

THE INFLUENCE OF WORK-LIFE BALANCE AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE AT THE DEFENSE RESOURCES POTENTIAL DEVELOPMENT FOUNDATION

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Abstract: *The low quality of human resources in the workplace is a persistent problem in Indonesia. Low productivity negatively impacts work outcomes, resulting in wasted resources and costs, resulting in suboptimal results and potentially incurring losses for the company. Therefore, this study aims to determine the effect of work-life balance and employee engagement on employee performance at the Defense Resources Potential Development Foundation. This study was conducted quantitatively, with a sample size of 129, using a probability sampling technique with simple random sampling. Testing was conducted using SPSS 22 software, with the results indicating that work-life balance had a positive and significant effect on employee performance partially. Similarly, employee engagement had a positive and significant effect on employee performance partially. Meanwhile, work-life balance and employee engagement have a positive and significant effect on employee performance simultaneously.*

Keywords: *Employee Engagement, Employee Performance, Work-life Balance*

INTRODUCTION

The implementation of office activities to achieve a final goal is greatly influenced by the quality of the human resources involved in the company. Furthermore, the quality of human resources also significantly influences a company's growth and development. A company with quality human resources who can work effectively and efficiently will deliver maximum output, which will certainly continue to support the company's growth. A company's quality human resources can be seen through the performance of its employees. Employee performance is the success of an employee in carrying out the obligations and responsibilities assigned by the organization. (Sawitri, 2024) Therefore, it is important for a company to maintain good employee performance levels so that productivity levels in the company can continue to increase.

It is undeniable that the low quality of human resources in Indonesia is a deeply embedded problem today. Consequently, the quality of human resources in the workforce has also declined. Sudarto, Expert Staff for State Expenditure at the Ministry of Finance, wrote in a CNBC Indonesia article. Nugroho (2024) stated that the productivity level of workers in Indonesia is still relatively low. He even added that the productivity level of workers in Indonesia is still 28 years behind South Korea. Productivity is an employee's ability to produce output efficiently and effectively. Inefficient and ineffective task execution will impact work results, resulting in wasted resources and costs, therefore, work results will not be optimal and the company can experience losses. Therefore, this study aims to answer the question of what factors can help positively influence employee performance.

In an effort to deepen the discussion on employee performance, the author conducted a study at a foundation. The research location was the Defense Resources Potential Development Foundation (YPPSDP). YPPSDP operates in the social sector and is intended to assist the Minister of Defense in realizing National Defense. The foundation was established with a clear objective, and its initial form was to achieve that objective. In an effort to achieve this objective,



all components of the Foundation need to carry out their respective roles. One of the most important parts of a Foundation is its employees. The role of an employee in a company must be carried out properly and in accordance with standards so that the company's goals can be achieved. Therefore, it can be said that good employee performance is integral to the successful running of a Foundation.

Overdoing something can result in suboptimal performance. Therefore, a balance between work and personal life is essential for an employee. This is known as work-life balance. When an employee can balance the time spent on work and time spent on personal life, they can separate their work and their life, allowing them to focus solely on their work. This allows for optimal work output, which can positively impact employee performance. According to Arfandi & Kasran (2023) "Employees who are able to maintain a work-life balance feel happy and motivated to complete tasks for the company." Therefore, it is possible that when the level of work-life balance in a company is high, employee performance will also increase.

On the other hand, an employee's sense of involvement or attachment to their company or organization is crucial. Employees who feel involved or attached to their company will reflect this through their behavior at work. An employee who is engaged in their company will carry out their duties wholeheartedly. Furthermore, employees who feel involved will also display a high level of enthusiasm, dedication, and loyalty to the company and their work. This will maximize the results or output that employees will deliver. According to Nordianto & Irbayuni (2024) "Employees who are emotionally, cognitively, and physically engaged in their work tend to give their best effort, which leads to increased productivity and efficiency." Therefore, it is likely that when the level of employee engagement in a company is high, employee performance in that company will also increase.

Based on the explanation above, it can be concluded that the purpose of this study is to find out if the work-life balance and employee engagement factors have an influence on employee performance at the Defense Resources Potential Development Foundation.

Employee performance

According to the Big Indonesian Dictionary (KBBI), performance is defined as the work ability of something or someone. Meanwhile, an employee is defined in the KBBI as someone who performs work in an institution, such as an office, company, or other institution, receiving a salary or wage. It can be concluded that employee performance is the work ability of someone who performs work in an institution, receiving a salary or wage.

According to Silitonga (2023) "employee performance is something that influences how much they contribute to the organization or company." Meanwhile Siagian & Mon (2024) defines employee performance as "the ability of an employee to perform a particular skill." In addition, Yuliandri & Onsardi (2020) explains that "employee performance is something that is assessed based on what an employee does in his work". According to Robbins in Safitri (2022), there are five indicators of employee performance, namely work quality, quantity, timeliness, effectiveness and independence.

Based on the explanations above, it can be concluded that employee performance is an employee's ability to carry out the responsibilities and tasks that have been given by the company/organization in accordance with the established criteria so that employees can show their great contribution to the company/organization.

Work-life Balance

Work-life balance, the word "work" comes from English, meaning "work," meaning "life," and "balance." Work-life balance refers to the ability to balance life and work. Fitri (2022) explains that "work-life balance is the balance of time for personal and family life outside of the demands of the work being done." Meanwhile, according to Arfandi & Kasran (2023) "Work-life

balance is a condition where an individual has enough time to spend time with family, relax, and complete work well." In addition, Nafriana (2021) explains that "work-life balance is a balance of life, namely family, free time, religion and career work and ambition in an individual should be equally balanced between work and life."

McDonald and Bradley in Indirasari & Mardiana (2022) explains that there are three indicators of work-life balance, namely time balance, involvement balance and satisfaction balance. Based on the explanation above, it can be concluded that work-life balance is a person's ability to balance the time and energy used between work and personal life without sacrificing one aspect in achieving it.

Employee Engagement

Employee engagement or also known as employee engagement, refers to a state in which an employee feels involved in the work or place they are currently working. According to Kamaraj (2022) "Employee engagement is the level of commitment and involvement of an employee towards the organization and its values." Meanwhile, Baktiar et al. (2024) states that "employee engagement is an emotional bond between employees and their work, which is demonstrated by positive things that happen in the workplace." In addition, according to Wakhyuni (2025) "Employee engagement refers to the level of commitment, involvement, and emotional satisfaction that employees have towards their jobs and the organization they work for."

According to Schaufeli & Bakker in Arif (2022) There are three indicators of employee engagement, namely vigor, dedication and absorption. Based on the explanation above, it can be concluded that employee engagement is an employee's sense of involvement in work which has a certain level according to how involved the employee is in his work.

METHOD

The research method used in this study is descriptive quantitative. Quantitative research is inferential, meaning conclusions are drawn based on the results of statistical hypothesis testing, using empirical data collected through measurement. (Djaali, 2021) The population in this study consisted of 189 employees of the Defense Resources Potential Development Foundation. Sampling in this study was conducted using the Taro Yamane formula with a margin of error of 5%, resulting in a sample of 129 people. This study used a probability sampling technique with a simple random sampling type. Data analysis in this study was assisted by SPSS 22 software. SPSS, which stands for Statistical Package for the Social Sciences, is a statistical data processing software or used for interactive or batch statistical analysis. (Handayani et al., 2023).

RESULT AND DISCUSSION

Multiple Linear Regression Analysis

This analysis is carried out to find out whether each of the independent variables has a positive or negative relationship with the dependent variable, and also to predict whether the value of the dependent variable will increase or decrease (Indartini & Mutmainah, 2024). The results of the multiple linear regression analysis in this study are as follows:

Table1. Results of Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.949	5.466		2.918	.004
Work-life Balance	.372	.112	.207	3.324	.001
Employee Engagement	1.075	.099	.680	10.908	.000

a. Dependent Variable: Kinerja Karyawan

Source: Data Processed by the Author (2025)

Based on the results of the multiple linear regression analysis that has been carried out, a mathematical equation can be compiled as follows:

$$Y = 15.949 + 0.372X_1 + 1.075X_2$$

From this equation, it can be concluded that work-life balance and employee engagement have a positive influence on employee performance. Therefore, when work-life balance and employee engagement improve, employee performance will also improve.

T-Test (Partial Test)

The T-test is a test conducted to partially test a hypothesis between independent variables and dependent variables. A hypothesis is accepted if it has a significance value of less than 0.05 and the calculated t-value is greater than the t-table.(Akbar et al., 2024). The DF or degree of freedom in this study is 126, so the t-table obtained is 1.978.

Table 2. - T-Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.949	5.466		2.918	.004
Work-life Balance	.372	.112	.207	3.324	.001
Employee Engagement	1.075	.099	.680	10.908	.000

a. Dependent Variable: Kinerja Karyawan

Source: Data Processed by the Author (2025)

Based on the results of the T-test that has been carried out, it was found that the work-life balance variable has a positive and significant influence on employee performance partially as evidenced by a significance value of 0.001 (<0.05) and a t-count of 3.324 (>1.978). In addition, it was also found that employee engagement has a positive and significant influence on employee performance partially as evidenced by a significance value of 0.000 (<0.05) and a t-count of 10.908 (>1.978). Based on the standard beta value, it is known that variable X2 contributes a greater influence on the dependent variable (Y) compared to variable X1.

F-Test (Simultaneous Test)

The F-test or simultaneous test is a test conducted to test the hypothesis between the independent variable and the dependent variable together or simultaneously. According to Ghazali in Azhari et al. (2023) A hypothesis is accepted if it has a significance value of less than 0.05 and the calculated f-value > f-table.

Table 3. F-Test Results**ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11466.602	2	5733.301	124.560	.000 ^b
Residual	5799.599	126	46.029		
Total	17266.202	128			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Employee Engagement, Work-life Balance

Source: Data Processed by the Author (2025)

Based on the results of the F-test that has been conducted, it was found that DF1 which is based on the number of independent variables in this study is 2 and DF2 is 126 so that the f-table value can be found at 3.07. The significance value of the independent variables simultaneously is 0.000 which is smaller than 0.05 and the f-count value is 124.560 (> 3.07). These results indicate that the work-life balance and employee engagement variables simultaneously have a positive and significant influence on employee performance at YPPSDP.

Coefficient of Determination Test

The coefficient of determination is used to measure how far the model's ability to explain the variation in the dependent variable (Fatmawati & Lubis, 2020). The value of the coefficient of determination is zero and one (Maidarti et al., 2022). An R² value close to one indicates that the independent variables provide almost all the information needed to predict the variation in the dependent variable. (Fatmawati & Lubis, 2020).

Table 4. Results of the Determination Coefficient Test**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.659	6.784

a. Predictors: (Constant), Employee Engagement, Work-life Balance

Source: SPSS 22. Processed by the Author (2025)

Based on the results of the coefficient of determination test, the R² value, or R-square, of the independent variable in this study was 0.664. This indicates that work-life balance and employee engagement contribute 66.4% to the dependent variable, employee performance. The remaining 33.6% is influenced by other factors not included in this study.

The Influence of Work-Life Balance on Employee Performance

The findings obtained in this study show a significance value of 0.001 (< 0.05) and a t-value of 3.324 (> 1.978). This indicates that work-life balance has a positive and significant influence on employee performance at the Defense Resources Potential Development Foundation. Employees who implement work-life balance can live their personal lives without being disturbed by work. This will have a positive impact on employee performance because they will return to work the next day with more enthusiasm. Conversely, when an employee is too focused on work, the potential for burnout and stress arises, which will certainly impact

employee motivation and performance. These results are in line with the findings of previous research conducted by Hasugian et al. (2023) which states that work-life balance has a fairly dominant influence on employee performance, including helping employees to be more focused, happier with their work, and better manage their time, thereby improving their performance. In addition, research findings by Sun (2024) also stated that employees who are able to manage stress and maintain a sense of personal well-being are better equipped to handle the heavy workloads that are common in companies.

In this study, the indicator of work-life balance with the highest mean score was involvement balance. These results indicate that YPPSDP employees are able to separate their personal and work lives. This means that YPPSDP employees are able to focus on their work without being distracted by personal matters. Likewise, when pursuing their personal lives, they are not distracted by their work.

On the other hand, the indicator with the lowest mean value was satisfaction balance. These results indicate that some YPPSDP employees still feel that if they are not satisfied with their work, they will not be satisfied in their personal lives, and vice versa. This can negatively impact employee performance because employees who have not implemented a satisfaction balance tend to improve their work outside of work hours until they are satisfied with the results. This can result in these employees feeling exhausted the next day, which automatically leads to decreased performance.

The Influence of Employee Engagement on Employee Performance

The findings obtained in this study show a significance value of 0.000 (<0.05) and a t -value of 10.908 (>1.978). This indicates that employee engagement has a positive and significant influence on employee performance at the Defense Resources Potential Development Foundation. Employees who feel involved in the company and their work will work wholeheartedly, thus being motivated to perform their best. In addition, engaged employees tend to often take initiative in carrying out their work. Employees who take the initiative immediately carry out their work without waiting for instructions. This, when balanced with responsibility in carrying out work according to quality, will certainly benefit company performance. These results are in line with the findings of previous research conducted by Immortal (2024) which states that the more engaged employees feel, the better their performance will be, thus positively impacting the company. In other words, the more engaged employees feel, the more enthusiastic and passionate they will be about their work, thus making them more committed to improving their performance. Furthermore, research findings by Indirasari & Mardiana (2022) also stated that employee engagement has a positive and significant impact on employee performance. This is because employees who are highly engaged with their work and company will come to work regularly, feel a sense of belonging, are motivated, and have high levels of individual productivity.

In this study, the indicator of employee engagement with the highest mean was dedication. These results indicate that YPPSDP employees exhibit a high level of dedication to their work and workplace. This means that YPPSDP employees are willing to dedicate their time, energy, and thoughts to achieving the Foundation's goals.

On the other hand, the indicator with the lowest mean was absorption, or appreciation. Appreciation refers to an employee's deepening of their inner thoughts or feelings while performing their work. This means that employees are less immersed in the atmosphere while performing their work, often feeling like time is passing slowly. This can negatively impact employee performance, as employees who lack appreciation for their work will feel unable to continue doing it, which will negatively impact their performance.

The Influence of Work-Life Balance and Employee Engagement on Employee Performance

The results of the simultaneous hypothesis test or F-test show an F-value of 124.560 (> 3.07) and a significance of $0.000 < 0.05$. These results indicate that work-life balance and employee engagement simultaneously have a positive and significant influence on employee performance at the Defense Resources Potential Development Foundation. Employees who can live their personal lives tend to work more enthusiastically because they can fulfill their sense of pleasure by filling their free time. Integrated with a sense of employee involvement who work wholeheartedly will certainly produce more productive employees so that the level of employee performance in the company will increase. These results are in line with the findings of previous research conducted by Irfan et al. (2024) which states that work-life balance and employee engagement can improve employee performance in a company, meaning that employee engagement increases along with improved work-life balance. In addition, research findings by Putri & Purnamasari (2021) also stated that employee engagement and work-life balance can provide a strong impetus for improved performance. In other words, the higher the employee engagement and work-life balance demonstrated by employees during work activities, the higher their performance.

In this study, the indicator of employee performance variables with the highest mean was punctuality. These results indicate that employees at YPPSDP have a high level of punctuality. This means that YPPSDP employees are capable of completing their tasks and arriving at the office on time.

On the other hand, the indicator with the lowest mean was independence. These results indicate that employees tend to wait for instructions when carrying out their work. This results in less effective and efficient work, which will negatively impact employee productivity within a company. To increase independence, openness and confidence in acting are key, as well as fostering initiative in expressing opinions. Furthermore, the Foundation reciprocates employee efforts by providing appreciation, recognition, and rewards, so that employees feel that their efforts to become more independent are recognized by the Foundation.

CONCLUSION

Based on the results of the research conducted, it can be concluded that work-life balance has a positive and significant influence on employee performance partially. Similarly, employee engagement also has a positive and significant influence on employee performance partially. Meanwhile, the results of simultaneous testing indicate that work-life balance and employee engagement together have a positive and significant influence on employee performance at the Defense Resources Potential Development Foundation. Therefore, it can be concluded that when the level of work-life balance and employee engagement increases, employee performance at the Defense Resources Potential Development Foundation will also increase.

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