0.662$, $t = 17.068$, $p < 0.000$). This discovery validates that higher levels of JS correspond with improved balance between work and personal life as perceived by employees. Support for this outcome comes from Sutanti et al. (2021) which aligns with Job Demands-Resources theory, wherein job resources positively influence employee psychological conditions. Within IT company environments characterized by high workloads and flexible working hours, WLB policy implementation becomes essential for preventing dissatisfaction and preserving employee loyalty. This aligns with Locke's Discrepancy theory (1976) stating that satisfaction emerges from alignment between employee expectations and their actual work

experience, along with Herzberg's Two-Factor theory positioning WLB as a hygiene factor capable of preventing dissatisfaction through proper management.

Work-Life Balance Has a Positive Influence on Employee Engagement

The research demonstrates that EE is substantially and positively affected by WLB ($\beta = 0.624$, $t = 14.658$, $p < 0.000$). This discovery aligns with Karatepe & Demir (2014) findings, which demonstrate that EE levels rise when organizations offer WLB support, particularly within technology-based service sectors. According to Marseno and Muafi (2021), employees with effective WLB demonstrate tendencies toward emotional and cognitive involvement in their professional responsibilities. Within the IT sector, which requires rapid innovation and flexible working arrangements, WLB serves as a strategic element for enhancing EE. According to Saks (2006), a work environment that supports life balance will significantly encourage EE. This result is reinforced by the study of Sutanto et al. (2024) in a multinational IT company in Jakarta which showed that WLB contributes directly to employee improvement engagement.

Work-Life Balance Has a Positive Influence on Employee Performance

The results reveal that KP is significantly and positively impacted by WLB ($\beta = 0.362$, $t = 5.072$, $p < 0.000$). This discovery demonstrates that WLB influences not only employee psychological well-being but also tangible work outcomes including work quality, efficiency, productivity, and goal attainment. Employees who have a good life balance and get enough rest tend to be more motivated, focused, and energetic in completing tasks according to the specified time. These outcomes reinforce Robbins & Judge (2024) conclusions concerning resource impact on work performance enhancement. According to Bakker and Demerouti (2007) Job Demands-Resources framework, WLB is classified as a job resource capable of enhancing performance through direct or indirect pathways. Research by Sutanto et al. al. (2024) in IT companies in Indonesia also showed that flexibility in working hours and support for personal life encourage better employee loyalty and performance.

Job Satisfaction Has No Effect on Employee Performance

The results of the study showed that JS did not have a significant effect on KP ($\beta = 0.066$, $t = 0.878$, $p = 0.380$). This finding indicates that although employees are satisfied with their job, it does not directly encourage an increase in their performance. JS only creates comfortable working conditions and strengthens employee loyalty but does not make them work more productively. This outcome contradicts certain classical management theories which presuppose that KP improves through JS. Within dynamic IT company environments requiring swift adaptation, variables like EE demonstrate greater dominance in affecting genuine KP. This discovery corresponds with Robbins & Judge (2024) esearch indicating that JS does not necessarily correlate directly with performance, particularly within fast-paced work environments with elevated expectations. The study by Oktanofa Study et al. (2022) conducted at PT Svara Inovasi Indonesia similarly demonstrated that EE serves as the primary catalyst for performance enhancement rather than direct JS.

Employee Engagement Has a Positive Influence on Employee Performance

The findings reveal a significant positive relationship between EE and work performance ($\beta = 0.429$, $t = 6.010$, $p = 0.000$). This evidence confirms that the emotional dedication of employees serves as a vital factor in improving their professional effectiveness. Personnel with strong organizational involvement demonstrate dedication and vigor in pursuing company objectives, displaying accountability, proactivity, and readiness to exceed their fundamental responsibilities. Within IT organizations characterized by dynamic work environments and

continuously evolving challenges, workforce engagement serves as a critical factor for sustaining corporate performance and longevity. These findings are consistent with Bakker's et al. (2011) study, which highlights how engagement improves the relationship between workplace resources and operational outcomes in the technology sector. Furthermore, data from Culture Amp (2025) reveals that 75% of highly involved employees demonstrate strong productivity and loyalty to their organizations.

Job Satisfaction Does Not Mediate the Effect of Work-Life Balance on Employee Performance

The research indicates that JS doesn't act as a mediating variable between WLB and KP ($\beta = 0.044$, $t = 0.863$, $p = 0.388$). The confidence interval, spanning from −0.051 to 0.147 and containing zero, statistically confirms the absence of any mediating influence. This finding is consistent with earlier analyses that also showed JS doesn't significantly impact KP. Even though WLB can boost JS, this satisfaction isn't strong enough to lead to changes in KP. This outcome is in line with Locke's (1976) Discrepancy Theory and Herzberg's theory, which classify WLB as a hygiene factor capable of preventing dissatisfaction but not as the main driver for employees to exert more effort. Research by Sutanto et al. al. (2024) also showed that the effectiveness of JS as a mediator is very dependent on the company context, where in IT companies, the way of working is more influenced by active involvement than by feelings of satisfaction with the job.

Employee Engagement Mediates the Effect of Work-Life Balance on Employee Performance

This research indicates that EE acts as a partial mediating factor in the relationship between WLB and KP ($\beta = 0.268$, $t = 5.636$, $p = 0.000$). The confidence interval (0.179,0.365), which doesn't include zero, statistically confirms that EE indeed mediates this relationship in a meaningful way. These findings suggest that WLB impacts KP both directly and indirectly by boosting EE. When employees feel their organization supports them in balancing work and personal life, they're more inclined to invest themselves fully, emotionally and physically, in their job. This aligns with Bakker & Demerouti's (2007) Job Demands-Resources Theory, which posits that WLB can enhance the motivational process by increasing EE, ultimately affecting performance outcomes. These conclusions are further supported by studies from Rich et al. (2010) and Saks (2006), which demonstrate that EE is a strong predictor of performance and often serves as a crucial mediating mechanism connecting positive work environments with employee productivity.

Comprehensive Analysis of Mediation in the Context of Information Technology Companies

This research provides a thorough understanding of how WLB affects KP in information technology (IT) organizations through two distinct mediating pathways. The IT sector has unique characteristics, such as intensive workloads, adaptable work schedules, and the need to keep up with accelerating technological advancements. These factors create challenges in maintaining employee life equilibrium. Drawing from Bakker & Demerouti's (2007) Job Demands-Resources framework, WLB is seen as a valuable resource that helps employees manage job pressures and improve their performance. The study's main findings highlight a significant difference between the mediating roles of JS and EE. JS proved ineffective as a connecting factor between WLB and performance, and it didn't even have a direct impact on performance. Conversely, EE demonstrated exceptional strength and effectiveness as a mediator. This outcome corresponds with research by Oktanofa's research et al. (2022) which revealed that within dynamic work settings such as IT organizations, EE holds greater

significance than JS. The actionable implications of these findings suggest that IT companies should develop approaches that extend beyond merely establishing comfortable work environments, but also on increasing EE through providing autonomy, recognition of achievements, career development opportunities, and participation in strategic decision making.

CONCLUSION

Based on research involving 195 employees from information technology companies in Jakarta and its surrounding areas, analyzed using PLS-SEM, the findings indicate that WLB significantly and positively influences both JS and EE. Additionally, both WLB and EE positively impact KP. A key discovery is that JS does not mediate the relationship between WLB and KP, whereas EE serves as an effective partial mediator. This suggests that an employee's emotional involvement plays a more dominant role in enhancing performance than JS alone. This study strengthens the validity of the Job Demands-Resources (JD-R) model within the context of Indonesian IT companies. It also offers practical recommendations for companies to prioritize improving EE through systematic WLB programs, participative leadership, and open communication to achieve sustainable improvements in KP.

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