

THE EFFECT OF WORK LIFE BALANCE AND EMPLOYEE ENGAGEMENT ON PERFORMANCE THROUGH WORK DISCIPLINE

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ABSTRACT

This study aims to analyze the effect of Work Life Balance and Employee Engagement on the Performance of Employees of PT Kereta Api Indonesia (Persero) Operational Area 8 Surabaya, as well as the role of Work Discipline as an intervening variable. This study uses a quantitative approach with explanatory analysis methods to explain the relationship between the variables studied. The population in this study was all employees of PT KAI DAOP 8 Surabaya, with certain criteria adjusted to the research objectives. Sampling was carried out using methods relevant to the quantitative research approach. Data were collected through questionnaires and analyzed using SmartPLS 3.0 software to test the relationship between variables.

The results show that Work-Life Balance does not have a significant effect on Employee Performance, but Employee Engagement has a positive and significant effect on Employee Performance. In addition, the Work Discipline variable is able to mediate the positive and significant effect of Work-Life Balance and Employee Engagement on Employee Performance. These findings indicate that increasing employee engagement and implementing good discipline can be effective strategies for improving performance in the work environment of PT KAI DAOP 8 Surabaya.

Keywords: Work Life Balance, Employee Engagement, Employee Performance, Work Discipline

INTRODUCTION

Human resources (HR) are a strategic factor that determines the success of an organization. According to Kale et al. (2023), a skilled and professional workforce is an important prerequisite for improving performance and strengthening a company's competitiveness. Performance is not just about completing specific tasks, it encompasses a wide range of organizational actions that have significant consequences for understanding and evaluating job performance (Setiani et al., 2023). The company will grow and progress well if it has improved performance (Aprianti & Almansur, 2022). The higher the employee performance, the higher the productivity generated for the company (Khan & Firmansyah, 2023). However, individual quality alone is not enough to guarantee organizational success. Wicaksono (2016) emphasizes that effective and adaptive HR management is also needed for companies to survive in an increasingly complex business dynamic. Therefore, organizations not only need to recruit competent employees, but also create an HR management system that supports sustainable growth and development. The balance between work and personal family life is difficult to achieve, due to the increasing work demands that exist in today's society (Maksum et al., 2022). The challenges faced by organizations are not only related to productivity, but also how to retain high-potential employees. Kumara (2017) explains that employees are not merely task executors, but the main drivers of the company's vision and mission. Meda et al. (2022) add that employee effectiveness, efficiency, and engagement are the foundation of an organization's success in meeting stakeholder expectations. Thus, employees must be viewed as long-term assets that need to be developed strategically, so that companies not only achieve optimal performance but also build a collaborative and sustainable work culture.

In the context of research, employee performance is influenced by several important factors, one of which is Work Life Balance. Weerakkody and Mendis (2017) state that Work Life Balance is an effort by companies to adjust work patterns so that employees can perform their dual roles at home and at work in a balanced manner. Andini and Surjanti (2017) add that Work Life Balance includes the freedom for employees to

manage their time between work and other activities such as family, study, and recreation. When employees are able to maintain this balance, they tend to be more productive, committed, and have high job satisfaction. Conversely, imbalance can trigger stress, burnout, and decreased work performance.

Apart from Work Life Balance, another influential factor is Employee Engagement. Schaufeli and Salanova (2011) define Employee Engagement as the emotional and intellectual attachment of employees to the organization, which encourages high work enthusiasm and loyalty. Bulinska-Stangrecka and Iddagoda (2020) emphasize that employee engagement reflects full dedication in carrying out their roles in the organization. However, different research results have also been found. For example, Deta et al. (2023) and Latifah and Nasution (2023) state that Employee Engagement does not always have a significant effect on performance. These differences in research results indicate an important research gap that needs to be further explored.

On the other hand, work discipline is also an important element in determining performance. Syafrina (2017) defines work discipline as behavior that complies with company rules, both written and unwritten, as well as the willingness to accept sanctions for violations. Research by Maifanda and Slamet (2019) shows that a high level of discipline tends to be directly proportional to increased performance. However, Arisanti et al. (2019) found that work discipline does not always have a significant effect. The inconsistency of these findings indicates the need for a comprehensive approach to examine the relationship between work discipline and other variables such as Work Life Balance and Employee Engagement.

PT Kereta Api Indonesia (Persero), as one of the strategic state-owned enterprises in the land transportation sector, plays an important role in providing safe, comfortable, and affordable train services, while maintaining business sustainability through innovation and human resource development. One of its operational units, namely Operational Area 8 (DAOP 8) Surabaya, faces increasingly complex challenges as demand for services and digital transformation increases, especially for operational employees who work in shifts, including at night and on holidays. This condition often causes an imbalance between personal life and work, which affects employee satisfaction, motivation, and performance. Previous studies have found that work-life balance and employee engagement have a positive effect on performance, but others have shown different or even insignificant results, creating a research gap. Therefore, this study focuses on analyzing the effect of work-life balance and employee engagement on employee performance with work discipline as a mediating variable. The scope of this study is directed at operational employees of PT KAI DAOP 8 Surabaya who have a high workload and a crucial role in maintaining the quality of transportation services. The results of this study are expected to enrich the human resource management literature and provide practical input for PT KAI in designing more effective, adaptive, and sustainable human resource management strategies.

LITERATURE REVIEW

Work Life Balance

Work-life balance is a condition in which a person is able to maintain a balance between work and personal life (Schermerhorn, 2008). This concept has been around for a long time. In fact, Robert Owen introduced the principle of "eight hours of work, eight hours of recreation, and eight hours of rest" in the 19th century. The goal was for workers to not only be physically healthy, but also more productive and happy. Research by Larasati & Hasanati (2019) shows that a good work-life balance can increase employee satisfaction and performance. Putri (2021) emphasizes that this balance is achieved when work does not interfere with personal life, and vice versa.

Several factors influence the achievement of work-life balance, such as employees' attitudes toward their work, psychological conditions, and work and living environments

(Blanchard, 2014). Hudson & Zealand (2005) mention that the main indicators of work-life balance are life satisfaction (satisfaction balance), proportional time allocation (time balance), and level of involvement (involvement balance). In addition, Fisher et al. in Dewi (2020) add three important dimensions: work interfering with personal life (WIPL), personal problems interfering with work (PLIW), and personal life supporting work (PLEW).

Employee Engagement

Employee Engagement is the emotional, cognitive, and physical attachment of employees to their work (Khan, 1990). This means that an employee is not only physically present, but also works wholeheartedly. Wahyuni (2019) emphasizes that this attachment is closely related to employee commitment to company values. According to Schaufeli & Bakker (2002), Employee Engagement is demonstrated through three things: vigor, dedication, and absorption in work.

Gallup (2006) divides employee engagement into three levels: (a) engaged, which are employees who work enthusiastically and loyally, (b) not engaged, which are employees who are present but lack initiative, and (c) actively disengaged, which are employees who are dissatisfied and can even have a negative impact on the organization. Vibrayani (2012) adds that engagement is influenced by leadership, managerial support, teamwork, opportunities for development, rewards, and the company's attention to employee welfare.

Employee performance

In order to achieve organizational goals, employees are viewed as strategic assets that need to be managed appropriately. According to Koopmans in Hidayati and Wijono (2023), employee performance is closely related to behavior that supports the achievement of organizational goals. Koopmans' theory emphasizes that performance is not only measured by the end result, but also by the actions taken; only behavior that is in line with organizational goals can be categorized as performance, and performance is multidimensional because it covers various aspects within the organization. Therefore, human resource management must be carried out holistically so that the behavior of each employee is truly in line with the company's strategy.

Furthermore, Othman and Mahmood (2019) define performance as work achievement in accordance with set targets, while Mangkunegara (2015) emphasizes its measurement through the quality and quantity of work results. In addition to technical factors, psychological aspects also play a significant role, where job satisfaction and comfort can increase productivity, while pressure and stress can actually decrease employee performance. Thus, optimal performance is not only determined by individual abilities, but also by organizational support in creating a balance between work demands and employees' personal lives.

Work Discipline

Work discipline is employee compliance with organizational rules, both written and unwritten (Burhannudin et al., 2019). Good discipline will increase work enthusiasm, effectiveness, and productivity, making it easier to achieve organizational goals (Wanta et al., 2022). Factors that influence discipline include job suitability to ability, leadership role models, compensation, a sense of fairness, supervision, sanctions, and harmonious working relationships (Hasibuan, 2003). According to Singodimejo (2016), indicators of discipline include: adherence to working hours, compliance with organizational rules, adherence to work ethics, and compliance with other company regulations. Rivai (2009) adds that discipline can take the form of punishment (retributive), guidance (corrective), protection of individual rights, and even disciplinary actions based on benefits (utilitarian).

HYPOTHESIS

Hypothesis testing in this study is based on various previous findings that examine the relationship between variables. To clarify the relationship under study, the researchers developed a conceptual framework based on theory and actual problems. Based on a literature review, there are three main factors that have the potential to affect employee performance, namely work-life balance, employee engagement, and work discipline. These three aspects are considered crucial in improving organizational performance effectiveness. Thus, this study formulates a conceptual framework as Figure 1. A hypothesis is a preliminary assumption that is temporary in nature and needs to be tested for validity through research. Based on the problem formulation and hypothesis model that has been presented, the researcher formulated the following hypothesis: Hypothesis 1: Work-life balance has a positive and significant effect on employee performance. Hypothesis 2: Employee engagement has a positive and significant effect on employee performance. Hypothesis 3: Work discipline acts as a mediating variable in the relationship between work-life balance and employee performance. Hypothesis 4: Work discipline acts as a mediating variable in the relationship between employee engagement and employee performance.

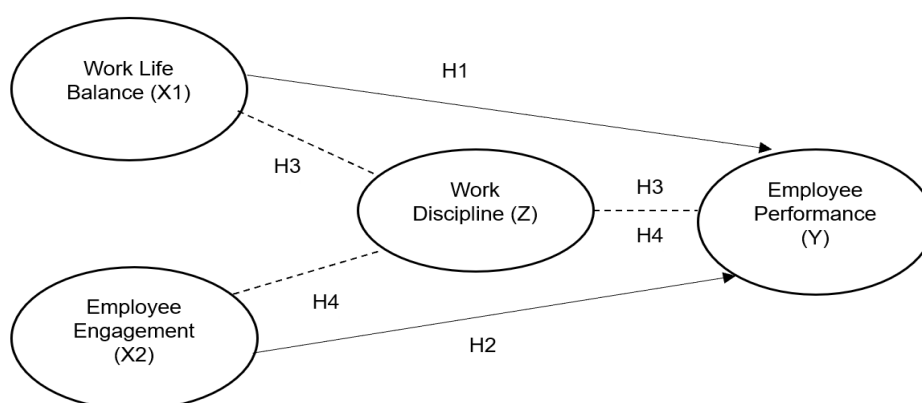


Figure 1. Conceptual framework
Source: Author (2025)

METHODS

This study uses a quantitative approach with the main objective of testing the established hypothesis. The research population includes employees of PT Kereta Api Indonesia Operational Area VIII Surabaya Gubeng, with a sample of 150 people selected using probability sampling based on the criteria of at least one year of work experience. Data collection techniques were carried out in three ways, namely (1) questionnaires, (2) observation, and (3) documentation.

This study focuses on four main variables (see Table 1 for research instrument), namely Work Life Balance (X1), Employee Engagement (X2), Employee Performance (Y) as the dependent variable, and Work Discipline (Z) as the mediating variable. All variables were measured using a five-point Likert scale, where respondents were asked to state their level of agreement with each statement with the following scores: 5 (strongly agree), 4 (agree), 3 (undecided/neutral), 2 (disagree), and 1 (strongly disagree) (Sugiyono, 2017). The collected data was then analyzed using Partial Least Square (PLS) with the help of SmartPLS version 3.0 software to test the relationship between variables and prove the research hypothesis.

Table 1. Research Instrument

Variable	Indicator	Item	Reference
Work Life Balance (X1)	Time Balance	<ul style="list-style-type: none"> • Flexibility in working hours. • Having adequate working duration without excessive workload. • Ability to manage time effectively between work, family, and other activities. 	Hudson and Zealand, 2005
	Involvement Balance	<ul style="list-style-type: none"> • Ability to carry out assigned responsibilities. • Demonstrates professionalism in performing work. • Personal life contributes to building motivation in overcoming challenges. 	Hudson and Zealand, 2005
	Rest Balance	<ul style="list-style-type: none"> • Having ideal rest time. • Quality sleep or rest supporting physical and mental recovery. • Balance between sleep time and other activities in 24 hours. 	Hudson and Zealand, 2005
	Satisfaction Balance	<ul style="list-style-type: none"> • Work done well gives a positive impact on career development. • A conducive work environment supports balance with personal activities. • Feeling satisfied and enjoying both work and personal life. 	Hudson and Zealand, 2005
Employee Engagement (X2)	Vigor	<ul style="list-style-type: none"> • Feeling motivated to go to work in the morning. • Feeling enthusiastic and energetic while working. • Ability to work for long periods of time. • Having strong mental resilience in 	Schaufelli et al., 2002; Kahn, 1990

Variable	Indicator	Item	Reference
	Dedication	<ul style="list-style-type: none"> work. • Staying persistent even in unfavorable situations. • Feeling very enthusiastic about work. • Work provides inspiration. • Feeling proud of the work done. • Considering work as something challenging. 	Schaufelli et al., 2002; Kahn, 1990
	Absorption	<ul style="list-style-type: none"> • Time passes quickly when working. • Unaware of surroundings when focused on work. • Working with full concentration brings happiness. • Fully immersed in work activities. • Difficult to detach from ongoing work activities. 	Schaufelli et al., 2002; Kahn, 1990
Employee Performance (Y)	Quality	<ul style="list-style-type: none"> • Performing work with high accuracy. • Working according to company standards. 	Robbins, 2016
	Quantity	<ul style="list-style-type: none"> • Able to achieve company targets. • Able to exceed the workload set by the company. 	Robbins, 2016
	Punctuality	<ul style="list-style-type: none"> • Arriving and leaving according to schedule. • Completing work targets on time. 	Robbins, 2016
	Effectiveness	<ul style="list-style-type: none"> • Attending training to improve performance. • Quick response to new tasks given. 	Robbins, 2016
	Independence	<ul style="list-style-type: none"> • Continuing to work even without a supervisor. • Completing workload without asking for others' help. 	Robbins, 2016
	Work Commitment	<ul style="list-style-type: none"> • Working earnestly. • Working with full 	Robbins, 2016

Variable	Indicator	Item	Reference
Work Discipline (Z)	Time Discipline	responsibility. • Completing work on time. • Obeying working hours.	Sutrisno, 2016
	Company Regulations Discipline	• Obeying mandates. • Obeying and orderly carrying out work.	Sutrisno, 2016
	Work Behavior Discipline	• Completing assigned tasks. • Taking responsibility for work entrusted.	Sutrisno, 2016
	Other Company Rules	• Following company regulations and procedures in employment contracts.	Sutrisno, 2016

Source: Processed Data (2024)

RESULTS

Measurement Model Test Analysis

Convergent Validity

Validity testing was conducted by considering the outer loading values for each indicator. Convergent validity indicates that each indicator must have a strong relationship with the construct being measured. The minimum acceptable factor loading value is 0.70 (M. Ghozali et al., 2018). Based on the data, all indicators presented are valid items because they meet the outer loading value standard of ≥ 0.70 . This shows that each indicator has a strong correlation with the construct being measured, so that it is able to represent the latent variable accurately. Thus, the data used can be considered reliable and consistent, and reflects that each indicator contributes significantly in explaining the research concept being analyzed (Figure 2).

Discriminant validity

Discriminant validity can be tested by comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlation between constructs in the model. A construct is considered valid if the AVE value is > 0.50 , which means that more than 50% of the indicator variance can be explained by that construct (Ghozali, 2014). This test ensures that each construct is unique and does not overlap with other constructs (Table 2). Based on the table 2 showing the results of the discriminant validity test, it can be seen that each indicator has a higher correlation with the construct it measures than with other constructs. These findings indicate that each indicator accurately reflects the variable it represents, so it can be concluded that the indicators are valid.

Reliability Test

In addition to convergent validity and discriminant validity tests, the outer model can also be analyzed based on construct reliability (Table 3). This reliability test is conducted by measuring two main indicators, namely composite reliability and Cronbach's alpha. A construct is considered reliable if both indicators have a value of ≥ 0.70 (Ferdinand, 2002). Based on the results of data analysis in Table, composite reliability and Cronbach's alpha values exceeding 0.7 indicate that the indicators in each construct are reliable. Thus, it can be concluded that the variables of Work Life Balance, Employee Engagement, Employee Performance, and Work Discipline have good reliability level.

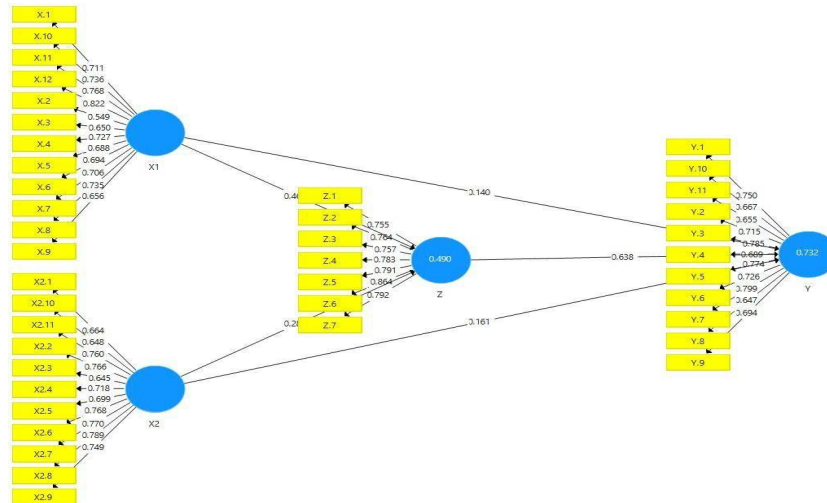


Figure 2. Variable Models
Source: Processing Results of Smart PLS 3.0

Table 2. Discriminant Validity Test Results

Item	(X1)	(X2)	(Y)	(Z)
X.1	0.735			
X.10	0.747			
X.11	0.785			
X.12	0.825			
X.4	0.748			
X.6	0.713			
X.7	0.703			
X.8	0.748			
X2.11		0.775		
X2.2		0.791		
X2.4		0.712		
X2.5		0.703		
X2.6		0.778		
X2.7		0.787		
X2.8		0.805		
X2.9		0.735		
Y.1			0.746	
Y.2			0.723	
Y.3			0.783	
Y.4			0.705	
Y.5			0.795	
Y.6			0.748	
Y.7			0.808	
Y.9			0.723	
Z.1				0.754
Z.2				0.762
Z.3				0.757
Z.4				0.783
Z.5				0.791
Z.6				0.785
Z.7				0.794

Source: Processed Data (2025)

Table 3. Composite Reliability Value and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Description
Work Life Balance	0.912	0.890	Reliable
Employee Engagement	0.917	0.896	Reliable
Employee performance	0.914	0.892	Reliable
Work Discipline	0.919	0.898	Reliable

Source: Processed Data (2025)

Structural Model Test Results

R-Square value analysis is used to measure the extent of the influence of independent (exogenous) variables on dependent (endogenous) variables. In its interpretation, the R-Square value is categorized into three levels, namely high, medium, and low. A value of 0.67 indicates a strong influence, 0.33 reflects a moderate influence, and 0.19 falls into the category of weak influence (Chin, 1998). Based on the R-Square analysis results in the table, the independent variables Work Life Balance (X1) and Employee Engagement (X2) were able to explain 69.9% of the variation in Employee Performance (Y), while 30.1% was influenced by other factors outside the model. For the mediating variable Work Discipline (Z), the R-Square value of 0.490 indicates that 49% of its variation is explained by the two variables. The Adjusted R-Square values of 0.693 for performance and 0.483 for work discipline confirm the consistency of the model. These findings indicate that Work Life Balance and Employee Engagement play a significant role in influencing performance and work discipline.

Table 4. R-Square Results

Variable	R Square	R Square Adjusted
Employee performance (Y)	0.699	0.693
Work Discipline (Z)	0.490	0.483

Source: Processed Data (2025)

Hypothesis testing

The t-test is used to test the effect of independent variables on dependent variables partially. The t-statistic value, obtained through bootstrapping, becomes a reference for significance; the relationship is considered significant if the t-statistic > 1.96 and the p-value < 0.05, while values below these criteria indicate an insignificant relationship (Ghozali, 2016). The test results show a coefficient of 0.098 with a t-statistic of 0.944 and a p-value of 0.346. Since the p-value is greater than 0.05, the effect of work-life balance on employee performance is positive but not significant. Thus, the first hypothesis (H1) is rejected. The test results show a coefficient of 0.204 with a t-statistic of 2.057 and a p-value of 0.040. Since the p-value is less than 0.05, there is a positive and significant effect of Employee Engagement on Employee Performance. Thus, the second hypothesis (H2) is accepted. The test results show a coefficient of 0.275 with a t-statistic of 3.302 and a p-value of 0.001. Since the p-value is less than 0.05, there is a positive and significant effect of Work-Life Balance on Employee Performance through Work Discipline as a mediating variable. Thus, the third hypothesis (H3) is accepted. The test results show a coefficient of 0.199 with a t-statistic of 2.547 and a p-value of 0.011. Since the p-value is less than 0.05, there is a positive and significant effect of Employee Engagement on Employee Performance through Work Discipline as a mediating variable. Thus, the fourth hypothesis (H4) is accepted. Based on the results of hypothesis testing analysis with bootstrapping in the results Table 5 and Table 6.

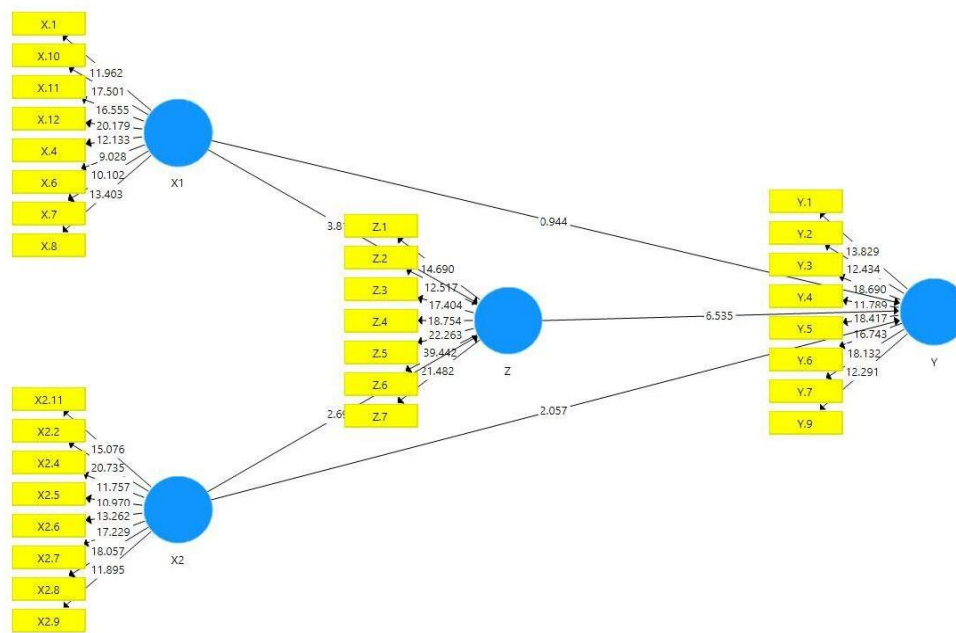


Figure 3. Bootstrapping Results
Source: Processing Results of Smart PLS 3.0

Discussion of Research Results

Work-Life Balance and Employee Performance

The results of the analysis using SmartPLS 3.0 show that work-life balance does not have a significant effect on the performance of PT KAI Daop 8 Surabaya employees, with a p-value of 0.346 (>0.05). This means that although work-life balance is important, this factor is not a major determinant of performance. This finding is in line with the research by Ardiansyah (2020), Saifullah (2020), and Wismawan (2022), which also stated that the effect of work-life balance on performance is insignificant. This insignificance can be explained because work-life balance affects emotional aspects such as stress and job satisfaction more than it directly affects performance results. In the operational work environment of PT KAI Daop 8, which is characterized by high workloads, shift systems, and time constraints, factors such as discipline, work culture, and target requirements are more dominant than personal balance. The majority of respondents who have been working for a long time also tend to view work-life imbalance as a professional consequence rather than a performance obstacle.

In theory, these results are in line with the Conservation of Resources Theory (Hobfoll, 1989), which explains that in stressful situations, individuals will focus their energy on job stability and achieving targets. Thus, although Work Life Balance is important conceptually, in the operational context of PT KAI Daop 8, other variables such as discipline, work engagement, and organizational culture play a greater role in determining performance, so the hypothesis of the direct influence of Work Life Balance on performance is rejected.

Employee Engagement on Performance

The results of the SmartPLS 3.0 analysis show that Employee Engagement has a positive and significant effect on the performance of PT KAI Daop 8 Surabaya employees, with a coefficient of 0.204, t-statistic of 2.057, and p-value of 0.040 (<0.05). This proves that Employee Engagement is an important factor in driving organizational performance, as it encompasses commitment, work enthusiasm, a sense of belonging, and active employee involvement. Engaged employees tend to have high intrinsic

motivation, work more optimally, and contribute beyond their basic responsibilities. This finding is consistent with the research of Cahyandani (2021), Savitri et al. (2023), and The et al. (2023), which confirms that Employee Engagement contributes to improved performance. Sundaray (2011) also adds that companies with high engagement levels have stronger competitiveness in long-term productivity and profitability. Similarly, Siddhanta & Roy (2010) emphasize that Employee Engagement correlates with work performance, retention, safety, attendance, and profit growth. In addition, high engagement builds positive emotional bonds between employees and the organization. They show loyalty, responsibility, adaptability, and openness to innovation. This supports efficiency, effectiveness, and service quality, which are very important for the railway sector as a public service with high demands for professionalism.

Work-Life Balance on Employee Performance through Work Discipline

The results of the analysis using SmartPLS 3.0 show that work-life balance has a positive and significant effect on performance through work discipline as a mediating variable, with a coefficient value of 0.275, t-statistic of 3.302, and p-value of 0.001. This means that although Work-Life Balance does not directly affect performance, its indirect effect through work discipline is proven to be strong. Discipline in terms of rule compliance, punctuality, responsibility, and consistency is the main link that transforms work-life balance into real performance improvement. This finding is in line with Wonua et al. (2023), who emphasize that discipline helps individuals manage their roles in a balanced manner, as well as Jufrizen (2021) and Robbins (2017), who emphasize discipline as an important factor in maintaining work quality. Methodologically, these results reflect a form of full mediation (Baron & Kenny, 1986; Hair et al., 2017), in which Work-Life Balance does not have a direct effect but contributes through the mediating channel of work discipline.

Tabel 5. Direct Effect Results

Variable	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Work Life Balance (X1) -> Employee performance (Y)	0.098	0.104	0.944	0.346
Employee Engagement (X2) -> Employee performance (Y)	0.204	0.099	2.057	0.040

Source: Data Processed (2025)

Table 6. Indirect Effect

Variable	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Work Life Balance (X1) -> Work Discipline (Z) -> Employee performance (Y)	0.275	0.083	3.302	0.001
Employee Engagement (X2) -> Work Discipline (Z) -> Employee performance (Y)	0.199	0.078	2.547	0.011

Source: Data Processed (2025)

Employee Engagement on Performance through Work Discipline

The results of the SmartPLS 3.0 analysis show that Employee Engagement has a positive and significant effect on performance through work discipline as a mediating variable, with a coefficient of 0.199, t-statistic of 2.547, and p-value of 0.01. This finding indicates that employee engagement encourages increased discipline, which is then reflected in performance through indicators such as punctuality, responsibility, compliance with rules, and consistency in work quality. Employees who have emotional and professional ties to the company tend to view discipline not merely as an obligation, but as a form of responsibility towards achieving organizational goals. It is this discipline that bridges the relationship between engagement and performance, as regularity and compliance at work help maintain productivity and effectiveness. These results are in line with the research of Manto (2019), Novrianti (2019), and Arfah (2019), which confirms that Employee Engagement contributes to increased discipline and performance. Thus, the higher the employee engagement, the greater the impact on work discipline, which ultimately strengthens individual and organizational performance.

CONCLUSION

Based on the results of research on the influence of Work Life Balance and Employee Engagement on employee performance through work discipline at PT Kereta Api Indonesia Operational Area 8 Surabaya, it can be concluded that Work Life Balance has a positive but insignificant influence on performance, while Employee Engagement has been proven to have a positive and significant influence on performance both directly and through work discipline as a mediating variable. Work discipline itself has been proven to play an important role as a link between Work Life Balance and Employee Engagement with employee performance, so it can be said that employee engagement and discipline are more dominant factors in improving performance than work and personal life balance. This study has limitations in the data collection stage due to the busy schedules of respondents, especially operational employees who work in shifts, resulting in an uneven distribution of questionnaires. Therefore, future research is recommended to use more flexible data collection methods, such as online-based or phased scheduling, and to add other variables such as work motivation, organizational culture, and stress levels so that the research model becomes more comprehensive and the results can provide more applicable recommendations in efforts to improve employee performance.

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