



# Work-Life Balance Isn't Enough: Why Employee Engagement Makes the Difference

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## ABSTRACT

*This study aims to examine the effect of Work Life Balance on Employee Performance with Employee Engagement as a mediating variable. This research was conducted on employees of PT Telkomsel Semarang. The telecommunications industry experiences rapid technological change and increasing service demands which often lead to high work pressure for employees. Therefore, maintaining a balance between work and personal life becomes an important factor in sustaining employee performance. This study employed a quantitative research approach. Data were collected through questionnaires distributed to 137 employees of PT Telkomsel Semarang. The data analysis technique used was Partial Least Square – Structural Equation Modelling (PLS-SEM) using SmartPLS software. The results show that Work Life Balance has a positive and significant effect on Employee Performance. Work Life Balance also has a positive and significant effect on Employee Engagement. Furthermore, Employee Engagement has a positive and significant effect on Employee Performance. In addition, Employee Engagement mediates the relationship between Work Life Balance and Employee Performance. These findings indicate that organizations need to create policies and work environments that support employees in maintaining a balance between work and personal life in order to increase employee engagement and improve employee performance.*

**Keywords:** *Employee Performance, Employee Engagement, Work Life Balance.*

## I. INTRODUCTION

In recent years, the work environment has undergone significant transformation due to globalization, digitalization, and technological advancement. Organizations are required to adapt quickly to maintain competitiveness and operational effectiveness. One of the most critical factors that determine organizational success is human resources.

Employees are expected to perform optimally while dealing with increasing work demands, technological changes, and customers expectations. In many industries, including telecommunications, employees frequently face high workloads, strict deadlines, and operational challenges.

PT Telkomsel in one of the largest telecommunications companies in Indonesia, serving millions of customers across the country. The increasing demand for digital services and network reliability requires employees to maintain high levels of productivity and responsiveness. However, the growing work pressure may affect employee well-being. Employees who experience excessive workloads or extended working hours may face difficulties balancing their professional and personal responsibilities. When employees are unable to manage this balance, it may lead to stress, fatigue, and decreased job performance.

Work Life Balance (WLB) has therefore become an important concept in human resource management. Work Life Balance refers to an individual's ability to manage work responsibilities while maintaining personal life satisfaction. Employees who achieve balance between work and personal life tend to have better psychological well-being and job performance.

Previous studies show mixed results regarding the relationship between Work Life Balance and Employee Performance. Some studies find a significant positive relationship, while others suggest that the relationship may be influenced by mediating variables such as Employee Engagement.

Employee Engagement refers to the emotional and psychological connection employees feel toward their work and organization. Employees who are engaged demonstrate higher levels of dedication, enthusiasm, and commitment to their work.

Based on these considerations, this study aims to examine the effect of Work Life Balance on Employee Performance with Employee Engagement as a mediating variable among employees of PT Telkomsel Semarang

## II. LITERATURE REVIEW

### 2.1 Work Life Balance

Work Life Balance (WLB) is an important concept in human resource management that describes an individual's ability to balance work responsibilities with personal life and social activities. This balance involves the management of time, energy, and roles so that work and non-work domains can coexist without causing role conflict. According to Marsenda et al. (2025), work life balance refers to a condition in which employees are able to carry out their job responsibilities while also fulfilling personal needs in a balanced manner. Organizations that support work life balance through flexible working arrangements, employee well-being programs, and supportive organizational culture tend to have employees who are more satisfied and loyal to the organization.

Empirical evidence also supports the importance of work life balance in modern organizations. Millatana et al. (2025) state that work life balance has become a strategic issue in human resource management because it is closely related to employees' ability to manage work demands and personal life responsibilities. Their study indicates that work life balance can influence employee performance either directly or indirectly through other variables.

Furthermore, work life balance is also closely related to employee engagement as an indicator of employee well-being. Asari (2022) found that employees who experience a balanced relationship between their work and personal life tend to have higher levels of engagement toward their jobs. This positive psychological condition encourages employees to perform their duties more effectively.

However, several studies also indicate that the relationship between work life balance and performance is not always consistent. Yancik (2025) found that work life balance does not always have a significant direct effect on employee performance. This finding suggests that in certain organizational contexts, work life balance may require other supporting factors in order to influence employee performance.

Based on these perspectives, work life balance can be understood as a condition in which employees are able to manage work demands and personal life responsibilities simultaneously. Therefore, work life balance plays a crucial role in supporting employee well-being and organizational productivity.

### 2.2 Employee Engagement

Employee engagement refers to a positive psychological state characterized by enthusiasm, dedication, and involvement in one's work. Employees who are engaged tend to show strong emotional attachment to their organization and are willing to exert extra effort to achieve organizational goals. Engagement reflects how deeply employees feel connected to their job roles and how motivated they are to contribute to organizational success.

According to Ahmad Faqih et al. (2024), employee engagement reflects a psychological condition where employees demonstrate commitment, energy, and dedication toward their work. Employees with high levels of engagement are more likely to show initiative, maintain productivity, and remain committed to achieving organizational objectives. In contrast, employees with low engagement often show lower motivation and reduced work performance.

Employee engagement is influenced by various factors within the organizational environment. One of the important factors that contributes to engagement is the level of support employees receive from the organization. When employees feel valued, supported, and treated fairly by their organization, they tend to develop a stronger attachment to their work and organization.

In addition, engagement can also be influenced by employees' work experiences and working conditions. Positive work environments that promote trust, fairness, and recognition tend to encourage higher levels of employee engagement. Engaged employees are more resilient in dealing with work pressures and are more willing to invest their energy and effort into their job roles.

Employee engagement also plays a significant role in improving organizational outcomes. Engaged employees are more productive, demonstrate higher levels of commitment, and contribute more effectively to organizational performance. Therefore, employee engagement has become a key concept in modern human resource management practices.

### 2.3 Employee Performance

Employee performance represents the level of achievement obtained by employees in carrying out their tasks and responsibilities in accordance with organizational goals. In the context of organizational management, employee performance is considered a critical factor because it directly influences the effectiveness and productivity of the organization.

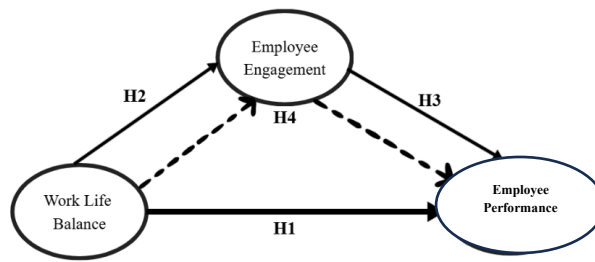
Employee performance is influenced by various factors, including employee competence, work environment, motivation, and psychological conditions. Yan et al. (2020) explain that employee performance is not solely determined by technical skills but is also influenced by emotional conditions, organizational support, and employees' psychological well-being.

In highly competitive industries such as telecommunications, employee performance becomes even more crucial because organizational service quality depends largely on how well employees perform their duties. Employees who demonstrate high performance contribute significantly to organizational efficiency, service quality, and customer satisfaction.

Therefore, improving employee performance requires organizations to pay attention not only to employees' competencies but also to their well-being, work conditions, and psychological engagement with their jobs.

2.4 Conceptual Framework and Research Hypotheses

Figure 2.1. Conceptual Framework for the Research



Research Hypotheses:

- H1: Work Life Balance has a positive and significant effect on Employee Performance
- H2: Work Life Balance has a positive and significant effect on Employee Engagement
- H3: Employee Engagement has a positive and significant effect on Employee Performance
- H4: Employee Engagement mediates the relationship between Work Life Balance and Employee Performance

III. RESEARCH METHOD

This study employed a quantitative approach using a cross-sectional research design to examine the relationships between variables in the research model. The study was conducted on employees of PT Telkomsel Semarang. The population consisted of active employees, and the sampling technique used was purposive sampling, which selects respondents based on specific criteria relevant to the research objectives. A total of 138 employees participated as respondents in this study. Data were collected through questionnaires designed to measure the variables of Work Life Balance, Employee Engagement, and Employee Performance using a Likert scale.

The data were analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis process included evaluating the outer model to assess validity and reliability, followed by evaluating the inner model to examine the relationships between variables. Hypothesis testing was conducted using the bootstrapping method, which evaluates the significance of relationships between variables based on t-statistic and p-value results.

IV. RESEARCH RESULT AND DISCUSSION

4.1 Research Result

Table 4.1 Direct Effect

Relationship Between Variables	Path Coefficient (β)	T-Statistic	P-Value	Description
Work Life Balance -> Employee Performance	0,270	2,496	0,013	Significant
Work Life Balance -> Employee Engagement	0,418	3,906	0,000	Significant
Employee Engagement -> Employee Performance	0,409	3,175	0,001	Significant

The table presents the direct effects among the variables tested using SEM-PLS analysis. The results indicate that Work Life Balance has a positive and significant effect on Employee Performance, with a path coefficient (β) of 0.270, a T-Statistic of 2.496, and a P-Value of 0.013, indicating that Hypothesis 1 is supported. This finding suggests that employees who are able to maintain a balance between their work responsibilities and personal life tend to demonstrate better job performance.

Furthermore, Work Life Balance has a positive and significant effect on Employee Engagement, with a path coefficient (β) of 0.418, a T-Statistic of 3.906, and a P-Value of 0.000, supporting Hypothesis 2. This result indicates that when employees experience a balanced relationship between their professional and personal lives, they are more likely to feel emotionally connected and involved in their work.

In addition, Employee Engagement has a positive and significant effect on Employee Performance, with a path coefficient (β) of 0.409, a T-Statistic of 3.175, and a P-Value of 0.001, confirming Hypothesis 3. This result suggests that employees who are highly engaged tend to show greater dedication, motivation, and productivity in completing their work tasks.

V. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the results and discussion, several conclusions can be drawn from this study. First, Work Life Balance has a positive and significant effect on Employee Performance at PT Telkomsel Semarang. This finding indicates that employees who are able to maintain a balance between their work responsibilities and personal life tend to demonstrate better performance in completing their tasks and responsibilities.

Second, Work Life Balance has a positive and significant effect on Employee Engagement. Employees who experience a supportive work environment that allows them to manage both professional and personal roles tend to feel more emotionally connected and involved in their work.

Third, Employee Engagement has a positive and significant effect on Employee Performance. Employees who have higher levels of engagement tend to show greater dedication, motivation, and commitment to their work, which ultimately contributes to improved performance.

Finally, the results of this study indicate that Employee Engagement plays an important role in strengthening the relationship between Work Life Balance and Employee Performance. This finding suggests that when organizations support employees in achieving work life balance, it can increase employee engagement, which in turn enhances employee performance.

## 5.2 Suggestions

Based on the conclusions above, several recommendations can be proposed. First, organizations should consider implementing policies that support work life balance, such as flexible working arrangements, appropriate workload distribution, and employee well-being programs. These initiatives can help employees maintain a balance between their professional and personal responsibilities.

Second, organizations should focus on improving employee engagement by creating a supportive work environment, recognizing employee contributions, and encouraging open communication between employees and management. A positive work environment can strengthen employees' emotional attachment to their work and organization.

Third, future researchers are encouraged to explore additional variables that may influence employee performance, such as job satisfaction, organizational culture, or leadership style. Expanding the scope of research can provide a deeper understanding of the factors that influence employee performance in different organizational contexts.

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