

# THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT IN THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE: EVIDENCE FROM AMANDA KALIMANTAN BROWNIES

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## Abstract

This study examines the effect of work-life balance and job satisfaction on employee performance, with employee engagement acting as a mediating variable. The research was conducted in the context of employees at Amanda Brownies in East Kalimantan, representing the food and beverage industry with operational work characteristics and direct customer interaction. A quantitative approach with an explanatory research design is employed to analyze causal relationships among variables. Data are collected through questionnaires distributed to 138 employees using a saturated sampling technique. The data are analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate both direct and indirect effects within the proposed model. The findings reveal that work-life balance and job satisfaction have a positive and significant effect on employee engagement. Furthermore, employee engagement significantly influences employee performance. The results also indicate that employee engagement plays a mediating role in the relationship between work-life balance, job satisfaction, and employee performance. These findings suggest that employee performance is not solely influenced by individual factors but is shaped by an integrated mechanism involving psychological and organizational aspects. The study provides practical implications for management in designing strategies that enhance employee well-being and engagement to improve organizational performance.

**Keywords:** *employee engagement; employee performance; job satisfaction; work-life balance; mediation*

## 1. INTRODUCTION

In an era of increasingly competitive global competition, organizations are required to optimally improve the performance of their human resources. Employee performance is a key factor in determining organizational success, as high performance contributes to the effective and efficient achievement of organizational goals. Therefore, it is crucial for organizations to understand the factors that can influence employee performance. One of the factors that has an important role in improving employee performance is work-life balance. Work-life balance reflects an individual's ability to balance work demands with personal life harmoniously. Research shows that work-life balance has a positive relationship with employee performance, where a good balance can increase productivity and work quality (Wolor et al., 2020; Wong et al., 2020). In addition, work-life balance can also reduce work stress levels and improve employee well-being.

Besides work-life balance, job satisfaction is also a crucial factor influencing employee performance. Job satisfaction is an emotional state that reflects an employee's positive feelings about their job. Employees with high levels of job satisfaction tend to perform better than those with low levels of satisfaction (Rodrigo et al., 2022; Adelina et al., 2020). This is because job satisfaction can increase employee motivation, commitment, and loyalty to the organization. Furthermore, employee engagement or employee engagement also has a strategic role in improving performance. Employee engagement describes the level of emotional and psychological attachment of employees to their work and organization. Research shows that employee engagement has a strong and significant relationship with employee performance (Corbeanu & Iliescu, 2023; Abdullahi et al., 2021). Employees with high levels of engagement tend to be more proactive, have high work morale, and are able to make maximum contributions

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to their work. In the context of the relationship between variables, previous research shows that work-life balance and job satisfaction not only has a direct influence on performance, but can also influence performance through employee engagement as a mediating variable. Employee engagement acts as a psychological mechanism that bridges the influence of these two variables on employee performance (Sutanto et al., 2024; Putri et al., 2024). Thus, increasing work-life balance and job satisfaction can encourage increased employee engagement which ultimately impacts performance. Based on the results of empirical research, work-life balance has been shown to increase job satisfaction and performance simultaneously (Waworuntu et al., 2022). In addition, job satisfaction is also known to increase Employee engagement , which in turn influences employee performance (Jufrizen et al., 2024). This shows that there is an interconnected relationship that forms a complex system between work-life balance , job satisfaction, employee engagement , and employee performance.

However, previous research also shows inconsistencies, with some studies finding that job satisfaction does not always significantly impact employee performance (Sembiring et al., 2021). This discrepancy in results suggests that the relationship between these variables requires further investigation, particularly considering the role of mediating variables such as employee engagement . Based on this description, this research is important to conduct in order to examine in more depth the role of work-life balance and job satisfaction towards employee performance through employee engagement as a mediating variable. This research is expected to provide theoretical contributions to the development of human resource management science and provide practical implications for organizations in improving employee performance.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 The Influence of Work-Life Balance on Employee Engagement

Work-life balance It reflects an individual's ability to balance the demands of work and personal life, avoiding conflict that could disrupt psychological well-being or work performance. In the context of human resource management, this balance is viewed not only as an aspect of well-being but also as a factor influencing employee attitudes and engagement in work. Employees who are able to achieve work-life balance tend to have lower stress levels and more stable emotional states. This allows individuals to maintain energy and focus at work, thereby increasing their engagement in work activities. Conversely, an imbalance between work and personal life can trigger emotional exhaustion, potentially lowering performance levels. employee engagement . Empirically, research shows that work-life balance have a positive relationship with Employee engagement , where a good balance can increase employees' emotional attachment to their work and organization (Wolor et al., 2020; Wong et al., 2020). These findings indicate that when individual needs outside of work are met, employees tend to be more motivated and demonstrate a higher level of commitment to their duties. From an organizational behavior perspective, this relationship can be explained through psychological mechanisms where work-life balance contributes to the fulfillment of individual needs, thereby increasing feelings of well-being and engagement with work. work-life balance not only functions as a welfare factor, but also as the main driver of its formation employee engagement . Based on the description, the better work-life balance perceived by employees, the higher the level of employee engagement that is formed.

**H1: Work-life balance have an impact on employee engagement .**

### 2.2 The Influence of Job Satisfaction on Employee Engagement

Job satisfaction represents an individual's evaluation of their job, reflecting the extent to which the job meets the employee's expectations, needs, and values. In the context of organizational behavior, job satisfaction is not only related to positive feelings about work but also forms the basis for developing more active and productive work attitudes and behaviors. Employees with high levels of job satisfaction tend to exhibit a stronger emotional attachment to their work. This encourages individuals to engage more cognitively and affectively in work activities, thereby increasing employee engagement . Conversely, job dissatisfaction can decrease motivation and reduce employee engagement in work. Empirically, research shows that job satisfaction has a positive effect on Employee engagement , where satisfied employees demonstrate higher levels of commitment and involvement in the organization (Jufrizen et al., 2024; Rodrigo et al., 2022). This occurs because job satisfaction creates psychological conditions that support a stronger relationship between employees and their work. From a human resource management perspective, job satisfaction can be viewed as a factor that strengthens the relationship between individuals and organizations. When employees feel valued and their work needs are met, they tend to demonstrate greater loyalty and engagement in their work. Thus, job satisfaction serves as a foundation for building employee engagement . Based on this description, the higher the job satisfaction felt by employees, the higher the level of employee engagement that is formed.

**H2: Job satisfaction has an effect on employee engagement .**

**2.3 The Influence of Work-Life Balance on Employee Performance**

Work-life balance Not only is it related to individual well-being, but it also has direct implications for employee performance. A balance between work and personal life demands allows individuals to maintain optimal physical and psychological condition, enabling them to perform their tasks more effectively. Conversely, an imbalance can trigger fatigue, stress, and decreased concentration, ultimately impacting performance. In the context of an organization, employees who have work-life balance Good employees tend to exhibit higher levels of productivity. This is because individuals are able to manage their energy and time more efficiently, enabling them to make a more optimal contribution to their work. Furthermore, a positive work-life balance also plays a role in increasing job satisfaction and motivation, which indirectly strengthens employee performance.

Empirically, research shows that work-life balance positively impacts employee performance (Wolor et al., 2020; Waworuntu et al., 2022). These findings indicate that employees who maintain a balance between work and personal life tend to perform better than those who experience role conflict. From an organizational behavior perspective, this relationship can be explained through the recovery mechanism , where work-life balance allows individuals to regain their physical and mental capacity after work. This encourages employees to return to work with higher levels of energy and focus, resulting in improved performance. Based on the description, the better work-life balance that employees have, the higher the performance they produce.

**H3: Work-life balance influence employee performance.**

**2.4 The Influence of Job Satisfaction on Employee Performance**

Job satisfaction is one of the main determinants influencing employee performance within an organization. This satisfaction reflects the extent to which individuals perceive their work as meeting their expectations and needs, both intrinsically and extrinsically. In this context, job satisfaction not only impacts positive feelings toward work but also impacts employee work behavior. Employees with high levels of job satisfaction tend to exhibit stronger motivation, greater commitment, and greater involvement in their tasks. This encourages individuals to work more optimally and focus on achieving better results. Conversely, job dissatisfaction can lower morale and potentially hinder performance.

Empirically, research shows that job satisfaction has a positive effect on employee performance (Adelina et al., 2020; Rodrigo et al., 2022). These findings indicate that employees who are satisfied with their jobs tend to have higher productivity and work quality. However, research suggests that the effect of job satisfaction on performance is not always consistent, as it can be influenced by other factors such as organizational conditions and individual characteristics (Sembiring et al., 2021). From an organizational behavior perspective, this relationship can be explained by increased intrinsic motivation, where job satisfaction encourages individuals to work voluntarily with higher levels of effort. Thus, job satisfaction is not only an indicator of employee well-being but also plays a key role in improving performance. Based on this description, the higher the job satisfaction felt by employees, the higher the performance produced.

**H4: Job satisfaction influences employee performance.**

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

Employee engagement represents the level of emotional and psychological involvement of employees towards their work and organization. Employees who have this level of emotional and psychological involvement towards their work and organization. engagement High levels of engagement are not only physically present but also demonstrate cognitive and affective engagement in carrying out tasks. This condition encourages individuals to work with greater focus, enthusiasm, and a results-oriented approach. In the context of performance, employee engagement plays a role as a driving factor that strengthens employee contributions to the organization. Actively engaged employees tend to have higher levels of initiative, are able to work consistently, and demonstrate commitment to achieving work targets. Conversely, low levels of engagement engagement can have an impact on decreasing productivity and work quality. Empirically, research shows that employee engagement positively influences employee performance (Corbeanu & Iliescu, 2023; Abdullahi et al., 2021). This indicates that employee engagement is a crucial factor in improving work effectiveness and achieving organizational performance. Thus, it gets higher employee engagement , the higher the employee performance produced.

**H5: Employee engagement influence employee performance.**

## **2.6 The Influence of Work-Life Balance on Employee Performance through Employee Engagement**

Relationship between work-life balance and employee performance does not only occur directly, but also through employee engagement as a psychological mechanism that bridges these influences. A balance between work and personal life allows employees to maintain a stable emotional state, which then leads to increased engagement in work. Employees who have work-life balance Good employees tend to be better able to manage stress and maintain work energy, making it easier to actively engage in their work. This engagement then plays a role in improving performance, as individuals work with a higher level of focus and commitment.

Research shows that employee engagement able to mediate the relationship between work-life balance factors and employee performance, thereby strengthening the indirect influence in the research model (Sutanto et al., 2024; Putri et al., 2024). This shows that work-life balance will be more effective in improving performance if it is able to increase employee involvement. Thus, employee engagement acts as a variable that strengthens the relationship between work-life balance and employee performance.

**H6: Work-life balance influence employee performance through employee engagement .**

## **2.7 The Influence of Job Satisfaction on Employee Performance through Employee Engagement**

Besides work-life balance , job satisfaction also has an indirect influence on employee performance through Employee engagement . High job satisfaction creates a positive psychological state, which encourages employees to be more engaged in their work. Employees who are satisfied with their jobs tend to have stronger emotional attachments, thus increasing their level of commitment. Employee engagement . This engagement then becomes a factor that strengthens performance, as employees demonstrate a higher level of commitment to carrying out their duties and achieving work targets. Previous research has shown that employee engagement plays a role as a mediating variable in the relationship between job satisfaction and employee performance (Sutanto et al., 2024; Putri et al., 2024). This indicates that the influence of job satisfaction on performance will be stronger when accompanied by a high level of employee engagement. Thus, job satisfaction not only has a direct influence on performance, but also through employee engagement as a mechanism to strengthen the relationship.

**H7: Job satisfaction influences employee performance through employee engagement .**

## **2.8 Hypothesis Development**

Based on theoretical studies and previous research results, the relationship between work-life balance , job satisfaction, Employee engagement and employee performance show a systematic relationship. Work-life balance and job satisfaction not only plays a role as a welfare factor, but also as a determinant that shapes employee attitudes and involvement in work. Employees who are able to achieve work-life balance and have a high level of satisfaction tend to show a high level of employee engagement which is stronger (Wolor et al., 2020; Jufrizen et al., 2024). On the other hand, employee engagement Employee engagement acts as a psychological mechanism linking working conditions to employee performance. High levels of engagement encourage individuals to perform more optimally, thus improving performance (Corbeanu & Iliescu, 2023). This suggests that the relationship between independent variables and performance occurs not only directly but also through a mediating process involving employee engagement.

Besides that, work-life balance Job satisfaction also has a direct influence on employee performance. A good work-life balance allows individuals to maintain their physical and mental health, while job satisfaction encourages increased motivation and commitment to work (Waworuntu et al., 2022; Adelina et al., 2020). However, this influence will be stronger when supported by a high level of employee engagement high. Thus, this study develops a model that integrates the direct and indirect influences between work-life balance , job satisfaction, employee engagement , and employee performance. Based on this relationship, the research hypothesis is formulated as follows:

**H1: Work-life balance have an impact on employee engagement .**

**H2: Job satisfaction has an effect on employee engagement .**

**H3: Work-life balance influence employee performance.**

**H4: Job satisfaction influences employee performance.**

**H5: Employee engagement influence employee performance.**

**H6: Work-life balance influence employee performance through employee engagement .**

**H7: Job satisfaction influences employee performance through employee engagement .**

## **3. RESEARCH METHODS**

This study uses a quantitative approach with an explanatory design which aims to test the causal relationship between work-life balance , job satisfaction, employee engagement , and employee performance.

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The population in this study was all Amanda Brownies employees in East Kalimantan, totaling 138 people, consisting of employees in the production division, quality control, warehouse and logistics, administration and finance, operational management, as well as employees at various outlets who are directly involved in the company's operational activities. Sampling technique using the method Saturated sampling, in which all members of the population are used as the research sample, resulted in a sample size of 138 respondents. This technique was chosen because the population size is relatively small, allowing researchers to obtain a more representative picture of the organization's actual conditions.

The research instrument used a closed-ended questionnaire compiled based on variable indicators adapted from previous research. Overall, the research instrument consisted of 20 indicators reflecting the variables: work-life balance, job satisfaction, employee engagement, and employee performance. Measurements were conducted using a five-point Likert scale to gauge respondents' level of agreement with each statement. Data collection techniques involved distributing questionnaires to all respondents. Supporting data was also obtained through documentation sourced from internal organizational documents, such as organizational structure, number of employees, and relevant operational data. A literature review was also conducted to support the development of the research's conceptual framework. The data analysis technique used Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. Model evaluation was carried out through: (1) outer model – including convergent validity (loading factor  $> 0.7$  and AVE  $> 0.5$ ), discriminant validity (cross loading), and composite reliability ( $> 0.7$ ); and (2) inner model – including R-square and Q-square values. Hypothesis testing was carried out through bootstrapping, with acceptance criteria if the t-statistic value  $> 1.96$  and p-value  $< 0.05$ .

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Characteristics

This study involved 138 respondents who were internal employees of Amanda Brownies East Kalimantan. Based on demographic characteristics, the majority of respondents were aged 26–35 years (62.3%), with a diploma as their highest education level (39.1%). In terms of length of service, most respondents had 1–3 years of work experience (60.9%), and were predominantly employees working at outlet units (37.7%). In general, the characteristics of the respondents indicate a predominance of the productive age group with early to mid-career work experience, reflecting the adaptation and development phase in the work environment. This condition indicates that the respondents are at a relatively dynamic stage in building engagement with work, making it relevant to examine the role of work-life balance, job satisfaction, and employee engagement in influencing employee performance.

### 4.2 Evaluation of the Measurement Model (Outer Model)

convergent validity test results show that 19 indicators have a loading factor value  $> 0.70$  and are declared valid, while 1 indicator has a loading factor value  $< 0.70$  and is declared invalid. The AVE value of all constructs exceeds 0.50, which meets the convergent validity requirements. All constructs also meet the discriminant validity requirements based on the cross-loading results. Table 1 presents a summary of the outer model test results.

**Table 1. Results of the Validity and Reliability Test of the Constructs**

Variables	AVE	Cronbach's Alpha	Composite Reliability	Information
Work Life Balance (X1)	0.604	0.836	0.884	Reliable & Valid
Job Satisfaction (X2)	0.535	0.782	0.852	Reliable & Valid
Employee Engagement (Z)	0.633	0.855	0.896	Reliable & Valid
Employee Performance (Y)	0.556	0.800	0.862	Reliable & Valid

Source: SmartPLS results data, 2026

### 4.3 Structural Model Evaluation (Inner Model)

The results of the structural model evaluation show that the Employee Performance (Y) variable has an R<sup>2</sup> value of 0.604 (Adjusted R<sup>2</sup> = 0.595) which is included in the strong model category, meaning that approximately 60.4% of the variation in investment decisions can be explained by the variables in the model. The Q-square value of 0.475 indicates that the model has adequate predictive relevance.

### 4.4 Hypothesis Testing

The results of the hypothesis test through bootstrapping are presented in Table 2 and Table 3 below.

**Table 2. Results of the Direct Effect Test**

Variable Relationship	Coefficient (β)	T-Statistic	P-Value	Note:
Work Life Balance → Employee Engagement	0.347	4,123	0,000	✓
Job Satisfaction → Employee Engagement	0.418	5,256	0,000	✓
Work Life Balance → Employee Performance	0.274	4,157	0,000	✓
Job Satisfaction → Employee Performance	0.199	3,014	0.002	✓
Employee Engagement → Employee Performance	0.442	6,946	0,000	✓

Source: SmartPLS results data, 2026

**Table 3. Results of the Indirect Effect Test**

Variable Relationship	Coefficient (β)	T-Statistic	P-Value	Note:
Work Life Balance → Employee Engagement → Employee Performance	0.153	3,743	0,000	✓
Job Satisfaction → Employee Engagement → Employee Performance	0.185	4,086	0,000	✓

Source: SmartPLS results data, 2026

### 4.6 Research Discussion

#### Influence Work-Life Balance to Employee Engagement

The results of the study show that work-life balance have an impact on Employee engagement . These findings confirm that the balance between work and personal life demands is a fundamental factor in shaping employee engagement. When individuals are able to manage their work and life roles proportionally, work stress can be minimized, resulting in greater psychological stability. This stability creates space for employees to engage more optimally in their work.

Theoretically, this condition can be explained through an energy restoration mechanism, where work-life balance allows individuals to maintain physical and mental capacity. This aligns with the findings of Wolor et al. (2020) and Wong et al. (2020), which show that work-life balance contributes to increased employee engagement. Empirically, the operational work characteristics at Amanda Brownies, which demand consistency and precision, reinforce the importance of this balance. Consequently, organizations need to develop flexible work policies that support employee well-being to improve employee engagement. employee engagement in a sustainable manner.

### **The Effect of Job Satisfaction on Employee Engagement**

Job satisfaction has been proven to have an impact on Employee engagement, which demonstrates that positive perceptions of work are the basis for employee engagement. Employees who perceive their work as meeting expectations tend to have stronger emotional attachments, leading them to be more active in carrying out their duties and demonstrating a high level of commitment to the organization.

These findings are consistent with research by Jufrizen et al. (2024) and Rodrigo et al. (2022), which showed that job satisfaction significantly contributes to increased employee engagement. Conceptually, job satisfaction serves as a trigger for positive psychological conditions that encourage individuals to participate more intensively in their work. In the context of this research, the level of job satisfaction, which is formed from the work environment and organizational systems, is a crucial factor in increasing employee engagement. Therefore, organizations need to ensure that aspects that shape job satisfaction, such as reward systems and the work environment, are optimally managed.

### **Influence Work-Life Balance on Employee Performance**

The results of the study show that work-life balance impacts employee performance. This indicates that work-life balance not only contributes to individual well-being but also has direct implications for work outcomes. Employees who maintain a balance between work and personal life tend to have better concentration and work resilience. This finding aligns with research by Wolor et al. (2020) and Waworuntu et al. (2022), which showed that work-life balance is positively correlated with improved performance. Analytically, this condition can be explained by an individual's ability to manage work pressure and maintain work energy. In the context of Amanda Brownies, the relatively high operational work demands make work-life balance as a crucial factor in maintaining stable performance. Consequently, organizations need to create work systems that enable employees to maintain this balance to maintain optimal performance.

### **The Influence of Job Satisfaction on Employee Performance**

Job satisfaction has been shown to impact employee performance, demonstrating that a positive emotional state toward work plays a significant role in increasing productivity. Satisfied employees tend to have higher intrinsic motivation, making them more enthusiastic about completing tasks and achieving work targets. These findings align with research by Adelina et al. (2020) and Rodrigo et al. (2022), which demonstrated a positive relationship between job satisfaction and performance. However, inconsistent findings in several studies (Sembiring et al., 2021) suggest that the influence of job satisfaction on performance is not absolute but is influenced by other factors within the organization. In this study, job satisfaction still plays a significant role, indicating that supportive working conditions can strengthen employees' contributions to the organization.

### **Influence Employee Engagement on Employee Performance**

Employee engagement It has been proven to influence employee performance, indicating that employee engagement is a key factor in driving work performance. Employees with high levels of engagement not only work to fulfill their obligations but also demonstrate dedication and commitment to achieving optimal results. This finding is in line with research by Corbeanu and Iliescu (2023) and Abdullahi et al. (2021) which shows that employee engagement has a significant contribution to performance. Conceptually, employee engagement serves as a link between work attitudes and the resulting work output. In the context of this research, employee engagement is a factor that strengthens employee effectiveness in a dynamic work environment. Therefore, increasing employee engagement needs to be a primary focus of human resource management strategies.

### **Influence Work-Life Balance on Performance through Employee Engagement**

The results of the study show that work-life balance influence employee performance through Employee engagement. This shows that the influence of work-life balance on performance is not only direct, but also through psychological mechanisms in the form of employee engagement. This finding is supported by research by Sutanto et al. (2024) and Putri et al. (2024) which shows that employee engagement acts as a mediating variable. Analytically, work-life balance creates conditions that enable employees to be more engaged in their work, which then improves performance. In the context of this study, employee engagement serves as a reinforcement of the relationship between work-life balance and performance. The implication is that organizations need to integrate work-life balance policies with employee engagement strategies.

### **The Influence of Job Satisfaction on Performance through Employee Engagement**

Job satisfaction has also been shown to influence employee performance through employee engagement . This suggests that job satisfaction not only directly impacts performance but also increases employee engagement as a reinforcing mechanism. This finding is in line with research by Sutanto et al. (2024) and Putri et al. (2024) which shows that employee engagement acts as a mediating variable. Conceptually, job satisfaction creates a positive emotional state, which encourages employee engagement in work. This engagement then becomes a factor that strengthens employee performance. Thus, increased job satisfaction will have a more optimal impact on performance if accompanied by increased employee engagement .

## **5. CONCLUSION AND IMPLICATIONS**

### **Conclusion**

This study aims to analyze the influence work-life balance and job satisfaction towards employee performance with employee engagement as a mediating variable for Amanda Brownies East Kalimantan employees. Based on the analysis results, it was found that work-life balance have an impact on Employee engagement . This shows that employees' ability to maintain a balance between work and personal life contributes to increasing their engagement in their work. Job satisfaction has also been shown to have an impact on employee engagement , which indicates that positive perceptions of work can strengthen employees' emotional attachment to the organization. In addition, work-life balance and job satisfaction each influence employee performance, which shows that employee well-being and psychological condition have direct implications for work performance.

Furthermore, employee engagement has been shown to have an impact on employee performance, which confirms the role of employee engagement as a key factor in increasing productivity and work quality. Not only that, employee engagement also plays a role as a mediating variable in the relationship between work-life balance and job satisfaction on employee performance. These findings indicate that the influence of these two variables on performance will be stronger when they are able to increase employee engagement. Thus, this study confirms that employee performance is not only influenced by direct factors, but also through psychological mechanisms involving employee engagement as the main link.

### **Theoretical Implications**

The results of this study strengthen the concept in human resource management which places employee engagement as a key variable in explaining the relationship between working conditions and employee performance. This finding shows that the relationship between Work-life balance , job satisfaction, and performance are not linear, but involve mediating mechanisms that enrich theoretical understanding of employee behavior in organizations. In addition, this research contributes by integrating work well-being variables and psychological aspects into one complete model, thus broadening the perspective in the study of organizational behavior, especially in the sector. food and beverage . Thus, this study reinforces the importance of a more comprehensive approach in explaining employee performance dynamics.

### **Practical Implications**

Practically, the results of this study provide guidance for the management of Amanda Brownies East Kalimantan in managing human resources more strategically. Efforts to improve employee performance are not sufficient through supervision or work targets alone; they need to be balanced with supportive policies. work-life balance , such as more flexible working hours or proportional workload distribution. Furthermore, increasing job satisfaction needs to be a primary focus through providing a conducive work environment, a fair reward system, and harmonious working relationships. This is crucial because job satisfaction has been shown to be a driving factor in employee engagement. Furthermore, organizations need to actively build Employee engagement is achieved through strategies focused on increasing employee emotional engagement, such as effective internal communication, employee empowerment, and recognition of work contributions. This way, employee performance can be sustainably improved through approaches that are not only structural but also psychological.

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# THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT IN THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE: EVIDENCE FROM AMANDA EAST KALIMANTAN BROWNIES

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