

# The Influence of Work-Life Balance on Work Engagement Through Job Stress and Job Satisfaction as Mediation in Construction Company Employees

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## ABSTRACT

*This research aims to examine the influence of work-life balance on work engagement and work stress mediated by job satisfaction in state-owned companies in the construction sector. The research method used is descriptive quantitative research, using SEM techniques to see the direct and indirect effects of research variables. The data collection technique used was distributing questionnaires to 73 respondents (BUMN employees in the Construction sector from 3 PGN Work Units) selected proportionally by cluster random sampling. The results showed that work-life balance had a negative influence on work stress ( $r = -0.88$ ;  $p < 0.05$ ), work-life balance had a positive influence on job satisfaction ( $r = 0.59$ ;  $p < 0.05$ ), work stress had a negative influence on engagement. work ( $r = -0.69$ ;  $p < 0.05$ ). Furthermore, job satisfaction has a positive influence on work engagement ( $r = 0.90$ ;  $p < 0.05$ ), and work-life balance influences work engagement ( $r = 0.241$ ;  $p < 0.05$ ). The work-life balance variable has a significant influence on work engagement through work stress ( $r = 0.487$ ;  $p < 0.05$ ) and the work-life balance variable has a positive and significant effect on work engagement through job satisfaction ( $r = 0.069$ ;  $p < 0.05$ ). The conclusion of this research is that job satisfaction is a mediating variable that contributes to a stronger influence of work-life balance on work engagement compared to the contribution of work stress as a mediating variable on the quality of work life.*

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## INTRODUCTION

This study was conducted to examine the effect of work-life balance on work engagement through job stress and job satisfaction as mediating variables in Construction Companies in the Oil & Gas sector which are part of State-Owned Enterprises. As one part of the state company, the strength of Human Resources is needed as an asset to be able to increase competitiveness, productivity and individual and organizational performance. In line with the new paradigm that human resources are “human capital” which plays a strategic role in producing various innovations and creativity, it is necessary to manage human resources in a professional, accountable and transparent manner based on the values of the “merit system” in the organization. Human resources are literally defined as all humans involved in an organization in seeking the realization of the organization's goals. Meanwhile, members of an organization are known as personnel, employees, workers, workforce, and others. Every organization tries to increase employee work engagement because employee involvement in work is important to increase employee productivity (Žnidaršič & Bernik, 2021). Empirical research has also found that job satisfaction has an important influence on work engagement (Xu et al., 2022). On the other hand, previous research found that there are five factors that influence work-life balance: time, economy and family, loyalty, attitude, and salary (Putri Silvira, 2021). These five factors are interconnected with each other.

One important factor that is assumed to have an influence on employee work engagement is work-life balance. The phenomenon of work-life balance is an important issue in human resource management in line with the new paradigm that treats humans as human beings in organizations (Farida & Gunawan, 2023). Employee engagement at work concerns the emotional and psychological relationship between employees and the organization that can affect positive or negative behavior towards employee job actions

in the organization (Ilyas & Nurtjahjanti, 2015). The phenomenon of work engagement is an important topic in Human Resource Management because of its crucial influence on individual and organizational productivity. From an individual perspective, work-life balance is very important because it can reduce stress which can have implications for overall health and the concept of Human Well-being (Žnidaršič & Bernik, 2021). As for the organizational perspective, work-life balance is very important and strategic because it can affect job satisfaction, organizational commitment, productivity, performance, efficiency and employee retention (Nurjana et al., 2022).

Employee job satisfaction is viewed from several aspects in the organization such as individual relationships, organizational relationships, work relationships and other relationships (Sunarta, 2019). Employees who have job satisfaction certainly tend to behave positively towards the work done so that it will basically increase the sense of work involvement in the organization, increase productivity and individual and organizational performance. In the end, Job Stress is a factor that is also assumed to affect employee job attachment in the organization, as found in research conducted (Sumarsid & Rasipan, 2022). Organizational culture and workload were also found to be sources of job stress (Wandira, 2023). Job Stress conceptually can be seen from the stimulus-based approach, interactional and appraisal theories and response-based approach (Lumban Gaol, 2016).

Stress according to the stimulus-based approach is more caused by pressure factors and demands from the individual's environment that affect the role they carry out. Thus, the four variables identified above are factors that are assumed to affect employee engagement in construction companies. Employee engagement is a phenomenon that attracts attention in this study because employee engagement will have an impact on the productivity and performance of the Company as part of a BUMN that is very important in supporting the success of the world of oil and gas which is a source of state revenue. Employee engagement in every step of the company's work is vital because without the support of professional and quality human resources, the organization will not be able to face the accelerated development of the organization's increasingly complex and dynamic external environment (Asari et al., 2023).

## **1. Literature Review**

### *Work-life Balance*

Work-life balance is a theory obtained by individuals to achieve a balance in carrying out their work and other important roles, especially their families (Khairani et al., 2024). According to Žnidaršič & Bernik (2021) work-life balance is an understanding of the division of time carried out by each individual in their work and family in carrying out other important roles and responsibilities. While another opinion by Handayani & Joeliaty (2023), work life balance is a life balance relationship between work life and family life that limits one side more than the other. This can be interpreted by the condition that someone prefers to spend a lot of time working compared to time with family. Previous research has also found that poor work-life balance is also associated with negative work-related physical health outcomes, such as psychological problems, mood swings, anxiety (Filippi et al., 2024).

### *Job Stress*

Job stress is a psychological state of individuals related to the link between negative responses or experiences that occur due to the individual's abilities and situations in certain jobs (Sawir et al., 2021). Research conducted by Subiantoro & Lataruva (2022) argues that job stress is caused by excessive job demands with an imbalance with existing resources, causing a strain both physically and psychologically. Meanwhile, job stress according to I & Wahyu Gunawan P (2023), is all the psychological and emotional feelings of a person that exist due to demands and pressures both from internal and external to each individual from each job performed. Then the research of Subiantoro & Lataruva (2022) also argues that job stress is caused by excessive job demands with an imbalance of existing resources which causes a strain both physically and psychologically. The conclusion of job stress itself is everything that causes

individual tension that attacks a person's physical and psychological condition due to demands both from within or outside the individual's environment for the work being done

*Job satisfaction*

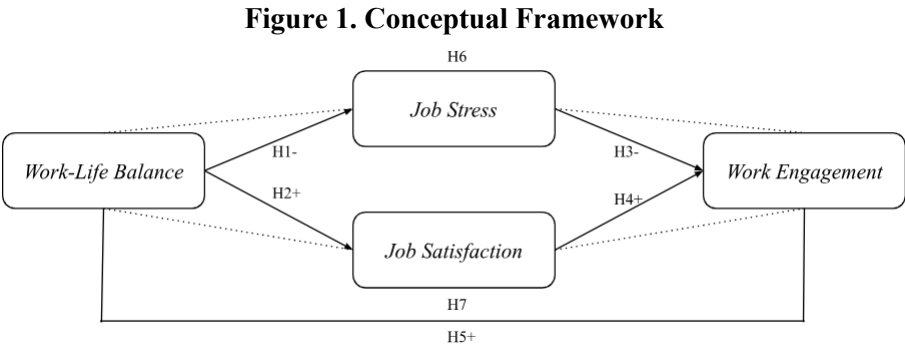
Job satisfaction is a positive feeling of employees who work by providing the best results as a form of satisfaction in providing work performance (Latief et al., 2019). Job Satisfaction is the way employees or workers view both positively and negatively about existing jobs (Fatimah & Frinaldi, 2020). A positive employee assessment of how well the work has been done in order to get something that is considered important is the definition of job satisfaction according to (Nurrohmat & Lestari, 2021). In other words, job satisfaction or job satisfaction is everything about feelings and positive assessments regarding work performance achieved so that there is a satisfaction for employees. Job satisfaction indicates how much an individual likes their job, while quality of life extends beyond job satisfaction, implying how content a person is with their life overall (Damayanti et al., 2018). A person with a high level of job satisfaction will maintain a positive attitude and have good feelings towards their work environment (Khalida & Safitri, 2018). Employee job satisfaction is important because it affects turnover, organizational commitment, and individual performance.

*Work Engagement*

Work engagement is a person's work attachment that contains positive appreciation and satisfaction with work by involving a dedication from the employee himself (Sawir et al., 2021). Direct involvement by employees or a person with the aim of achieving increased employee loyalty and improved employee performance is called Work Engagement. According to Suryowibowo & Syakarofath (2024) assesses work engagement as all the positive feelings and attitudes of a person about a job by involving their dedication and direct involvement. Work engagement is everything that contains the theory of individual and employee involvement involving dedication, refusal conditions when tired, and voluntary psychological involvement (Nguyen et al., 2023). The formulation of this research hypothetical model is the focus that will be answered in this study with the formulation of the following description.

**2. Hypothesis Development**

With the research results above, the conceptual framework is as follows:



Source: Data Processed, 2024

From this framework, a hypothesis can be formulated:

*The Influence of Work-Life Balance on Job Stress*

Work-life balance leads to individuals having more time in their work or personal life. For example, having more time to relax, having a good relationship with coworkers, and helping to get the job done optimally (Farkhan & JS Pareke, 2024). In addition, work life balance is a condition of individuals who have the ability to manage time well and can balance work and personal life or personal interests

(Lumunon et al., 2019). if an employee cannot balance work and his personal life, it will result in high job stress. Other studies also describe job stress as a feeling of pressure or feeling the pressure faced by employees in carrying out their work, characterized by symptoms of emotional instability, feelings of unease, and nervousness, but the cause is not only in the company, but it can also be due to personal problems that are brought to the workplace, thus adversely affecting the company (Saputro et al., 2020).

Another study by Prasetyo et al (2021), argues that job stress is a situation in which workers interact with the characteristics of their jobs that have a negative impact on changes in their psychological or physical conditions and these conditions are caused by problematic tasks, working beyond limits, demands on social relationships, and social status. The emotional state that arises because of the mismatch between the workload and the individual's ability to deal with the pressure he faces will affect the level of work completion of an employee (Vanchapo, 2022). Based on the discussion above, the following hypothesis is proposed:

H<sub>1</sub>: Work-Life Balance has a negative influence on Job Stress

#### *The Influence of Work-Life Balance on Job Satisfaction*

An employee's participation in work is critical to the long-term viability of a company. The demands of work and family, and the pressure to balance the two, impact on an employee's job satisfaction (McIlveen et al., 2019). Employees often work much longer hours than the standard 40-hour work week, and many factors influence increased working hours (Cusipag et al., 2024). Job dissatisfaction, which affects an employee, will have a significant impact on work-life balance (Fontinha et al., 2018). Previous research also found that there is a significant relationship between work-life balance and job satisfaction (Tavassoli & Sune, 2018). it can be interpreted that there is a significant influence on job satisfaction from work-life balance. This means that employees who get a higher work balance will increase job satisfaction (Fiernaningsih et al., 2019). Based on the discussion above, the following hypothesis is proposed:

H<sub>2</sub>: Work-Life Balance has a positive influence on Job Satisfaction

#### *The Influence of Job Stress on Work Engagement*

Work Engagement is a measure of the extent to which individuals psychologically favor their work and consider the importance of the level of performance achieved as self-esteem (Salliyuana et al., 2024). When employees can recognize work then their participation can be categorized as active and these employees think that their performance at work is important for self-esteem is the definition of work involvement according to (Prihastuty & Yustini, 2024). Job stress is also a psychological phenomenon associated with work and can affect employee health and performance. It is important for employees and companies to manage work stress in a healthy way in order to achieve an optimal balance (Li et al., 2024). Stress can arise due to too many demands from superiors, high workloads and the time required to complete work (Deswarta et al., 2021). Based on the discussion above, the following hypothesis is proposed:

H<sub>3</sub>: Job Stress has a negative influence on Work Engagement

#### *The Influence of Job Satisfaction on Work Engagement*

Employee interactions, which can foster social support in their work unit and social support from social networks, can motivate employees to demonstrate high levels of job satisfaction and work engagement (Bhatti et al., 2018). Job satisfaction refers to an employee's positive emotional state towards their job (Liu et al., 2023). Work engagement is an indicator of an individual's positive state in three ways: passion, dedication, and absorption (Orgambidez & Almeida, 2020). Job satisfaction and work engagement are key indicators of well-being, and are considered key to motivating employees to devote themselves to improving their performance. Job satisfaction and work engagement have been found to be direct predictors of a company's employee well-being (Ozluk & Baykal, 2020). Based on the discussion above, the following hypothesis is proposed:

H<sub>4</sub>: Job Satisfaction has a positive influence on Work Engagement

### *The influence of Work-Life Balance on Work Engagement*

Work-life balance is about how to help employees lead a good and balanced lifestyle, which can improve their performance (Novianti et al., 2024). This result is also supported by the organization's role in encouraging employees to stay by providing positive affirmations to improve performance (Jaharuddin & Zainol, 2019). Research conducted by Žnidaršič & Bernik (2021) states that work-life balance has a significant effect on work attachment. A positive work-life balance can foster resilience, but resilience can also assist workers in balancing work and life. In addition, resilience can protect workers' health and work-related outcomes from the harmful consequences of work-life imbalance (Bernuzzi et al., 2022). An employee should also increase their life-enhancing factors while minimizing the stress generated by their life-draining factors (Marques & Berry, 2021). Based on the discussion above, the following hypothesis is proposed:

H<sub>5</sub>: Work-Life Balance has a positive influence on Work Engagement

### *The influence of Job Stress in mediating the relationship between Work-Life Balance and Work Engagement*

A good work-life balance is expected to reduce the level of job stress experienced by employees. When employees have a good balance between work and personal life, they tend to feel more satisfied and less burdened by excessive work demands (Sushmitha & BS, 2024). Conversely, high levels of job stress can reduce employees' involvement in their work, known as work engagement (Lamichhane et al., 2023). Job stress acts as a mediator in the relationship between work-life balance and work engagement, where good work-life balance reduces job stress, which in turn increases work engagement (Salmah et al., 2024). Previous research shows that improving work-life balance not only has a direct impact on reducing job stress, but also contributes to increasing work engagement through reducing job stress levels (Olsen et al., 2023). Based on the discussion above, the following hypothesis is proposed:

H<sub>6</sub>: Job Stress mediates the influence of Work-Life Balance on Work Engagement

### *The influence of Job Satisfaction in mediating the relationship between Work-Life Balance and Work Engagement*

Work-life balance has an influence on continuous performance improvement with job satisfaction first, employees who have high motivation and job satisfaction tend to have good work engagement with the organization (Ahdianita & Setyaningrum, 2024). Previous research conducted by Artana & Mujiati (2022) on employees of the employee benefits division stated that work-life balance has a significant positive effect on work engagement mediated by job satisfaction. This research is also supported by research conducted (Irwan et al., 2020), on employees, where it was found that job satisfaction mediates the relationship between work-life balance and work engagement which has a significant effect. Based on the discussion above, the following hypothesis is proposed:

H<sub>7</sub>: Job Satisfaction mediates the influence of Work-Life Balance on Work Engagement

## **RESEARCH METHOD**

In line with the formulation of the problem and research objectives, the positivistic paradigm using a quantitative approach is the right and appropriate method to answer the research questions that have been formulated. The sample of this study involved 73 employees taken by proportional cluster random sampling from the engineering, procurement and construction, operation and maintenance and supply chain organizational units. Data analysis techniques to answer research questions using SEM that describes the direct and indirect effects of endogenous and exogenous variables.

### *Respondent Information*

Based on the respondent profile table, it shows that the majority of respondents are male (58.7%) compared to female (41.3%). In terms of age, the 26-35 years age group dominates with a percentage of 39.8%, followed by the under 25 years group (34.9%), while the over 45 years age group shows a much lower figure. In terms of education, Bachelor's degree graduates make up the largest group, reaching 71.3%, while Doctoral graduates only account for 0.9% of respondents. In terms of employment status, most are outsourced employees (52.3%), with a smaller number of permanent employees (43.1%). Regarding length of service, 35.5% of respondents have worked for more than 10 years, indicating stability in the workforce. In terms of position, the majority were at staff to senior staff level (60.6%), with only a small number holding managerial positions. These findings reflect the diverse demographic and professional characteristics within the organization, which can provide important insights for decision-making in human resource management.

**Table 1. Demografis Profile of Respondents**

Category	Description	Frequency	Presentase (%)
Gender	Male	192	58.7%
	Female	135	41.3%
Ages	< 25 Years	114	34.9%
	26 – 35 Years	130	39.8%
	36 – 45 Years	64	19.6%
	46 – 55 Years	19	5.8%
	> 55 Years	12	3.7%
Education	High School	12	3.7%
	Diploma(D3)	40	12.2%
	Bachelor (S1)	233	71.3%
	Magister(S2)	39	11.9%
	Doktor(S3)	3	0.9%
Worker's Status	Outsourcing	171	52.3%
	Assistance	15	4.6%
Period of Employment	Organic or Direct Hire	141	43.1%
	1 – 3 Years	80	24.5%
	4 – 6 Years	69	21.1%
	7 – 9 Years	62	19%
	> 10 Years	116	35.5%
Position	Staff – Senior Staff	198	60.6%
	Supervisor	68	20.8%
	Assistant Manager	50	15.3%
	Manager	9	2.8%
	General Manager/AVP	2	0.6%
	VP	-	-%

*Source: Data Processed, 2024*

## **RESULTS AND DISCUSSION**

### *Validity Test and Reliability Test*

The validity test is a test conducted to test the quality of the questionnaire. Where a good questionnaire is one that can be used to measure what should be measured. Furthermore, where decision making in the validity test requires a factor loading value. Factor loading is the correlation of indicators with their latent constructs or is the output of factor analysis which is an analytical measurement tool. Validity in this study is > 0.35 (Hair et al., 2019).

This study uses a reliability test analysis can be used to measure the consistency of the measurement results of the questionnaire in repeated use. In conducting reliability testing, the desired Cronbach's alpha value must be more than 0.6 and the composite reliability value must be more than 0.7 (Hair et al., 2019). The composite reliability value shows how well a variable is reliable, while the Cronbach's alpha value is the lowest reliability measure of the variable.

**Table 2. Validity and Reliability Test Results**

<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>Cronbach's Alpha</b>
<i>Work-Life Balance</i>	WLB1	0.676	0.921
	WLB2	0.709	
	WLB3	0.744	
	WLB4	0.732	
	WLB5	0.672	
	WLB6	0.690	
	WLB7	0.668	
	WLB8	0.716	
	WLB9	0.732	
	WLB10	0.787	
	WLB11	0.555	
	WLB12	0.673	
	WLB13	0.743	
	WLB14	0.591	
	WLB15	0.737	
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>Cronbach's Alpha</b>
<i>Job Stress</i>	JST1	0.739	0.894
	JST2	0.850	
	JST3	0.558	
	JST4	0.823	
	JST5	0.824	
	JST6	0.703	
	JST7	0.841	
	JST8	0.779	
	JST9	0.553	
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>Cronbach's Alpha</b>
<i>Job Satisfaction</i>	JSF1	0.739	0.936
	JSF2	0.745	
	JSF3	0.780	
	JSF4	0.768	
	JSF5	0.491	
	JSF6	0.752	
	JSF7	0.609	
	JSF8	0.793	
	JSF9	0.711	
	JSF10	0.706	
	JSF11	0.528	
	JSF12	0.582	
	JSF13	0.715	
	JSF14	0.754	
	JSF15	0.611	
	JSF16	0.637	
	JSF17	0.623	
	JSF18	0.693	
	JSF19	0.703	
	JSF20	0.656	

<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>Cronbach's Alpha</b>
<i>Work Engagement</i>	WE1	0.824	0.940
	WE2	0.852	
	WE3	0.783	
	WE4	0.678	
	WE5	0.789	
	WE6	0.773	
	WE7	0.780	
	WE8	0.889	
	WE9	0.881	
	WE10	0.788	
	WE11	0.801	
	WE12	0.700	
	WE13	0.453	
	WE14	0.825	
	WE15	0.912	
	WE16	0.466	
	WE17	0.559	

*Source: Data Processed, 2024*

Based on the table above, the value of each outer loading is obtained for all indicators of each variable, where all outer loading values > 0.5, meaning that the validity in this study is met. Based on the table above, the Cronbach's alpha value and composite reliability value for each latent variable are obtained where all values are greater than 0.7, meaning that the reliability test in this study is fulfilled.

#### *Descriptive Statistics*

Descriptive Statistical Test can provide an overview of the data seen from the minimum, maximum, average (mean) and standard deviation values generated from this study. The variables used in this study include transformational leadership, training and development, and job satisfaction as independent variables, and job performance as the dependent variable. These variables will be tested descriptively as shown in the table below.

**Table 3. Descriptive Statistics**

<b><i>Work-Life Balance</i></b>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b><i>Std.Deviation</i></b>
WLB1	4.073	1	5	0.9500
WLB2	4.171	1	5	0.8072
WLB3	4.003	2	5	0.8233
WLB4	3.865	1	5	0.9368
WLB5	3.676	1	5	0.9902
WLB6	3.670	1	5	0.9913
WLB7	3.942	1	5	0.8860
WLB8	4.110	1	5	0.8545
WLB9	4.187	2	5	0.7825
WLB10	4.364	2	5	0.6452
WLB11	3.859	1	5	0.8317
WLB12	4.379	2	5	0.6895
WLB13	4.000	2	5	0.8400
WLB14	4.312	2	5	0.5814
WLB15	3.976	2	5	0.8211
<b>Average</b>	<b>4.056</b>			
<b><i>Job Stress</i></b>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b><i>Std.Deviation</i></b>
JST1	3.881	2	5	0.8333
JST2	3.859	1	5	0.8749
JST3	4.086	1	5	0.8820



JST4	3.612	2	5	0.8646
JST5	3.826	1	5	0.8845
JST6	3.437	1	5	1.0831
JST7	3.826	1	5	0.8845
JST8	3.899	1	5	0.9196
JST9	3.838	1	5	1.0688
<b>Average</b>	<b>3.418</b>			
<b>Job Satisfaction</b>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
JSF1	4.138	2	5	0.6525
JSF2	3.933	1	5	0.7959
JSF3	3.826	2	5	0.7411
JSF4	3.991	1	5	0.8947
JSF5	3.550	1	5	0.9082
JSF6	4.028	2	5	0.7528
JSF7	4.229	1	5	0.7045
JSF8	3.997	1	5	0.7734
JSF9	4.254	3	5	0.6362
JSF10	3.948	1	5	0.8653
JSF11	3.954	1	5	0.8183
JSF12	3.869	1	5	0.8675
JSF13	3.963	2	5	0.7338
JSF14	3.976	2	5	0.7302
JSF15	3.318	1	5	1.0667
JSF16	4.248	3	5	0.6289
JSF17	3.847	1	5	0.7917
JSF18	3.966	2	5	0.7402
JSF19	4.040	2	5	0.7232
JSF20	4.229	2	5	0.6869
<b>Average</b>	<b>3.042</b>			
<b>Work Engagement</b>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<b>Std.Deviation</b>
WE1	4.875	2	5	0.9494
WE2	4.823	3	5	0.9230
WE3	4.838	2	5	1.0485
WE4	4.437	1	5	1.3298
WE5	4.887	1	5	0.9796
WE6	4.853	2	5	0.8843
WE7	5.101	3	5	0.9459
WE8	4.942	2	5	1.0211
WE9	4.875	1	5	1.0565
WE10	5.135	3	5	0.9203
WE11	4.826	2	5	1.0553
WE12	5.067	3	5	0.9042
WE13	3.618	1	5	1.4894
WE14	4.578	2	5	1.0850
WE15	4.936	2	5	1.0025
WE16	4.361	1	5	1.1819
WE17	3.982	1	5	1.3152
<b>Average</b>	<b>4.505</b>			

Source: Data Processed, 2024

Based on the descriptive statistical table of work-life balance obtained an average value of 4.056, which means it shows that respondents feel quite balanced between work and personal life, then for descriptive statistics job stress obtained an average value of 3.418, which means it shows that respondents experience moderate levels of stress. Meanwhile, the descriptive statistics of job satisfaction obtained an average value of 3,042, which is relatively low. This suggests that many respondents may not be fully

satisfied with their jobs. Finally, the descriptive statistics for work engagement obtained an average value of 4,505, which means it shows that most respondents feel very involved in their workplace.

### *Hypothesis Test*

From the table of hypothesis test results below, the p-value is  $< 0.05$  for each hypothesis, which means that all hypotheses in this study are accepted or supported, for more details can be seen in the following table.

**Table 4. Hypothesis Test Results**

Hypothesis	Estimate	P-Values
<i>Work-Life Balance -&gt; Job Stress</i>	-0.878	0.000
<i>Work-Life Balance -&gt; Job Satisfaction</i>	0.595	0.000
<i>Job Stress -&gt; Work Engagement</i>	-0.688	0.000
<i>Job Satisfaction -&gt; Work Engagement</i>	0.901	0.000
<i>Work-Life Balance -&gt; Work Engagement</i>	0.249	0.003
<i>Work-Life Balance on Work Engagement through Job Stress</i>	-0.487	0.016
<i>Work-Life Balance on Work Engagement through Job Satisfaction</i>	0.685	0.014

*Source: Data Processed, 2024*

#### *H<sub>1</sub>: Work-Life Balance has a negative influence on Job Stress*

Based on the analysis of the hypothesis that work-life balance negatively affects job stress shows significant results. With an estimate of -0.878, this relationship indicates that an increase in work-life balance is associated with a reduction in the level of job stress experienced by employees. The very low p-value (0.000) reinforces the belief that this relationship is not the result of chance, but rather reflects a real and significant impact. The results of this study are not in line with the research of Prasetyo et al (2021), who argue that work stress is a situation where workers interact with the characteristics of their work which has a negative impact on changes in their psychological and physical conditions and these conditions are caused by problematic tasks, working beyond limits, demands on social relationships, and social status. The emotional state that arises due to the mismatch between the workload and the individual's ability to deal with the pressure he faces will affect the level of completion of an employee's work (Vanchapo, 2022). As such, companies should implement policies that support work-life balance, such as flexible working hours and remote working options. These strategies can not only help reduce workplace stress, but also increase overall employee satisfaction and productivity.

#### *H<sub>2</sub>: Work-Life Balance has a positive influence on Job Satisfaction*

Based on the hypothesis analysis that work-life balance has a positive effect on job satisfaction shows significant results. With an estimate of 0.595, this relationship indicates that an increase in work-life balance will contribute to an increase in employee job satisfaction. The very low p-value (0.000) confirms that this finding is statistically significant, suggesting that the observed relationship is not a coincidence. The results of this study are in line with previous research which found that there is a significant relationship between work-life balance and job satisfaction (Tavassoli & Sune, 2018). This can be interpreted that there is a significant influence on job satisfaction from work-life balance. This means that employees who get a higher work balance will increase job satisfaction (Fiernaningsih et al., 2019). As such, companies should focus on initiatives that support work-life balance, such as flexible policies and wellness programs. These strategies will not only improve job satisfaction, but also have the potential to increase overall employee engagement and productivity.

#### *H<sub>3</sub>: Job Stress has a negative influence on Work Engagement*

Based on the analysis of the hypothesis that job stress has a negative effect on work engagement, it shows significant results. With an estimate of -0.688, this relationship indicates that an increase in job

stress levels is associated with a decrease in employee engagement. The very low p-value (0.000) confirms that this finding is statistically significant, suggesting that the observed relationship is unlikely to have occurred by chance. The results of this study are not supported by research conducted Prihastuty & Yustini (2024), which states that when employees can recognize work, their participation can be categorized as active and these employees think that their performance at work is important for self-esteem is the definition of work involvement. And it is important for employees and companies to manage work stress in a healthy way in order to achieve optimal balance (Li et al., 2024). Therefore, it is important for companies to identify and reduce factors that cause stress in the workplace. Strategies such as stress management training, psychological support and a positive work environment can help increase employee engagement. By reducing stress, companies can not only increase engagement, but also boost productivity and overall job satisfaction.

*H<sub>4</sub>: Job Satisfaction has a positive influence on Work Engagement*

Based on the results of the hypothesis analysis that job satisfaction has a positive effect on work engagement, the results are highly significant. With an estimate of 0.901, this relationship indicates that an increase in job satisfaction is associated with a significant increase in employee engagement. The very low p-value (0.000) reinforces the belief that this finding is not the result of chance, but rather reflects a strong and real relationship. The results of this study are supported by previous research which states that job satisfaction refers to the positive emotional state of employees towards their work (Liu et al., 2023). Work engagement is an indicator of employees' positive state in three ways: passion, dedication, and absorption (Orgambidez & Almeida, 2020). Therefore, companies should focus on strategies that increase job satisfaction, such as providing constructive feedback, creating a positive work environment, and offering career development opportunities. By improving job satisfaction, companies can not only encourage employee engagement, but also increase their productivity and loyalty, which in turn contributes to the overall success of the organization.

*H<sub>5</sub>: Work-Life Balance has a positive influence on Work Engagement*

Based on the results of the hypothesis analysis that work-life balance has a positive effect on work engagement, it shows significant results. With an estimate of 0.249, this relationship indicates that an increase in work-life balance contributes to an increase in employee engagement. The low p-value (0.003) confirms that this finding is statistically significant, suggesting that the observed relationship is unlikely to have occurred by chance. The results of this study are in line with research which states that the organization's role in encouraging employees to stay by providing positive affirmations to improve performance (Jaharuddin & Zainol, 2019). Research conducted by Žnidaršič & Bernik (2021) states that work-life balance has a significant effect on work attachment. In addition, companies can protect workers' health and work-related outcomes from the harmful consequences of work-life imbalance (Bernuzzi et al., 2022). Therefore, companies should implement policies that support work-life balance, such as flexible working hours and remote working options. By improving this balance, companies can not only increase employee engagement, but also support their overall well-being, which can have a positive impact on productivity and job satisfaction.

*H<sub>6</sub>: Job Stress mediates the influence of Work-Life Balance on Work Engagement*

Based on the results of statistical testing, it is known that work-life balance has an influence on work engagement mediated by job stress of 0.487, meaning that the higher the perception of job stress that mediates the relationship between work-life balance, the lower the perception of work engagement by 0.487 units. The test results above show that the p-value is  $0.016 < 0.05$ . The results of this study are in line with previous research which found that high levels of job stress can reduce employees' involvement in their work, known as work engagement (Lamichhane et al., 2023). Work stress also acts as a mediator

in the relationship between work-life balance and work engagement, where a good work-life balance can reduce work stress, which then increases work engagement (Salmah et al., 2024). Therefore, it is important for companies to develop policies that support work-life balance. Initiatives such as flexibility in working hours, mental health programs, and promotion of a work culture that supports well-being can help reduce stress. By reducing stress levels, companies can increase employee engagement, which contributes to higher productivity and job satisfaction.

#### *H<sub>7</sub>: Job Satisfaction mediates the influence of Work-Life Balance on Work Engagement*

Based on the results of statistical testing, it is known that Work-Life Balance has an influence on Work Engagement mediated by Job Satisfaction of 0.685, meaning that the higher the perception of Job Satisfaction which mediates the relationship between Work-Life Balance, the lower the perception of Work Engagement by 0.685 units. The test results above show that the p-value of 0.014 < 0.05. The results of this study are in line with research conducted by Ahdianita & Setyaningrum (2024) which states that work-life balance has an influence on sustainable performance improvement preceded by job satisfaction, employees who have high motivation and job satisfaction tend to have good work attachment to the organization. Also supported by previous research conducted by Artana & Mujiati (2022) on employees of the employee benefits division which states that work-life balance has a significant positive effect on work engagement mediated by job satisfaction. Therefore, companies should consider implementing policies that support work-life balance, such as working time flexibility, adequate leave, and welfare programs. By improving this balance, companies can increase employees' job satisfaction, which in turn will increase their engagement.

## CONCLUSION

Overall, the variables have significant direct and indirect effects on work engagement. Job satisfaction provides a stronger influence as a mediating variable between work-life balance and quality of life, compared to the mediating variable of job stress on quality of work life. organization. Job satisfaction variables provide a very strong direct influence on work engagement. Thus, job satisfaction which includes intrinsic and extrinsic dimensions must be an organizational concern in increasing the work involvement of organizational members.

The recommendation that the author can convey is that companies need to recognize the importance of work-life balance and personal life, and adopt strategies and policies that support employees in achieving a better balance. For this reason, companies need to provide flexibility in work time and place, develop employee support programs such as welfare assistance, and create an organizational culture that values work-life balance.

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