

# **WORK-LIFE BALANCE, EMPLOYEE ENGAGEMENT, JOB SATISFACTION, AND INDONESIAN EMPLOYEES' PERFORMANCE**

**Eddy Madiono Sutanto\***  
*Petra Christian University*

**Peter J. Sigiols**  
*McKendree University*

**Evelyn Natania Wijaya**  
*Petra Christian University*

## **ABSTRACT**

The COVID-19 pandemic has been also impacting employees' work-life. This study examined the effect of work-life balance on employee performance through employee engagement and job satisfaction as intermediate variables. It was quantitative research and used a non-probability sampling method. Data was collected through a questionnaire with 210 responses, and 207 were processed using SmartPLS. The results showed that work-life balance had no significant effect on employee performance. In contrast, the intermediate variables like employee engagement and job satisfaction significantly influenced employee performance. Likewise, the indirect impact of work-life balance on employee performance through employee engagement and job satisfaction had a significant effect.

**Keywords:** work-life balance, employee performance, employee engagement, job satisfaction.

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## **1. INTRODUCTION**

At the beginning of 2020, the emergence of COVID-19 unexpectedly changed our daily lives and shocked everyone worldwide. Because of the high spreading rate, people are susceptible to this virus. It was recorded that until the end of September 2021, about four million people were confirmed to have COVID-19 in Indonesia, with approximately 150,000 confirmed positive

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\*Corresponding author: Eddy Madiono Sutanto, Petra Christian University, 60236, Surabaya, East Java, Indonesia. Tel: +62818391691. Email: [esutanto@petra.ac.id](mailto:esutanto@petra.ac.id)

patients dying, or around 3.5% of the total positive cases (Worldometer, 2021). Indonesia ranked 4th based on the number of COVID-19 cases in Asia, above the Philippines.

Numerous companies implemented health protocols and new policies to prevent COVID-19 in offices and other public facilities such as malls, stations, airports, and schools, and impacted the economy. Policies such as work-from-home (WFH) were implemented to minimize the spread. Meaning that employees will be together with their family. This helps to improve the balance between their personal and work lives (Mungkasa, 2020). In addition, WFH also offers flexibility to do their work anywhere. Employees can also save costs and time because they do not need daily transportation from home to work (Adisa et al., 2021).

Work-life balance is a balance between one's role in work and a non-work role or family life that can bring satisfaction (Soomro et al., 2018; Weale et al., 2019). Work-life balance can positively affect employees by improving and maintaining health, happiness, and success. The imbalance between work and personal life will have the opposite impact and cause lower employee performance. Through WFH, employees can also experience an increase in the burden of basic household chores need to do as family members, such as cleaning the house, cooking, washing clothes, and so on. Female workers felt most of this burden because of society's perception that housework is women's duty (Feng & Savani, 2020).

Based on research in India, household conditions are almost similar to those in Indonesia, where most households are assisted by a household assistant to carry out household chores. However, since the pandemic began, many household assistant layoffs have occurred (Bhumika, 2020). Some families did this because they were avoiding the virus. Some families ceased their household assistance because of the family's economic condition. This will decrease employees' performance and satisfaction with their work. Through good employee performance, employees can help companies develop their company and help them handle changes that occur, as well as develop change strategies that need to be carried out by companies. Companies need to have employees who perform well, especially during the current pandemic, because they need to adjust to the changes that occur because of COVID-19 (Soomro et al., 2018).

Working from home also means that employees need to adapt to the latest technologies needed for work. Employees who can adapt will feel an increase in productivity and job satisfaction. Job satisfaction can also provide employees a sense of fulfillment so that they will carry out their work with pleasure and demonstrate improvements in their performance, the effort employees put into advancing the company, and the time they invest in their work (Soomro et al., 2018). The employees' work-life balance can influence the level of job satisfaction. A good work-life balance will affect the atmosphere that is built during work. A positive work atmosphere will increase employee job satisfaction and vice versa (Chan et al., 2017).

In addition, employees with a good work-life balance will have a sense of ownership of the company, which triggers a sense of pride for employees for the work they do in the company and

helps increase job satisfaction for employees in carrying out their work (Mas-Machuca et al., 2016). It also proved employees with low job satisfaction that their performance is more influenced by work-life balance than those with higher job satisfaction (Soomro et al., 2018).

Challenges such as difficulty in communication between teams, distractions, low work motivation, lack of interpersonal collaboration, and difficulties monitoring employee performance also arise from working from home. Employees become less able to participate directly in their workplace, which affects the level of engagement in their work and allows conflicts between the roles of employees in work and their personal lives that make it difficult for employees to maintain their level of engagement in their work (Chanana & Sangeeta, 2020; Adisa et al., 2021).

Employees with a high level of engagement will always do their best to carry out their work so that when faced with a problem, they have a prime motivation to solve it and always take action when needed. They provided solutions to solve existing problems and be creative (Ali et al., 2019; Eldor, 2020). This shows that employee engagement affects employee performance. When employees are engaged in their work seriously and have a work motivation that comes from within themselves, of course, this will help employees avoid the pressure caused by work or at least minimize the pressure received by employees. Employees have more opportunities from work to balance their work-life and family life to optimize employee performance (Cain et al., 2018; Ali et al., 2019). We can get a high level of engagement when employees have fulfilled the work-life balance, which will help build a positive atmosphere and increase employee experience (Chan et al., 2017; Cain et al., 2018).

Based on several studies conducted previously, there is a research gap between studies that state that there is a significant influence positively between work-life balance and employee performance (Soomro et al., 2018; Talukder et al., 2018; Nadesan & Thampoe, 2018; Susanto et al., 2021; Preena, 2021; Waworuntu, 2022). Moreover, Udin (2023) suggested that a balanced work-life balance improves affective commitment and job satisfaction, enhancing employee performance. On the other hand, other studies state that there is no significant effect between work-life balance and employee performance (Kim, 2014; Ali et al., 2019). Meanwhile, Roopavathi and Kishore (2020) found negative. Moreover, Tamunomiebi and Oyibo (2020) concluded that systemic barriers hindered the implementation of work-life balance policies in Nigeria. This research hopefully can provide a solution to the differences. Besides re-examining the relationship between work-life balance and employee performance, it will add another mediating variable, namely employee engagement and job satisfaction, as the novelty compared to existing studies.

Previous studies have only stated that there is a relationship between the work-life balance and employee engagement (Cain et al., 2018; Soomro et al., 2018) and the relationship between work-life balance and job satisfaction (Talukder et al., 2018; Weale et al., 2019). This research

studies employees who worked in different companies in the Surabaya city area during the COVID-19 pandemic and who are over 18 years of age.

Research on the work-life balance among workers in the Surabaya city area is rarely done. Especially research that focuses on employees during this COVID-19 pandemic. Surabaya is one of the largest industrial cities in Indonesia, and it has many workers. Based on previous research done by Ardiansyah and Surjanti (2020) in the early period of the COVID-19 pandemic and focused on employees working at the insurance company Bhinneka Life Indonesia Surabaya Branch showed that there was no significant effect between the work-life balance on employee performance. Meanwhile, a study in early 2021 by Fatoni et al. (2021), which focused on the effect of work-life balance on lecturer performance during work-from-home, showed that there was a significant effect between the work-life balance on lecturer performance during the COVID-19 pandemic. Therefore, this study will examine the effect of work-life balance on employee performance through employee engagement and job satisfaction during the COVID-19 pandemic focusing on employees working in the Surabaya city area in various sectors, especially respondents who work in the shopping center industry and the creative industry.

## **2. LITERATURE REVIEW**

### **2.1 Work-Life Balance**

According to McDonald and Bradley (2005), work-life balance can be defined as an accomplishment in building a balanced relationship between work and personal life. According to Jammaers and Williams (2021), work-life balance is a sense of satisfaction from a well-functioning personal and work life. In addition, Soomro et al. (2018) state that work-life balance is a balance between an individual's roles, namely roles in work and in personal life or family. This balance can bring satisfaction to an individual's life. Work-life satisfaction of employees is characterized by a minimal conflict between the two roles that employees have. A role conflict in one's life can cause stress for employees, damaging one's personal life and interfering with their work or personal life.

To measure the level of work-life balance of employees, several indicators based on Hayman (2005) that are relevant and pass the relevance test and causality test can be used, namely, work interference with personal life (WIPL). WIPL is a disturbance from work to personal life or can also be called work-to-family conflict. WIPL measures the impact of work-life disruption on personal life, work-life balance, and personal life interference with work (PLIW). PLIW is a disturbance from personal to work life, also known as family-to-work conflict.

## **2.2 Employee Engagement**

Engagement can be defined as patterns and conditions of positive thinking that can provide self-fulfillment related to employees' work (Saks, 2019). In addition, according to Saks (2006), employee engagement is defined as a person's level of seriousness in his work. Employee engagement is also an important requirement for companies to face competition because employee engagement affects company profits, employee commitment, innovative behavior, productivity, employee loyalty, and employee retention. Rothbard and Patil (2012) stated that employee engagement is the level of focus and sincerity possessed by employees in carrying out the roles they have as employees.

Based on Schaufeli et al. (2006), the level of employee engagement can be measured using the Utrecht Work Engagement Scale (UWES) indicator which is divided into three dimensions, namely: 1) Vigor or spirit is a high level of energy and mental resilience of a person when working, 2) Dedication is the sacrifice of energy, thought, and time for the success of a business or goal, and 3) Absorption is defined as absorption ability.

## **2.3 Job Satisfaction**

According to Mustafa et al. (2021) and Weale et al. (2019), job satisfaction is defined as the degree to which an employee is satisfied or dissatisfied with the elements of their job. These elements could be satisfied with the workload, professional support available, team spirit at work, training, and salary provided. Jenaibi (2010) defines job satisfaction as an emotional state that provides comfort. Two elements build job satisfaction: the affective component and the non-affective component. The affective component refers to emotional satisfaction, while the non-affective component refers to satisfaction related to employee performance appraisal. Companies with high job satisfaction levels usually show a good work environment (Soomro et al., 2018). Gunlu et al. (2010) state that job satisfaction is employees' general behavior and feelings toward their work and characteristics.

The level of job satisfaction can be measured using five indicators based on Sutanto and Gunawan (2013), which can indicate the characteristics of individuals with high job satisfaction, namely: 1) Diversity of skills can make it easier for them to carry out their work so that employees tend to have higher job satisfaction. 2) Task identity can be noticed as long as employees do their work from the start until the results are visible. 3) Through task significance, employees can feel the impact of their work on others. 4) Autonomy is when every employee has freedom in organizing and planning work procedures and making decisions that can impact employees. 5) Job feedback can be in the form of input given to employees regularly related to the direction and results of their work.

## **2.4 Employee Performance**

Performance-based, according to Rivai (2004), can be defined as a better overall result or success obtained by a person during a certain assignment period. The success obtained can be known by comparing the results of their works with targets or criteria set or agreed upon in advance. Employee performance is influenced by the skills, abilities, and traits each possesses, so employee performance depends on the character possessed by each individual. In addition, based on Pahos and Galanaki (2019), employee performance can be expressed as actions, behavior, or work results that come from the abilities and skills possessed by employees that can motivate them to do their work so that employees can carry out their duties better. Employee work results relate to the contribution given by employees to achieving organizational goals. Employees' results can be tangible or non-tangible (Soomro et al., 2018).

To measure the high and low performance of employees in the company, there are several indicators based on Suwondo and Sutanto (2015) that can be used, and these indicators are as follows: 1) Punctuality in completing work: Timeliness is the ability of employees to complete their work by a predetermined period while still paying attention to the amount and quality of the work. 2) Level of employee initiative: Employees who take the initiative in their work or take the initiative to fix existing problems are a sign of the level of initiative of an employee. 3) The ability of employees to work together: The ability in question is to work well with colleagues in one division or with colleagues from other divisions within the company.

## **2.5 Hypothesis Development**

Research conducted by Soomro et al. (2018) showed that work-life balance has a positive effect on the performance of an employee. Employees who can balance their personal and work lives become more productive in carrying out their work. In addition, companies that can provide choices for their employees to manage roles in their personal and work lives will improve employee performance compared to employees who do not get this choice. Employees who are not given the choice to be able to manage roles in their work and personal lives will usually have a work-life imbalance, which will cause mental stress for employees and harm their work-life. Therefore, through a work-life life, potential employees will have better effectiveness and efficiency, which will affect the performance of employees when carrying out their work for the better.

H<sub>1</sub>: Work-life balance has a significant positive effect on employee performance.

Based on Wood et al. (2020), of 37 research articles examining the relationship between work-life balance and employee engagement, it was identified that there are three directions of relationship in the research results: work-life balance affects employee engagement, employee engagement affects work-life balance, and non-directional relationship. 16 of the 37 articles examined the effect of work-life balance on employee engagement. In this study, it is assumed

that the direction of the relationship is that work-life balance affects employee engagement. This is seen from the magnitude of the influence exerted by the work-life balance on employees' feelings and emotional conditions. Through a good work-life balance, employees will have a positive emotional state and will be more motivated to be involved in the role they have in their work. In addition, employees will have energy, self-efficacy, and a positive attitude, encouraging them to be more involved with their work.

H<sub>2</sub>: Work-life balance has a significant positive effect on employee engagement.

According to Weale et al. (2019), work-life balance positively influences job satisfaction because the emergence of interference from personal life towards work can result in stress and pressure for employees when carrying out their work, and employees can become dissatisfied with their work. In addition, when the company and the employees' work environment support them in improving work-life balance, the employees will feel pride in being employees of the company. This pride will help increase employee job satisfaction (Mas-Machuca et al., 2016).

H<sub>3</sub>: Work-life balance has a significant positive effect on job satisfaction.

Employees with a high level of engagement are stated to show higher productivity and can support the synergy that is formed in the team when working and help the organization achieve its goals based on the research that has been done. The synergies formed can help improve employee performance because good performance can be achieved when an employee can transfer his thoughts and feelings to the main goals of a company or organization so that he will act according to company goals. The main key to building employee engagement is strengthening relationships between members of the organization within the scope of the work environment and improving the results provided by employees (Nazir & Islam, 2017).

H<sub>4</sub>: Employee engagement has a significant positive effect on employee performance.

Based on Siengthai and Pila-Ngarm (2016), job satisfaction has a positive effect on employee performance because job satisfaction is a positive emotional experience and feeling of an employee in carrying out his work, which can affect his productivity, creativity, and commitment to work which will then influence on employee job satisfaction. In addition, because job satisfaction is related to a person's emotional condition, job satisfaction can impact matters related to employee behavior. When a person's emotional condition is good, he can act better and be more tolerant at work and vice versa, so job satisfaction can strengthen or weaken employee performance (Panda et al., 2022).

H<sub>5</sub>: Job satisfaction has a positive effect on employee performance.

Based on previous studies stated that there is a relationship between work-life balance and employee engagement in various directions of the relationship. From work-life balance affecting employee engagement, employee engagement affects work-life balance and non-directional relationships (Wood et al., 2020). The direction of the relationship between work-life balance and employee performance is strengthened through research conducted by Soomro et al. (2018), which states that work-life balance and employee performance have a significant positive effect.

Through the support and assistance provided to employees to be able to carry out their roles properly and in a balanced manner, employees can play a better role and have a good impact on the environment in which they are located due to the emergence of an emotional response that will increase the employee's attachment to the role they have in their work (Wood et al., 2020). Likewise, with the level of employee performance. When employee engagement increases, employee productivity and performance also increase through increased teamwork in achieving company goals, so a relationship arises when work-life balance and employee engagement increases, employee performance in carrying out their work will also be at a higher level compared to employees with low work-life balance and engagement. This makes employee engagement an intermediate factor in the relationship between work-life balance and employee performance (Nazir & Islam, 2017; Ali et al., 2019).

H<sub>6</sub>: Work-life balance affects employee performance through employee engagement.

The balance of an employee's role in his personal and work life can affect employee job satisfaction. This is caused by disturbances given by one of the parties in the work-life or family of employees who play a role in it so that, when an employee's work-life balance can be achieved, the employee will feel more satisfied with his job and will provide better work results (Weale et al., 2019). Work-life balance can also be related to employees' sense of pride in their work, impacting higher job satisfaction (Mas-Machuca et al., 2016). As has been said, job satisfaction is related to the results provided by an employee and, likewise, to the employee's performance. Employees with high commitment and satisfaction can improve the employee's performance level and become the main point, which is why paying attention to an employee's job satisfaction (Soomro et al., 2018; Eliyana et al., 2019). Therefore, job satisfaction can mediate the relationship between work-life balance and employee performance because when a person's work-life balance and job satisfaction are good, then employee performance will also be better, and when a person's work-life balance is not good, then will affect the employee's job satisfaction which then has an impact on poor employee performance.

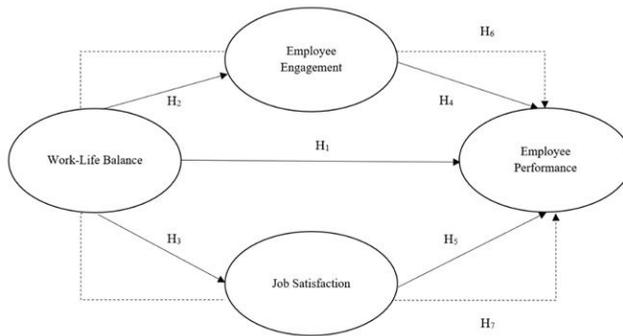
H<sub>7</sub>: Work-life balance influences employee performance through job satisfaction.

Figure 1 shows all hypotheses between research variables.

### **3. RESEARCH METHODS**

This research is quantitative, with the population used being employees who worked in many companies during the COVID-19 pandemic in the Surabaya city area of Indonesia. The companies' sectors are manufacturing, banking, hospitality, and services. The percentage of the working population in the total workforce in Surabaya reached 90.21 percent (Badan Pusat Statistik, 2020). As this percentage level is relatively high, it is possible to see a wider impact between the operational variables studied on employees.

**Figure 1: Theoretical Framework**



Source: Soomro et al., 2018, Weale et al., 2019, Ali et al., 2019, and Kaur & Randhawa, 2021

The sampling method used is the judgment sampling method from the non-probability sampling technique, which requires certain considerations in selecting the sample so that the subject selection is appropriate and can provide the information needed (Sekaran & Bougie, 2016). Criteria used in this research are (1) Aged over 18 years old; (2) Worked in a company during the pandemic; (3) Worked at a company for at least one year in Surabaya, Indonesia.

The sample measurement guidelines in Hair et al. (2017; 2019; 2021) state that the number of samples needs to be at least 100, and each sample needs to be five times the estimated parameters. Based on Ferdinand (2014), an adequate sample size is greater than 30 and less than 500. Based on these guidelines, with a total of 42 indicators, the sample required in this study will be 210.

Data was collected from 210 employees through questionnaires with a measurement scale using a five-point Likert scale. The data obtained from the questionnaire will then be carried out in two stages of analysis. The main analysis will be descriptive analysis using SmartPLS software. Then, the data will be tested for validity, reliability, coefficient of determination, and hypothesis testing. The second analysis stage is a comparative analysis between groups through multi-group analysis.

## 4. DATA ANALYSIS

### 4.1 Respondent Profile

The total number of respondents is 210, working in different company sectors such as manufacturing, banking, hospitality, and services. Three respondents do not meet the respondent

criteria because the employees have not worked for one year at the company. So, only 207 respondents are eligible for further processing in this study.

113 persons, or 54.6%, were male, and as many as 94 or 45.4% were female. The respondents are in the productive age range, with 18–26-year-olds being 58 people or 28.0%. Respondents aged 27–36 years were 55 or 26.6%. Respondents aged 27–46 were 33 people or 15.9%, and respondents aged 47–56 were 61 or 29.5%. The largest respondents came from employees with the last undergraduate education who are currently working in the city of Surabaya (135 people or 65.2%). It indicates that most respondents have gone through formal education up to university level. There were more married than unmarried respondents, with 141 married (68.1%) and 82 male (31.9%).

#### **4.2 Descriptive Analysis**

The mean of the responses to work-life balance is 3.986, which is included in the balanced category. The question or indicator with the highest mean value is on the WLB2 with a mean of 4.324, which is included in the very balanced category, and the lowest mean value is in the WLB6 with a mean value of 3.285, which is in the balanced enough category. It describes that the respondents feel that work interference with personal life and personal life interference with work are balanced. It is good either for the employees themselves or the workplace.

Based on the results of the descriptive analysis of employee engagement, the mean is 4.000, which is included in the high category. The indicator with the highest mean value is the EE9 indicator, with a mean of 4.242, which is included in the very high category, and the lowest average value is in the EE15 indicator, with a mean value of 3.430, which is still in the high category. It describes a positive phenomenon of the employees' behavior while doing their jobs. This indicates they enjoy and are happy with their jobs, leaders, and companies.

The average job satisfaction is 4.022, which is in the satisfied category. The highest mean value is the JS2 indicator, with a mean of 4.251, which is in the very satisfied category. The lowest average value is the JS7 indicator, with an average value of 3.691, which is still in the satisfied category. It describes a positive respondent's working attitude and could predict their performance enhancement.

Moreover, the mean of employee performance is 4.261, which is very high. The indicator with the highest mean value is the EP7 indicator, with a mean of 4.401, which is included in the very high category. The lowest average value is on the EP4 indicator, with a mean value of 4.135, which is still in the high category.

### **4.3 Partial Least Square (PLS) Analysis**

The values of outer loading and Average Variance Extracted (AVE) can interpret each indicator's validity. Outer loading values " $\geq 0.4-0.7$ " and AVE values " $\geq 0.5$ " indicate valid research indicators (Hair et al., 2017). The results of convergent validity measurements must be valid so that further analysis can be carried out.

After eliminating the indicator that's not eligible for the outer loading value, the results of the outer loading are not in-between 0.4–0.7. In employee engagement, indicators EE2, EE5, EE6, EE11, EE12, EE14, and EE15 need to be eliminated so that the AVE value can reach  $\geq 0.5$  which indicates a valid value. In the job satisfaction variable, the indicators that need to be eliminated are JS1, JS4, JS7, JS8, JS9, and JS10.

The variables that need to be eliminated for employee performance are EP2 and EP7, and for the last variable, work-life balance, the variables that need to be eliminated are WLB6, WLB7, and WLB10. The total number of valid indicators at the end after elimination is 24.

Discriminant validity can be determined by comparing the value of cross-loading and correlation of latent variables. If the value of cross-loading and the correlation of latent variables is greater in their construct compared to other constructs, then the discriminant validity of the construct is valid. The cross-loading value in each construct is the highest compared to the other constructs' values. So according to the discriminant validity, the indicators used are valid.

Two methods are used to test the indicators' reliability: Cronbach's Alpha and composite reliability. The Cronbach's Alpha and composite reliability values range from 0 to 1. A value closer to 1 indicates that the indicator variable has a higher level of reliability. The results show that all variables are reliable.

The R-square on employee engagement is 19.2%, which means that the impact of work-life balance on employee engagement is 19.2%, with the remaining 80.8% being the impact of other variables that are not examined in this study. The R-square value on employee performance is 54.8%, which indicates the effect of employee engagement, work-life balance, and job satisfaction on employee performance by 54.8%, with the remaining 45.8 % coming from the influence of other variables, and the effect of work-life balance on job satisfaction is 3.8% with the remaining 96.2% being the influence of other variables not examined in this study.

The bootstrapping method produces a T-statistic value above 1.96, and a P-value below 0.05 indicates that the research hypothesis is accepted. Table 1 shows the results of hypothesis testing using the bootstrapping method.

The effect of the independent variable on the dependent variable through the intermediate variable between the two can be determined by the values of the T-statistic and P-value. A T-

statistic value above 1.96 and a P-value above 0.05 indicate a significant influence between variables. Table 2 shows the following results from the specific indirect effect.

**Table 1:** Result of Hypothesis Testing

Hypothesis	Original Sample (O)	Simple Mean (M)	Standard Deviation STDEV	T-statistic	P-value	Description
H <sub>1</sub> WLB → EP	-0.005	-0.002	0.050	0.093	0.926	Not accepted
H <sub>2</sub> WLB → EE	0.442	0.455	0.059	7.467	0.000	Accepted
H <sub>3</sub> WLB → JS	0.207	0.224	0.068	3.029	0.003	Accepted
H <sub>4</sub> EE → EP	0.278	0.284	0.090	3.098	0.002	Accepted
H <sub>5</sub> JS → EP	0.541	0.539	0.074	7.333	0.000	Accepted

Based on the result from the multigroup analysis of gender and marital status in the multigroup analysis for gender and marital status is not between 0.05 and 0.95, which means that there is no significant effect between gender and marital status between the variables, both direct and indirect relationships or indirect effects (Table 2).

**Table 2:** T-statistic and P-value on the Specific Indirect Effect

Hypothesis	Original Sample (O)	Simple Mean (M)	Standard Deviation STDEV	T-statistic	P-value	Description
H <sub>6</sub> WLB → EE → EP	0.123	0.129	0.043	2.858	0.004	Accepted
H <sub>7</sub> WLB → JS → EP	0.112	0.121	0.040	2.802	0.005	Accepted

## 5. DISCUSSION

Table 1 indicates that the higher work-life balance of employees who work in different companies at Surabaya during the COVID-19 pandemic does not directly affect employee performance, so the influence that personal life has on work and the influence that work has on employees' personal lives cannot be indicated as having a direct influence directly on employee performance at work both for employees with male and female gender as well as marital status who are married or unmarried, which show the results of comparative analysis between groups.

The results support previous research based on Ardiansyah and Surjanti (2020), conducted in the early days of the COVID-19 pandemic, stated that there was no significant effect between employees' work-life balance on their performance even though employees were less able to share their time personal life, permanent employees can have high performance at work. The research of Kim (2014), Ali et al. (2019), Roopavathi and Kishore (2020), and Tamunomiebi and Oyibo (2020) also supported which states that there is no significant effect between work-life

balance and employee performance. Distractions such as increased household chores also have no significant effect on employee performance at work.

Table 1 also indicates a significant influence between the high work-life balance and high employee engagement during the COVID-19 pandemic for employees in Surabaya. Sixteen previous studies support it. Wood et al. (2020) assumed that work-life balance influenced employee engagement, and also Cain et al. (2018) and Soomro et al. (2018) suggested that there was an indication of a significant positive influence between the work-life balance and employee engagement. The results of the descriptive analysis of work-life balance indicate that respondents have a balanced work-life balance by fulfilling their roles in their personal and work lives to affect employees' feelings and emotional conditions through psychological support provided by the work and family environment. It will provide enthusiasm and impact employees who are more motivated to be involved in their work and increase employee engagement, which indicates that respondents have a level of employee engagement on the job.

Moreover, Table 1 indicates a significant influence between high work-life balance and high job satisfaction during the COVID-19 pandemic for employees in Surabaya. The previous research of Talukder et al. (2018) and Weale et al. (2019) supported that stated a significant positive influence between work-life balance and employee job satisfaction. The descriptive analysis of work-life balance that respondents have a balanced work-life balance. It can reduce the possibility of pressure and stress in carrying out work that impacts employees with higher work satisfaction. The descriptive analysis of job satisfaction indicates that respondents have a high level of job satisfaction, indicating that employees are satisfied with their work.

Also, Table 1 indicates a significant influence between high employee engagement and high employee performance during the COVID-19 pandemic for employees in Surabaya. The descriptive analysis of employee performance shows that respondents have a very high level of employee performance. The supportive work environment and support from family form this high engagement. It can increase employees' enthusiasm in starting and carrying out their work and the dedication and absorption of employees in carrying out their work. It can improve employee performance through the contribution of each employee. The research of Nazir and Islam (2017) supported it and stated that there is a significant positive influence between employee engagement on employee performance. A significant influence relationship is not influenced by the gender or marital status of employees, as seen from the results of the comparative analysis between groups.

The results show a significant positive effect between job satisfaction and employee performance. Siengthai and Pila-Ngarm (2016) supported it, which indicates a significant positive effect between job satisfaction and employee performance. It indicates a significant influence between high job satisfaction and high employee performance during the COVID-19 pandemic for employees in Surabaya. The descriptive analysis of job satisfaction shows a high level of job satisfaction. It indicates that employees are satisfied with their work based on the

diversity of skills required, task identity, task significance, autonomy, and job feedback, which provide good emotional experiences and positive feelings for employees and improve employee performance. Therefore, it can be seen from the results of the descriptive analysis of employee engagement that respondents have very high levels of employee performance in carrying out their jobs.

Table 2 indicates that a higher work-life balance of employees will increase employee engagement, impacting employee performance. This effect can be seen directly in the mean of the descriptive analysis, which shows high results on work-life balance. It indicates a balanced work-life balance, and the mean employee engagement has high results. It indicates that employees have high engagement in their work, which impacts the mean of the descriptive analysis of employee performance and shows high results. This means that employees can have very high performance, which arises from factors such as a supportive work environment, family support, work results that can satisfy employees, appreciation, and workload that can still be tolerated.

Furthermore, Table 2 indicates that a higher work-life balance of employees will increase job satisfaction, impacting employee performance at work. It indicates a balanced work-life balance, and the mean job satisfaction, which has high results, indicates that employees are satisfied with their work, which then impacts the mean of the descriptive analysis of employee performance, which shows very high results. It means that employees can have very high performance thanks to factors in job satisfaction such as work results that can have a direct impact on the company's development, detailed work instructions from superiors, and work that follows abilities so that it is easier to understand, etc. that enable employees to improve their performance.

## **6. CONCLUSION AND IMPLICATION**

Based on the analysis of research results and discussion through the Partial Least Square (PLS), it concludes that Work-life balance does not indicate a significant positive effect on the performance of employees working in the Surabaya city area during the COVID-19 pandemic. In contrast, however, it indicates a significant positive influence on employees' engagement and job satisfaction. Moreover, this study reveals the significant role of employee engagement and job satisfaction in the relationship. Meanwhile, this study also suggests that employee engagement and job satisfaction significantly positively influence the performance of employees working in Surabaya during the COVID-19 pandemic.

For companies in the Surabaya city area to improve employee performance during the COVID-19 pandemic, it is recommended to maintain and increase employee engagement and job satisfaction by increasing the factors that can influence this. To increase employee engagement, factors such as jobs matching employees' abilities and interests will make employees more enthusiastic when carrying out their work and highly dedicated to their work. As for job

satisfaction, factors such as work that can provide meaning and concrete evidence for employees and the company, as well as support and input from colleagues and superiors, can help employees increase their job satisfaction so that later they can have higher performance. It's an important suggestion since the employees' profile has higher education and needs more self-esteem and actualization in their workplaces.

Based on the results of a descriptive analysis of work-life balance, the WLB6 indicator with the statement "I feel satisfied with the time I have for my activities," which has a mean of 3.285, indicates that the respondent feels neutral with this indicator. It can indicate that the respondent is neither satisfied nor dissatisfied with the time he has for his activities, nor are some respondents very satisfied with the time he has for his activities. The respondents describe that these working hours vary greatly depending on each individual. So, for a company to obtain high satisfaction, employees' time for their activities must be adjusted to a mutual agreement. The marital status and age of the respondents provide a push to require and increase their work-life balance. Companies can provide a balanced working environment by applying flextime, working from home, traveling, etc.

Research results on hypothesis testing show that work-life balance does not significantly affect employee performance from the T-statistic value of 0.093, less than 1.96, and the P-value of 0.926, which is more than 0.05 in Table 2. Therefore, to improve employee performance directly, it is necessary to analyze and improve other variables that can directly improve employee performance, such as employee engagement and job satisfaction, as seen in Table 1. Meanwhile, to improve employees' work-life balance, factors such as the time allotted by the company for their activities and minimizing distractions when each role can help improve employees' work-life balance.

One limitation of this study relates to the generalization of the findings. This study only examined employees working in Surabaya, Indonesia. Nevertheless, many employees in other cities of Indonesia still have different backgrounds that have not been studied. Another limitation is that this study only examined the influence between work-life balance, employee engagement, job satisfaction, and employee performance. So, the result also shows that employee engagement and job satisfaction can only explain why employee performance is weak.

The results of the multigroup analysis research conducted stated that there was no significant effect of gender or marital status on work-life balance, employee engagement, job satisfaction, and employee performance. All of the resulting P-values lie between 0.05 and 0.95. So, it can be indicated that there is no significant difference between groups of male and female workers, both married and not.

This study provides several suggestions for further research. Future studies can research the other different kinds of organizations. Expanding the study to nearby or non-Asian countries may present a different result on work-life balance, employee engagement, job satisfaction, and

employee performance. It may also suggest other factors. Further research can develop further research on employee management, especially for business organizations, not only in Indonesia. Future studies can examine other variables besides work-life balance, employee engagement, job satisfaction, and employee performance between personal or social backgrounds so that the results of existing studies vary more.

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