

# THE EFFECT OF WORK LIFE BALANCE AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE AT PT IMA MONTAZ SEJAHTERA, LHOKSEUMAWE CITY

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## Abstract

This study aims to determine the effect of Work Life Balance and Employee Engagement on employee performance at PT Ima Montaz Sejahtera. The background of this study is based on the importance of balance between work life and personal life of employees and employee engagement to the company in increasing productivity and work results. The research method used is quantitative with an associative approach, where data is obtained by distributing questionnaires to the entire employee population with a saturated sampling technique. Data analysis was carried out using validity tests, reliability, classical assumption tests, multiple linear regression analysis, t-test, F-test, and coefficient of determination ( $R^2$ ) with the help of SPSS software. The results show that the Work Life Balance variable has a positive and significant effect on employee performance. Similarly, the Employee Engagement variable has a positive and significant effect on employee performance. Simultaneously, both variables have a significant positive effect on employee performance at PT Ima Montaz Sejahtera. Thus, companies need to maintain the balance between work and personal life of employees and increase their involvement in work to achieve optimal performance.

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

## INTRODUCTION

Human resources are the potential abilities possessed by humans consisting of the ability to think, communicate, act, and morale to carry out activities (Nainggolan, 2022). Human resources function as the driving force of organizational resources and are one of the most important factors in a company when viewed from other factors besides business capital. Human resources are the determinant of the survival of an organization or company in the future (Harsono, 2023). The potential obtained by human resources in relation to the operational system in a company or organization is in principle the main capital to be able to play a vital role in achieving a goal through a systematic personnel planning system so that the work results of existing employees can be improved according to organizational targets (Mulyadi et al., 2023). Human resources play a key role in every company's activities. The role of HR at PT Ima Montaz Sejahtera is a crucial aspect in determining the success of a project and cannot be ignored. Facing global competition and technological advancements, companies are required to project the quality of their human resources to meet current and future needs. A successful company must be able to manage its human resources effectively. This is because human resources are a crucial component that plays a role in achieving company goals. If human resources in an organization are effective, the company will also run effectively. The survival of a company depends on employee performance (Guanabara, 2015). Fajar Nur'aini DF (2017) explains that performance is a person's overall results during a certain period in carrying out their duties. In the process of carrying out these tasks, there are certainly work standards, targets, or objectives or criteria that have been determined in advance and mutually agreed upon. The performance produced by an individual is certainly in accordance with the authority and responsibilities of each employee, this performance also refers to efforts to achieve company goals. In this case, employee performance is a very important thing in the company's efforts to achieve its goals optimally. According to (Mangkunegara, 2015), performance is the work results in quality and quantity achieved by an employee in

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carrying out their duties in accordance with the responsibilities given to them. According to (Pusparini, 2018), performance is organizational behavior that is directly related to the production of goods or the delivery of services. Performance is often thought of as task achievement, where the term task itself comes from the idea of the activities required by workers. Optimal performance depends not only on ability and motivation but is also influenced by various factors, including Work-Life Balance and Employee Engagement. Hikmatullah (2016) argues that employee engagement is a factor that can improve employee performance. Employee engagement is an employee's effort to involve themselves or be connected to an organization or job. Engagement is a positive attitude inherent in an individual towards the company. From a company perspective, employee engagement looks at how an employee can be loyal in their work. Not only that, a person can complete the assigned task, but also can complete it on time with good quality, and employees can feel proud of their work. This is very necessary to reduce workforce turnover and reduce costs incurred to recruit new employees. Employee engagement also means an employee's emotional commitment to the company, this commitment means employees truly care about their work and the company. Employee engagement impacts job satisfaction and employee performance, therefore, employee engagement is very necessary in organizations. Every organization must strive to maximize the contribution of each individual employee to achieve its goals (Muliawan, 2017).

*Employee engagement* It is also a very important aspect in maintaining and improving employee performance. Employees who feel engaged in their work tend to be highly motivated, work more effectively, and demonstrate greater loyalty to the company. Several factors that influence employee engagement include culture, achievement, advancement (development), skill development, and encouragement and affirmation of employee contributions (SSmith & Marwick, 2018). By increasing employee engagement, PT Ima Montaz Sejahtera can optimize the potential of its human resources. Besides employee engagement, work-life balance is also a crucial factor influencing employee performance. Work-life balance refers to an individual's ability to manage the balance between the demands of their work and personal life. In the modern workplace, where competition is increasingly fierce and work pressures are increasing, many employees struggle to maintain this balance. An imbalance between work and personal life can lead to stress, fatigue, and reduced job satisfaction, which ultimately impacts employee performance. Therefore, companies need to pay more attention to the aspect of work-life balance to create a healthy and conducive work environment.

(Komari & Sulistiowati, 2018) explains that the concept of Work-Life Balance was originally intended to create balance, emphasizing work-family balance. Over time, this concept has evolved, as the issue of balance extends beyond family members to encompass other areas of an individual's life. For this reason, the term Work-Life Balance has replaced what was originally known as Work-Family Balance. Based on the author's initial observations at PT Ima Montaz Sejahtera, the author's overall assessment is that most employees perform well. They are able to complete work cycles optimally and effectively using appropriate work facilities and infrastructure. However, problems related to work-life balance include the lack of flexible working hours, long working hours, and excessive workloads. Employees working in large, structured companies are often faced with strict targets and pressing deadlines. This can force employees to sacrifice their personal time, negatively impacting their health and quality of life. Excessive work demands and an imbalance between work and personal life can cause stress, ultimately leading to physical and mental exhaustion. Employees who are continuously exposed to work pressure without opportunities to rest or recover can experience decreased motivation, productivity, and health in the long term. This condition also has the potential to reduce employee satisfaction and engagement in their work. PT Ima Montaz Sejahtera as a company engaged in the industrial sector has a big focus on the performance of its employees, which includes aspects of quality, quantity, punctuality, effectiveness, and independence in working.

According to Mangkunegara (2013), quality indicates how well an employee carries out the tasks they are responsible for, emphasizing precision, accuracy, and compliance with organizational standards. Meanwhile, work quantity refers to the volume of output completed within a certain period, reflecting a person's productivity and effectiveness in allocating time. The next aspect is punctuality, which measures an employee's ability to meet task completion targets. Mathis & Jackson (2002) state that punctuality is an assessment of the extent to which work is completed according to a predetermined schedule. Therefore, PT Ima Montaz Sejahtera emphasizes the importance of discipline in working to ensure that all work can be completed according to a predetermined schedule. Furthermore, Work effectiveness describes the extent to which an employee or organization is able to achieve predetermined goals appropriately and correctly through optimal use of resources. According to Gafar (2021), effectiveness relates to a person's ability to produce output according to expectations; time, cost, and quality are the benchmarks. If these three elements are met, the work is considered effective. Furthermore, employee independence in their work is an equally important aspect. Independent employees are able to complete tasks without always relying on direction or guidance from superiors. By exhibiting a high level of initiative, employees can provide solutions to

problems encountered in their work, thereby expediting the task completion process. Considering the above aspects, PT Ima Montaz Sejahtera continuously strives to improve the quality of its employees' performance through various strategies, such as training, increasing motivation, and developing more effective work systems. Therefore, research on employee performance at this company is crucial to better understand the factors that influence productivity and find the best solutions to improve overall performance. PT Ima Montaz Sejahtera also understands that employee performance is significantly influenced by their level of work engagement. Employee engagement reflects how connected employees feel to their work, emotionally, cognitively, and physically. In this context, employee vigor, dedication, and full involvement in their work are crucial elements that can increase productivity. **Employee vigor** Engagement refers to the level of energy and enthusiasm an employee displays in carrying out their duties. Research by Kun and Gadancz (2022) shows that high levels of enthusiasm are positively associated with workplace happiness, which in turn increases engagement and job satisfaction. This enthusiasm also plays a significant role in improving individual and overall organizational performance. PT Ima Montaz Sejahtera can increase employee vigor by providing a supportive work environment, such as work flexibility, recognition for achievements, and training that can help improve their competencies. Next, employee dedication reflects the extent to which an employee feels pride, inspiration, and meaning in their work. Dedicated employees are more committed to the company's vision and mission. PT Ima Montaz Sejahtera can encourage employee dedication by building a positive work culture, providing career development opportunities, and creating open communication between management and employees. And furthermore, **Absorption** Absorption is a form of intense work involvement, where employees experience such intense concentration that "time passes quickly and they have difficulty disengaging from their work." Research in Organization Science (2021) states that absorption is an intense state of mind that allows individuals to become completely immersed in their work role, making it difficult to separate themselves from the task at hand.

Employee engagement at PT Ima Montaz Sejahtera can also be achieved through the development of effective work systems and increased employee motivation. When employees feel valued and have opportunities for development, they are more engaged in their work and contribute optimally to the company. Therefore, improved performance depends not only on management strategy but also on how the company sustainably builds employee engagement and loyalty. In addition, the implementation of employee engagement at PT Ima Montaz Sejahtera can be more effective if linked to the concept of work-life balance. The first concept is **time balance**, defined as the proportional distribution of time allocated for work and time for personal life, family, and recreation. Based on a study by Brough et al. (2020), this element is an important part of the concept of work-life balance, where an employee is able to flexibly adjust their daily rhythm according to professional and personal needs. Furthermore, there is a balance of engagement, referring to the balance of the level of psychological commitment an employee gives to their roles and responsibilities at work and in other aspects of life. Greenhaus, Collins & Shaw (2023) define this as a balanced distribution of emotional involvement between work and personal life. This way, a professional is not too "immersed" in work to the point of neglecting family relationships, or vice versa. And finally, balance of satisfaction is a concept that reflects the harmony between employee satisfaction in work and their personal and social life. Recent research from international journals shows that work-life balance has a direct relationship with employee job satisfaction and productivity. Hardy et al. (2023) explain that work-life balance not only increases job satisfaction but also strengthens the engagement and productivity of millennial employees as they increasingly balance their work and personal lives. Therefore, PT Ima Montaz Sejahtera can create a work environment that supports continuous engagement, for example by providing opportunities for employees to develop without adding excessive work pressure.

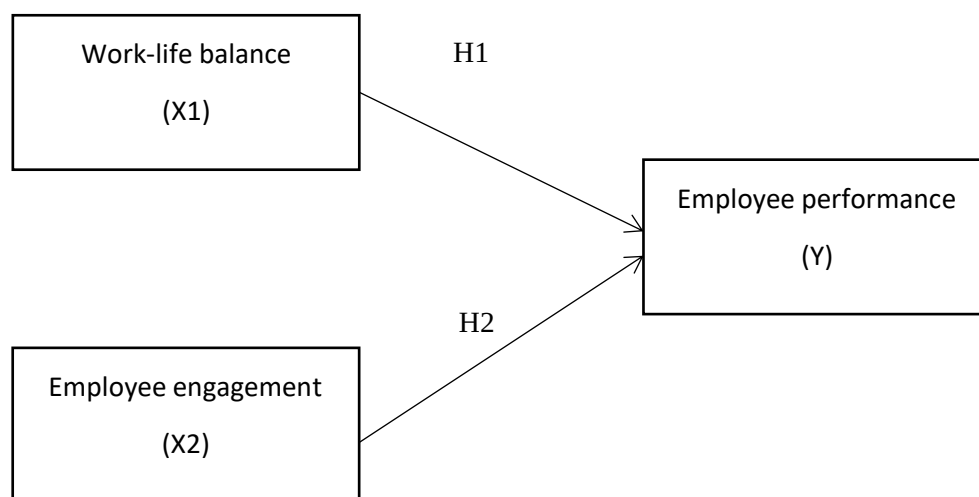
## **LITERATURE REVIEW**

### **The Influence of Work Life Balance on Employee Performance**

*Work-life balance* Work-life balance is a condition in which a company employee is facing a conflict, and their position between work and family can be managed smoothly. In general, a good work-life balance has a significant positive impact on employees. Employees who receive support to maintain this balance tend to be more productive, motivated, healthy, and loyal, ultimately improving both individual and organizational performance. The findings of this study corroborate previous research by Arifin and Muharto (2022) on the impact of work-life balance on employee performance. Their findings indicate that there is a significant and beneficial impact of work-life balance on employee performance. It can be concluded that the influence or relationship between work-life balance and employee performance is significant and positive. Furthermore, research by Nur Vadila Putri and Indah Purnamasari (2021) also found that work-life balance has a positive and significant impact on employee performance.

### **The Influence of Employee Engagement on Employee Performance**

The influence of employee engagement on employee performance is significant. Employees who are engaged in their work tend to feel more motivated to contribute their best. They feel they have a significant role in achieving company goals, which drives their commitment to their work and the organization. Committed employees are more likely to work with dedication, which leads to an increase in the quality and quantity of their work output. This is supported by research conducted by Irvan, Risnawati, Syahrul, and Jumaidah (2024), which states that employee engagement has a positive and significant effect on employee performance. Based on the explanation above, the independent variables consisting of work-life balance and employee engagement influence the dependent variable, namely employee performance. Therefore, the conceptual framework in this study is as shown in Figure 1 below:



**Figure 1 Conceptual Framework**

### **Hypothesis**

From the explanation of the problem formulation and research objectives, the author determines the hypothesis in this research as follows:

H1: Work Life Balance has an effect on employee performance at PT, Ima Montaz Sejahtera, Lhokseumawa City.

H2: Employee Engagement has an effect on employee performance at PT, Ima Montaz Sejahtera, Lhokseumawa City.

## **METHOD**

### **Research Objects and Locations**

The author conducted research at PT Ima Montaz Sejahtera, a company located in Lhokseumawe, Aceh. It is a mineral water producer in Indonesia with various sustainable initiatives in its operations. The study involved employees from various departments as respondents to provide an overview of the implementation of work-life balance and employee engagement, which supports the creation of an environmentally-oriented organizational culture. This study focused on analyzing the extent to which the implementation of work-life balance and employee engagement affects aspects of employee performance.

### **Population and Sample**

According to (Sugiyono, 2020) A population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was determined as the initial step in determining the research sample. The population in this study includes all employees working at PT Ima Montaz Sejahtera Lhokseumawe, from administrative managers and office management. This population was selected based on their participation in the implementation of work-life balance and employee engagement within the company environment, which impacts employee performance both directly and indirectly. Employees are considered relevant as research objects because of their role in supporting, implementing, and experiencing the effects of policies implemented by the company. By involving various levels of positions within the organization, this study is expected to gain more comprehensive insights into the influence of work-life balance and employee engagement on employee performance at PT Ima. Sugiono (2018) states that a sample is part of the number and characteristics possessed by a population. In this study, the author used a saturated

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sampling technique, meaning all members of the population were used as samples. The sample used in this study was all employees of PT Ima Montaz Sejahtera, Lhokseumawe. The total number of employees at PT Ima Montaz Sejahtera is 87 people.

## Measurement of Variables/Instruments

Data collection techniques are the methods used to obtain the data needed for research. This technique is an important part of research because it aims to produce valid, reliable, and relevant data. The technique used in this study was a questionnaire, where the researcher's position was only as an observer without having any particular influence on the company. In this study, a quantitative method was used to describe the influence of work-life balance and employee engagement on employee performance. The questionnaire distributed used a Likert scale in its assessment. A questionnaire is a data collection instrument in the form of a series of written questions given to respondents to obtain information or opinions related to the topic being studied. Questionnaires are used to measure respondents' attitudes, perceptions, opinions, or behaviors in a systematic and structured manner. The information collected and used in this study is rational data regarding the influence of work-life balance and employee engagement on employee performance.

## RESULTS AND DISCUSSION

### Validity Test Results

Table 1  
Validity Test Results

| Variables                          | Statement Items | R Table | R Count | Information |
|------------------------------------|-----------------|---------|---------|-------------|
| <i>Work Life Balance</i><br>(X1)   | X1.1            | 0.211   | 0.546   | Valid       |
|                                    | X1.2            | 0.211   | 0.649   | Valid       |
|                                    | X1.3            | 0.211   | 0.699   | Valid       |
|                                    | X1.4            | 0.211   | 0.544   | Valid       |
|                                    | X1.5            | 0.211   | 0.668   | Valid       |
|                                    | X1.6            | 0.211   | 0.629   | Valid       |
|                                    | X1.7            | 0.211   | 0.614   | Valid       |
|                                    | X1.8            | 0.211   | 0.541   | Valid       |
|                                    | X1.9            | 0.211   | 0.425   | Valid       |
|                                    | X1.10           | 0.211   | 0.494   | Valid       |
| Variables                          | Statement Items | R Table | R Count | Information |
| <i>Employee Engagement</i><br>(X3) | X3.1            | 0.211   | 0.490   | Valid       |
|                                    | X3.2            | 0.211   | 0.741   | Valid       |
|                                    | X3.3            | 0.211   | 0.709   | Valid       |
|                                    | X3.4            | 0.211   | 0.621   | Valid       |
|                                    | X3.5            | 0.211   | 0.563   | Valid       |
|                                    | X3.6            | 0.211   | 0.545   | Valid       |
| <i>Employee performance</i><br>(Y) | Y.1             | 0.211   | 0.730   | Valid       |
|                                    | Y.2             | 0.211   | 0.550   | Valid       |
|                                    | Y.3             | 0.211   | 0.594   | Valid       |
|                                    | Y.4             | 0.211   | 0.668   | Valid       |
|                                    | Y.5             | 0.211   | 0.563   | Valid       |
|                                    | Y.6             | 0.211   | 0.635   | Valid       |
|                                    | Y.7             | 0.211   | 0.602   | Valid       |
|                                    | Y.8             | 0.211   | 0.590   | Valid       |
|                                    | Y.9             | 0.211   | 0.502   | Valid       |
|                                    | Y.10            | 0.211   | 0.591   | Valid       |



## Reliability Test Results

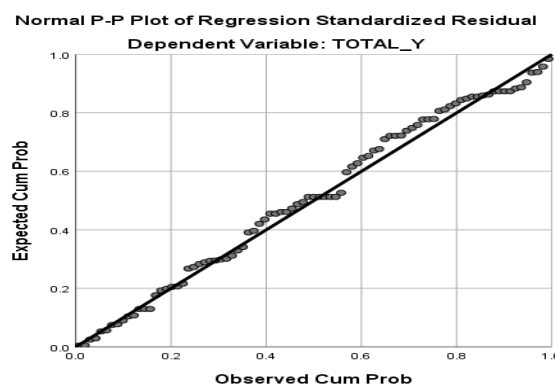
**Table 1**  
**Reliability Test Results**

| Instrument                      | N of Item | Reliability (Alpha) | Information |
|---------------------------------|-----------|---------------------|-------------|
| <i>Work Life Balance</i> (X1)   | 10        | 0.787               | Reliable    |
| <i>Employee Employee</i> (X2)   | 6         | 0.719               | Reliable    |
| <i>Employee Performance</i> (Y) | 10        | 0.808               | Reliable    |

Source: Research Results, data processed by SPSS (2025)

The table above shows that the alpha values for all variables are quite high, exceeding 0.60. Therefore, it can be concluded that all questionnaire instruments for each variable in this study are reliable because the alpha values exceed the required 0.60.

## Normality Test Results



**Figure 2 Normality Test Probability Plot**

Source: Research Results, data processed by SPSS (2025)

Based on the image, it can be seen that the data is spread around the diagonal line and follows the direction

## Multicollinearity Test Results

**Table 2**  
**Multicollinearity Test**  
**Coefficients<sup>a</sup>**

| Model |                            | Collinearity Statistics |       |
|-------|----------------------------|-------------------------|-------|
|       |                            | Tolerance               | VIF   |
| 1     | <i>Work Life Balance</i>   | ,259                    | 3,862 |
|       | <i>Employee Engagement</i> | ,259                    | 3,862 |

a. Dependent Variable: Employee Performance

Source: Research Results, data processed by SPSS (2025)

Based on the table above, it can be seen that the tolerance value (T) >0.1 or VIF value <5 and the Work Life Balance variable (X1) has a VIF value of 3.862 <5, and Employee Engagement (X2) has a VIF of 3.862 <5. This indicates that there is no multicollinearity between the independent variables. It can be said that the data in this study will provide different results for each independent variable..

## Heteroscedasticity Test Results

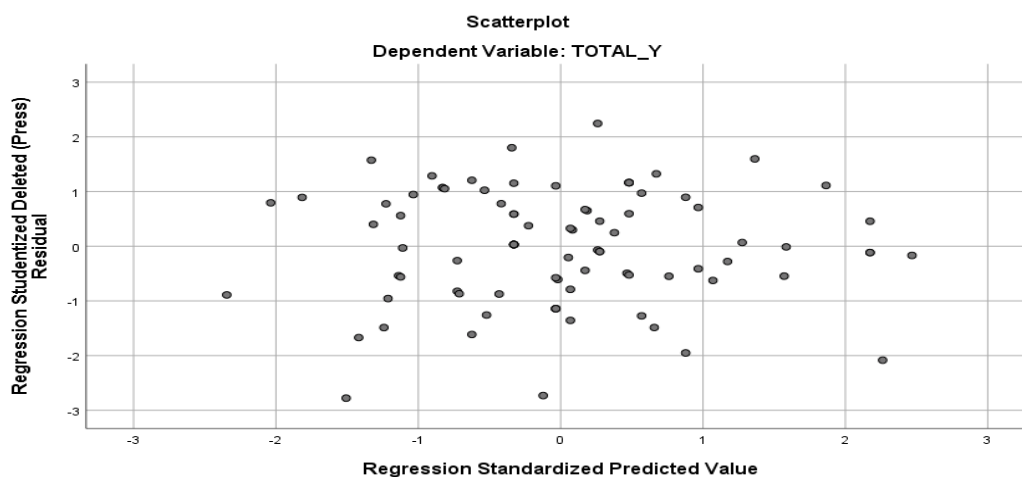


Figure 3 Scatterplot

Based on the scatterplot graph, it can be seen that the points are spread randomly, not forming a clear pattern. spread both above and below zero on the Y axis. It can be concluded that each variable does not contain heteroscedasticity in the regression model.

## Results of Multiple Linear Regression Analysis

Table 3  
Multiple Regression Analysis  
Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig.  |
|-------|-----------------------------|------------|---------------------------|-------|-------|
|       | B                           | Std. Error | Beta                      |       |       |
| 1     | (Constant)                  | 6,004      | 1,798                     | 3,339 | 0,001 |
|       | <i>Work Life Balance</i>    | 0,457      | 0,071                     | 0,555 | 0,000 |
|       | <i>Employee Engagement</i>  | 0,680      | 0,148                     | 0,394 | 0,000 |
|       |                             |            |                           |       |       |

a. Dependent Variable: Employee Performance

Source: Research Results, data processed by SPSS (2025)

Based on the results of data processing which can be seen in the form *standardized* from the regression equation as follows:

$$Y = a + b_1.X_1 + b_2X_2 + b_3X_3$$

So the equation becomes:

$$Y = 6.004 + 0.457 X_1 + 0.680 X_2$$

The multiple regression equation above can be explained as follows:

- Constant (a) = 6.004, this shows a constant value, where if the variable *Work Life Balance* (X<sub>1</sub>) and *Employee Engagement* (X<sub>2</sub>) has a value of 0. Then the *Employee Performance* value will also increase by 6.004.
- Regression coefficient *Work Life Balance* (b<sub>1</sub>) = 0.457 This shows that if there is an increase *Work Life Balance* by one unit, then *Employee Performance* will also increase by 0.457.
- The regression coefficient of the *Employee Engagement* variable (b<sub>2</sub>) = 0.680. This shows that if there is an increase in work experience by one unit, then *Employee Performance* will also increase by 0.680.

**Simultaneous Test Results (F Test)**

**Table 4**  
**Simultaneous Test**  
**ANOVA**

| Model                                                             |            | Sum of Squares | Df | Mean Square | F       | Sig.  |
|-------------------------------------------------------------------|------------|----------------|----|-------------|---------|-------|
| 1                                                                 | Regression | 1183,459       | 2  | 591,729     | 220,888 | ,000b |
|                                                                   | Residual   | 225,024        | 84 | 2,679       |         |       |
|                                                                   | Total      | 1408,483       | 86 |             |         |       |
| a. Dependent Variable: Employee Performance                       |            |                |    |             |         |       |
| b. Predictors: (Constant), Work Life Balance, Employee Engagement |            |                |    |             |         |       |

Source: Research Results, data processed by SPSS (2025)

Based on the test results in the table above, it is known that the F-calculated value is 220,888 greater than the F-table value of 2.71, and the significance value of 0.000 is smaller than 0.05. Thus, it can be concluded that the Work Life Balance and Employee Engagement variables simultaneously have a significant effect on Employee Performance at PT Ima Montaz Sejahtera Lhokseumawe.

**Results of the Coefficient of Determination (R<sup>2</sup>) Test**

**Table 5**  
**Coefficient of Determination Test**

| Model Summary                                                     |        |          |                   |                                |
|-------------------------------------------------------------------|--------|----------|-------------------|--------------------------------|
| Model                                                             | R      | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1                                                                 | 0.917a | 0.840    | 0.836             | 1.63672                        |
| a. Predictors: (Constant), Work Life Balance, Employee Engagement |        |          |                   |                                |
| b. Dependent Variable: Employee Performance                       |        |          |                   |                                |

Source: Research Results, data processed by SPSS (2025)

Based on the table above, it is known that the correlation coefficient (R) value is 0,917, which shows that there is a strong relationship between the variables *Work Life Balance* and Employee Engagement on Employee Performance. Meanwhile, the coefficient of determination (R Square) value is 0,840 or 84%, which means that 84% of the variation that occurs in the Employee Performance variable can be explained by the variable *Work Life Balance* and Employee Engagement. The remaining 16.4% is explained by other variables outside this research model.

**Discussion**

**The Influence of Work Life Balance on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe**

Based on the results of the partial test, it shows that the t-count for the variable *Work Life Balance* is as big as  $6.482 > t\text{-table } 1.98861$ , meaning the first hypothesis is accepted. Therefore, it can be concluded that the Work-Life Balance variable has a significant effect on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. These results indicate that Work-Life Balance has a significant influence on improving employee performance. This means that the higher the level of balance between work and personal life of employees with themselves, the better their performance in carrying out tasks and responsibilities at work. Work-Life Balance acts as an internal factor that encourages employees to complete work effectively and be more persistent in achieving targets. Therefore, companies need to encourage the improvement of Work-Life Balance through training, psychological support, and the creation of a positive work environment to support the achievement of optimal performance. These results are in line with Dina's (2018) research, which shows that Work-Life Balance has a significant effect on performance. By maintaining balance, employees can be more focused and productive in both personal and professional aspects. This finding is also supported by research conducted by (Arfandi & Kasran, 2023) and (Lukmiati et al., 2020). Where the research results show that Work Life Balance has a positive and significant effect on employee performance. (H1 Accepted).



**The Influence of Employee Engagement on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe**

Based on the partial test results, it shows that the t-test for the Employee Engagement variable is  $4.0595 > t_{table 1.98861}$ , meaning the second hypothesis is accepted. So it can be concluded that the Employee Engagement variable has a significant effect on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. These results indicate that Employee Engagement has a significant influence on improving employee performance. This means that the higher the level of employee involvement in the company, the better their performance in carrying out tasks and responsibilities in the workplace. In the Employee Engagement indicator, the statement that shows the highest value is employee dedication in the company, namely a strong commitment, loyalty, and sincere enthusiasm of an employee towards work and the organization, which includes the willingness to sacrifice energy, thoughts, and time for mutual success. Employees who are more dedicated and productive will benefit the company through talent retention, improved reputation, and the creation of a positive work environment. Employee Engagement also plays a role as an internal factor that encourages employees to be able to show their involvement in the company and complete work effectively. Therefore, companies need to encourage increased Employee Engagement through the creation of a positive work environment to support the achievement of optimal performance. This is in line with research by Noviardy & Aliya (2020) and Akbary (2015), where the results of the study showed that Employee Engagement has a positive and significant effect on employee performance. This finding is also supported by the theory of Schaufeli & Salanova (2014), which states that Employee Engagement is closely related to employee motivation and work performance. Saks (2006) in his research also emphasized that Employee Engagement plays a key mediator in building high work performance, through increasing commitment and job satisfaction. Therefore, the hypothesis testing states that Employee Engagement has a positive and significant effect on Employee Performance at PT Ima Montaz Sejahtera. (H2 Accepted).

**The Influence of Work Life Balance and Employee Engagement on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe.**

The Work Life Balance variable (X1) has a significant effect on Employee Performance (Y). This is indicated by a significance value of  $0.000 < 0.05$  and a t-count value of  $6.482 < t_{table 1.989}$ . Thus, H1 is accepted, which means the Work Life Balance variable has a significant effect on employee performance at PT Ima Montaz Sejahtera Lhokseumawe. The Employee Engagement variable (X2) has a significant effect on Employee Performance (Y). This can be seen from a significance value of  $0.000 < 0.05$  and a t-count value of  $4.595 < t_{table 1.989}$ . Thus, H1 is accepted, which means the Employee Engagement variable has a significant effect on employee performance at PT Ima Montaz Sejahtera Lhokseumawe. Based on the results of the simultaneous test (F test), it was obtained that the calculated F-value was  $220,888 > F_{table 2.71}$ , with a significance value of  $0.000 < 0.05$ , the third hypothesis is accepted. These results indicate that simultaneously, the variables Work Life Balance and Employee Engagement have a significant effect on employee performance at PT Ima Montaz Sejahtera, Lhokseumawe. This means that all three variables show a significant influence. This indicates that employee performance development cannot depend on a single factor, but requires a comprehensive and integrated approach. The research findings with simultaneous testing of Employee Engagement and Work Life Balance variables on Performance, show a positive and significant influence, this can be said that with employee engagement and work-life balance can provide a strong impetus for each employee in improving performance. The explanation above can be said that the higher the employee engagement and work-life balance provided by employees in carrying out work activities, the higher the performance that will be produced for each employee. This is in line with previous research by Sarikit, (2017); and (Laksono & Wardoyo, 2019) where the research findings say that with employee engagement and work-life balance will provide a positive and significant effect or have a real influence on improving performance. This is supported by previous research conducted by (Putri & Purnamasari, 2021) and (Irfan et al., 2024), which showed that work-life balance and employee engagement have a positive and significant impact on employee performance.

**CONCLUSION**

Based on the results of research that has been conducted regarding the influence of Work Life Balance and Employee Engagement on Employee Performance at PT Ima Montaz Sejahtera, Lhokseumawe City, the following conclusions can be drawn:

1. *Work Life Balance* has a positive and significant effect on employee performance. This shows that the better the work-life balance employees have, the higher their performance. Employees who balance their work and

personal lives tend to be more focused, productive, and experience lower stress levels in carrying out their duties.

2. *Employee Engagement* also has a positive and significant impact on employee performance. Employees who have a high level of attachment to the company, as demonstrated by their work ethic, loyalty, and sense of belonging to the organization, tend to have high work motivation and demonstrate better performance.
3. Simultaneously, Work Life Balance and Employee Engagement have a significant influence on employee performance. These two variables collectively make a significant contribution to improving employee performance at PT IMA Montaz Sejahtera. This demonstrates the need for companies to address employee work-life balance and increase their involvement in organizational activities to achieve optimal productivity.

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