
THE EFFECT OF EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT , WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE (A Case Study of Employees at PT. Saranajaya Serbaguna Malang)

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Abstract

This study aims to analyze the influence of employee well-being and work-life balance on employee performance through work engagement , and examine the role of perceived organizational support as a moderating variable in the relationship between work engagement and employee performance . This study uses a quantitative approach with a descriptive and explanatory research design . The study population was 260 production employees of PT. Saranajaya Serbaguna Malang, with a sample of 156 respondents selected using proportionate stratified random sampling . Data were collected through a closed questionnaire based on a five-point Likert scale and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0.9.9. The results showed that employee well-being and work-life balance had a positive and significant effect on employee performance and work engagement . Furthermore, work engagement was proven to have a positive and significant effect on employee performance . Mediation findings showed that work engagement partially mediated the influence of employee well-being and work-life balance on employee performance . In addition, perceived organizational support was proven to strengthen the relationship between work engagement and employee performance . Theoretically, this study extends the application of Social Exchange Theory to the context of the automotive component manufacturing industry in Indonesia. Practically, the results emphasize the importance of human resource management strategies focused on well-being, work-life balance, work engagement, and organizational support to improve production employee performance.

Keywords : employee well-being ; work-life balance ; work engagement ; perceived organizational support ; employee performance ; manufacturing.

INTRODUCTION

Human resources constitute a strategic foundation for manufacturing organizations because the quality of employee performance determines operational efficiency, production process stability, quality consistency, and corporate competitiveness. This urgency becomes even more pronounced in the automotive component manufacturing industry, which is characterized by shift-based work systems, repetitive tasks, high-precision standards, and substantial physical and mental demands (Leva et al., 2023). In this context, employee performance cannot be understood solely as an individual achievement; Rather, it serves as a key prerequisite for production continuity, target attainment, defect control, and customer satisfaction (Jusop & Osman, 2025). The World Employment and Social Outlook report also indicates a slowdown in global labor productivity compared with the pre-pandemic period, thereby requiring organizations to give more serious attention to human-related factors affecting productivity, particularly employee well-being, work-life balance, work engagement, and perceived organizational support (ILO, 2025). This phenomenon is highly relevant to PT. Saranajaya Serbaguna Malang is a rubber-based automotive component manufacturing company that produces tire flaps, motorcycle inner tubes, and car and truck inner tubes. The company's internal data for 2023–2025 indicates a decline in target achievement across three major product lines. Motorcycle inner tube sales targets decreased from 89.2% to 78.5%, car/truck inner tubes decreased from 91.3% to 82.3%, while tire flaps decreased from 86.7% to 74.7%. During the same period, the defect

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rate increased from 2.1% to 4.8%, the rework rate rose from 3.4% to 5.7%, and customer complaints increased from 8 to 23 cases. These conditions demonstrate that the performance issue is not limited to output quantity but also concerns product quality, work effectiveness, and the company's operational stability.

Theoretically, employee well-being is an important determinant of performance because it reflects employees' physical, psychological, and social well-being (Zheng et al., 2015). Manufacturing employees who work under target pressure, strict production rhythms, and repetitive activities are more vulnerable to stress and fatigue; Therefore, workplace well-being should be positioned as a fundamental factor rather than merely a supporting issue. Several studies have found that employee well-being positively influences employee performance (Kundi et al., 2021; Rabuana & Yanuar, 2023; Siswanti et al., 2024). Nevertheless, other studies have reported insignificant effects (Triany et al., 2023; Duanguppama et al., 2025; Pratiwi & Davina, 2023; Wandra & Heliyani, 2025). These divergent findings indicate that the relationship between well-being and performance is

contextual, particularly in the manufacturing sector, which possesses different job characteristics from the service sector. In addition to employee well-being, work-life balance is also a crucial issue because shift-based work systems require employees to adjust their personal lives to work schedules that are not always regular. An imbalance between work and personal life can increase stress, burnout, and declining job performance (Conceoc & Palmares, 2025). Several studies have shown that work-life balance significantly affects employee performance (Alkassam et al., 2025; Campo et al., 2021; Katili et al., 2021; Susanto et al., 2022). Conversely, other studies have found the effect to be insignificant (Erwina et al., 2024; Pratiwi & Davina, 2023; Sopian et al., 2022; Syarif & Hasan, 2025). This inconsistency indicates the need for further examination in the context of automotive component manufacturing, especially given the distinctive physical, temporal, and quality-standard demands of production-based work.

Employee performance is also closely related to work engagement, which refers to the investment of physical, cognitive, and emotional energy in performing work roles (Rich et al., 2010). Engaged employees tend to demonstrate greater persistence, focus, loyalty, and commitment to quality standards. Previous studies have found that work engagement significantly affects employee performance (Faustine & Zamralita, 2024; Katili et al., 2021; Pradita & Sugiarto, 2025; Rabuana & Yanuar, 2023; Wulandari et al., 2025). Even so, different results have been found in high-pressure work settings (Baharsyah & Nugrohoseno, 2021; Janitra et al., 2024). The role of work engagement as a mediator in the relationship between employee well-being, work-life balance, and employee performance remains inconsistent (Nelson & Angellius, 2023; Pratiwi & Davina, 2023; Puspitasari & Darwin, 2021; Sopian et al., 2022).

Work engagement does not occur in an organizationally neutral space. Based on Social Exchange Theory, organizational support can encourage employees to reciprocate positive treatment by increasing their contributions, loyalty, and performance (Blau, 1964). Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Studies by Yongxing et al. (2017) and Opoku & Boateng (2024) show that perceived organizational support can moderate the relationship between work engagement and employee performance. Nevertheless, such studies remain limited to service, technology, and telecommunications contexts, while the automotive component manufacturing sector in Indonesia has received relatively limited empirical attention.

Based on the phenomenon, theoretical problem, empirical gap, and contextual gap described above, this study aims to examine the effect of employee well-being and work-life balance on employee performance through work engagement, as well as to analyze the role of perceived organizational support as a moderator in the relationship between work engagement and employee performance among employees of PT. Saranajaya Multipurpose Malang. The main research questions focus on how employee well-being and work-life balance influence employee performance, how work engagement bridges these relationships, and how perceived organizational support strengthens or weakens the effectiveness of engagement in generating performance. The novelty of this study lies in integrating a mediation and moderation model based on Social Exchange Theory into the context of Indonesia's automotive component manufacturing sector. This study is expected to contribute to the academic understanding of the psychological and organizational mechanisms that shape performance, while also providing a practical foundation for manufacturing human resource management that is more responsive to wellbeing, work-life balance, engagement, and organizational support .

LITERATURE REVIEW

This study is grounded in Social Exchange Theory as the main theoretical framework for explaining the relationships among employee well-being, work-life balance, work engagement, perceived organizational support, and employee performance. Social Exchange Theory views the relationship between employees and organizations as a process of social exchange built upon trust, moral obligation, and the norm of reciprocity (Blau, 1964; Cropanzano

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& Mitchell, 2005). When organizations provide a work environment that supports well-being, life balance, and organizational support, employees tend to reciprocate through higher work engagement and improved performance (Gouldner, 1960; Rhoades & Eisenberger, 2002). In the context of automotive component manufacturing, this theory is particularly relevant because shift-based work, production targets, and quality standards require social exchanges that are not merely economic, but also psychological and relational. Employee performance refers to employees' work behavior relevant to achieving organizational goals, whether in terms of task effectiveness, productivity, or contributions to corporate success (Koopmans et al., 2014; Jamal et al., 2021). This construct includes task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2014). In manufacturing companies, employee performance is reflected not only in achieving production targets but also in maintaining quality, reducing errors, complying with work procedures, and supporting operational stability. Therefore, employee performance represents a key outcome influenced by personal conditions, role balance, psychological engagement, and perceived organizational support.

Employee well-being is understood as employees' quality of work life and psychological condition, encompassing personal life, workplace well-being, and positive psychological functioning (Zheng et al., 2015). This concept goes beyond job satisfaction, encompassing life well-being, workplace well-being, and psychological well-being. Employees with a high level of well-being tend to possess greater energy, emotional stability, and psychological capacity to meet job demands. Based on Social Exchange Theory, employee well-being represents an organizational investment that may elicit reciprocal responses, such as improved performance and stronger work engagement. Empirical support for this relationship can be found in the studies of Kurnia and Widigdo (2021), Rabuana and Yanuar (2023), Rasool et al. (2021), Siswanti et al. (2024), and Faustine and Zamralita (2024). Therefore, the following hypotheses are proposed: H1: Employee Well-Being has a positive and significant effect on Employee Performance; and H3: Employee Well-Being has a positive and significant effect on Work Engagement.

Work-life balance describes an individual's ability to manage the interaction between work and personal life so that the two domains do not interfere with each other and may even mutually enrich one another (Hayman, 2005; Gragnano et al., 2020). This construct includes work interference with personal life, personal life interference with work, and work-personal life enhancement (Hayman, 2005). In the manufacturing sector, work-life balance is crucial because shift systems and production workloads can reduce employees' time for physical and psychological recovery. When organizations help employees maintain such a balance, employees may perceive it as valuable support that promotes both performance and engagement. The findings of Fukuzaki et al. (2021), Katili et al. (2021), Mulang (2022), Sopian et al. (2022), and Susanto et al. (2022) support this argument. According to, the following hypotheses are proposed: H2: Work-Life Balance has a positive and significant effect on Employee Performance; and H4: Work-Life Balance has a positive and significant effect on Work Engagement.

Work engagement refers to employees' investment of physical, emotional, and cognitive energy in performing their work roles (Rich et al., 2010). Engaged employees are not merely formally present At work, they demonstrate effort, enthusiasm, focus, and persistence in completing their tasks. In this research model, work engagement is positioned as a psychological mechanism that bridges the effects of employee well-being and work-life balance on employee performance. Studies by Rabuana and Yanuar (2023), Pratiwi and Davina (2023), Sopian et al. (2022), Siswanti et al. (2024), and Wulandari et al. (2025) indicate that work engagement plays an important role in enhancing performance. Therefore, the proposed hypothesis is as follows: H5: Work Engagement has a positive and significant effect on Employee Performance; H6: Employee Well-Being has a positive and significant effect on Employee Performance through Work Engagement; and H7: Work-Life Balance has a positive and significant effect on Employee Performance through Work Engagement.

Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). This construct includes fairness, supervisor support, and organizational rewards and job conditions. Within the Social Exchange Theory framework, perceived organizational support serves as a contextual factor that strengthens the transformation of work engagement into employee performance. Engaged employees will be more motivated to perform at their best when they feel their contributions are valued and supported by the organization. The findings of Yongxing et al. (2017) and Opoku and Boateng (2024) strengthen the empirical basis for this relationship. Therefore, the final hypothesis is proposed as follows: H8: Perceived Organizational Support moderates the effect of Work Engagement on Employee Performance .

METHODOLOGY

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This study employed a quantitative design with a descriptive-explanatory research approach to examine the causal relationships among the variables specified in the conceptual model. The quantitative approach was chosen because this study aimed to obtain numerical data, test hypotheses, and draw generalizations from a representative sample of the population (Ghanad, 2023). Substantially, this study analyzed the effect of employee well-being and work-life balance on employee performance through work engagement, while also testing perceived organizational support as a moderating variable in the relationship between work engagement and employee performance. The research model consisted of employee well-being (X1) and work-life balance (X2) as independent variables, employee performance (Y) as the dependent variable, work engagement (Z) as the mediating variable, and perceived organizational support (M) as the moderating variable. The study population comprised all production employees of PT Saranajaya Serbaguna Malang, totaling 260, according to HRD data as of December 2025. The focus on production employees was chosen because this unit most clearly represents the work characteristics of automotive component manufacturing, such as shift-based work systems, strict production targets, high-quality standards, and repetitive tasks. The research sample consisted of 156 respondents, determined using a sample size calculator through [calculator.net](https://www.calculator.net). The sampling technique used was probability sampling with proportionate stratified random sampling, while respondents in each stratum were selected randomly using [randomizer.org](https://www.randomizer.org). Stratification was based on three production lines: Marset (51 respondents), Motorcycle Inner Tubes (52 respondents), and Car/Truck Inner Tubes (53 respondents).

The research data consists of primary and secondary data. Primary data were collected through a closed-ended questionnaire distributed online via Google Forms, WhatsApp, and other relevant social media platforms. Secondary data were obtained from books, journal articles, and supporting documents related to the research variables. The research instrument was developed based on indicators that had been validated in previous literature, namely employee well-being from Zheng et al. (2015), work-life balance from Hayman (2005), work engagement from Rich et al. (2010), employee performance from Koopmans et al. (2014), and perceived organizational support from Rhoades and Eisenberger (2002). All items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree (Joshi et al., 2015).

Data analysis was conducted using descriptive statistics and Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0.9.9. Descriptive analysis was used to describe the distribution of respondents' answers, whereas PLS-SEM was employed to test the measurement and structural models, as well as mediation and moderation effects. The outer model evaluation included convergent validity through outer loadings and AVEs, discriminant validity through cross-loadings, Fornell-Larcker and HTMT, and construct reliability through Cronbach's Alpha and Composite Reliability (Hair et al., 2019; Sarstedt et al., 2021). The inner model evaluation was conducted using adjusted R-squared, effect sizes, and predictive relevance. Hypothesis testing was conducted through a bootstrapping procedure with 5,000 subsamples, a 95% confidence interval, a two-tailed test, a significance level of 0.05, and the criteria of t-statistic > 1.96 or p-value < 0.05. The moderation effect was tested through an interaction term between work engagement and perceived organizational support and further clarified through simple slope analyzes under low, moderate, and high moderator conditions.

RESULT

This study involved 156 respondents, all of whom were production employees of PT. Saranajaya Multipurpose Malang. The composition of respondents indicates a relatively homogeneous production-based manufacturing workforce in terms of gender, as all respondents were male, representing 100% of the sample. Based on age, the largest group was in the 24–29 age range, consisting of 60 respondents or 38.46%, followed by those aged 30–35 years with 42 respondents or 26.92%, those aged 36–40 years with 35 respondents or 22.44%, those aged 18–23 years with 12 respondents or 7.69%, and those above 40 years with 7 respondents or 4.49%. There were no respondents under 18. In terms of educational background, the majority of respondents had completed senior high school or vocational high school, totaling 146 respondents (93.59%). In comparison, 6 respondents or 3.85% held a bachelor's degree, 3 respondents or 1.92% held a diploma, and 1 respondent or 0.64% had completed elementary school. This profile demonstrates the dominance of productive-age workers with a secondary vocational education background, consistent with the technical nature of work in the production line.

In terms of employment status, most respondents were contract employees or PKWT workers, totaling 142 respondents (91.03%), whereas permanent employees accounted for only 14 respondents (8.97%). Based on length of service, respondents with more than two years of work experience formed the largest group, totaling 85 respondents or 54.49%, followed by those with 1–2 years of service, totaling 60 respondents or 38.46%, and those with less than one year of service, totaling 11 respondents or 7.05%. The distribution of respondents across production lines was

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relatively proportional: 53 respondents (34.2%) from the Flap/Marset line, 52 (33.1%) from the Car/Truck Inner Tube line, and 51 (32.7%) from the Motorcycle Inner Tube line. Meanwhile, based on work section, respondents were distributed across Curing with 35 respondents or 22.44%, Milling with 31 respondents or 19.87%, Splicing and Compound Production with 25 respondents or 16.03% each, Quality Control with 17 respondents or 10.90%, Conveyor with 14 respondents or 8.97%, and Packing with 9 respondents or 5.77%. This distribution indicates respondent representation across the entire production chain, from material processing to inspection and product packaging.

The descriptive statistical results show variation across the research variables. Employee wellbeing obtained a grand mean of 3.52 with an average standard deviation of 0.659, placing it in the agree category. This value indicates that employees' perceived well-being was at a fairly good level, covering personal life, workplace well-being, and psychological condition. Work-life balance obtained a grand mean of 3.55 with an average standard deviation of 0.608. After negative items were reverse-scored, this value indicates that employees tend to perceive the balance between work and personal life positively. Work engagement had a grand mean of 3.51 and an average standard deviation of 0.573, indicating that employees' physical, emotional, and cognitive engagement at work was in the good range. Perceived organizational support had the highest grand mean of 3.58 and the lowest standard deviation of 0.646, making it the variable with the strongest perceptual tendency. This finding indicates that employees perceive sufficient appreciation, attention, and organizational support in performing their work. In contrast, employee performance had a grand mean of 2.91 and an average standard deviation of 0.527, placing it in the neutral category. This finding indicates that employee performance was not yet fully optimal, particularly in work planning, skill development initiatives, and task completion effectiveness.

The measurement model was evaluated through convergent validity, discriminant validity, and construct reliability. The Average Variance Extracted results indicate that all constructs met the criteria for convergent validity, as their values were above 0.50. Employee performance obtained an AVE of 0.934, employee well-being 0.951, perceived organizational support 0.924, work engagement 0.935, and work-life balance 0.928. The loading factor results further strengthened the indicator's validity, as all values were above 0.70. Employee well-being had loadings ranging from 0.967 to 0.979; work-life balance, 0.949 to 0.978; work engagement, 0.963 to 0.974; employee performance, 0.963 to 0.974; and perceived organizational support, 0.954 to 0.966. These values indicate that the indicators used had a strong ability to represent their respective latent constructs.

Discriminant validity also showed adequate results. Cross-loading analysis demonstrated that each indicator had the highest value on the construct that was intended to measure compared with other constructs. The Fornell-Larcker results also supported the separation among constructs, as the square root of AVE for employee performance was 0.966, employee well-being 0.975, perceived organizational support 0.961, work engagement 0.967, and work-life balance 0.963; all of these values were higher than their correlations with other constructs. These findings confirm that each latent variable had distinct conceptual characteristics and did not experience measurement overlap. The reliability test also indicated very strong internal consistency. Cronbach's alpha values were 0.965 for employee performance, 0.974 for employee well-being, 0.959 for perceived organizational support, 0.965 for work engagement, and 0.961 for work-life balance. All composite reliability values also exceeded 0.70, with employee performance at 0.977, employee well-being at 0.983, perceived organizational support at 0.973, work engagement at 0.977, and work-life balance at 0.975.

The inner-model testing showed that the model had strong predictive capability. The adjusted R-square for employee performance was 0.643, indicating that employee well-being, work-life balance, perceived organizational support, work engagement, and the interaction effect in the model explained 64.3% of the variance in employee performance. The remaining 35.7% was attributed to factors outside the research model. Work engagement obtained an adjusted R-square value of 0.534, indicating that employee well-being and work-life balance were able to explain 53.4% of the variance in work engagement. The effect size results indicate that employee well-being contributed moderately to employee performance, with an f^2 of 0.183. Work-life balance had a small contribution to employee performance, with an f^2 value of 0.130, followed by work engagement (0.118) and perceived organizational support (0.111). The interaction effect of perceived organizational support and work engagement on employee performance obtained an f^2 value of 0.243, placing it in the moderate category. On the path toward work engagement, employee well-being showed a large effect size of 0.579, while work-life balance also contributed a large effect size of 0.398. The predictive relevance values indicated a Q^2 of 0.588 for employee performance and 0.492 for work engagement. Both values were above zero, demonstrating that the model had good predictive relevance according to the criteria of Hair et al. (2014).

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The bootstrapping results for direct effects show that all main hypotheses were accepted. Employee well-being has a positive and significant effect on employee performance, with a coefficient of 0.329, a t-statistic of 3.348, and a p-value of 0.001. Work-life balance also has a positive and significant effect on employee performance, with a coefficient of 0.254, a t-statistic of 2.772, and a p-value of 0.006. Furthermore, employee well-being had a positive and significant effect on work engagement, with a coefficient of 0.524, a t-statistic of 8.530, and a p-value of 0.000. Work-life balance had a positive and significant effect on work engagement, with a coefficient of 0.434, a t-statistic of 6.141, and a p-value of 0.000. Work engagement was also proven to have a positive and significant effect on employee performance, with a coefficient of 0.311, a t-statistic of 2.882, and a p-value of 0.004. Based on the criteria of t-statistic > 1.96 and p-value < 0.05, H1, H2, H3, H4, and H5 were accepted.

The mediation test results show that work engagement served as a partial mediator in two indirect paths. The path of employee well-being → work engagement → employee performance produced a coefficient of 0.163, a t-statistic of 2.738, and a p-value of 0.006. This means that employee well-being affects employee performance not only directly, but also through increased work engagement. The path of work-life balance → work engagement → employee performance obtained a coefficient of 0.135, a t-statistic of 2.898, and a p-value of 0.004. This result indicates that work engagement also serves as a psychological mechanism bridging the effect of work-life balance on employee performance. Because the direct effects of employee well-being and work-life balance on employee performance remained significant, the mediation effect was partial. In addition, the moderation results show that the interaction between perceived organizational support and work engagement had a positive and significant effect on employee performance, with a coefficient of 0.233, a t-statistic of 4.419, and a p-value of 0.000. This finding indicates that perceived organizational support strengthens the relationship between work engagement and employee performance, thereby supporting H8.

DISCUSSION

The results of this study show that employee well-being has a positive and significant effect on the performance of production employees at PT. Saranajaya Multipurpose Malang. This finding indicates that employee well-being is not merely a personal psychological condition, but also a productive resource capable of improving work quality, resilience, and task completion effectiveness. In the context of automotive component manufacturing, employees with better physical, psychological, and social well-being tend to have more stable work energy, maintain focus more effectively, and be better prepared to cope with production pressures. This result is consistent with Social Exchange Theory, which views support for employee well-being as a form of organizational investment that encourages reciprocal responses in the form of improved performance (Blau, 1964; Rhoades & Eisenberger, 2002). Empirically, this finding strengthens the studies of Chang (2024), Rabuana and Yanuar (2023), Pathak and Joshi (2025), Kurnia and Widigdo (2021), and Abdullah et al. (2020), which emphasizes the importance of well-being in improving employee performance.

Work-life balance was also found to have a positive and significant effect on employee performance. This result shows that employees' ability to maintain a balance between work demands and personal life is an important factor in sustaining work productivity. In a production environment that applies a shift system, such as a balance helps employees manage energy, reduce psychological pressure, and maintain concentration while working. Theoretically, this finding aligns with Social Exchange Theory because policies or working conditions that enable work-life balance are perceived as an organizational concern for employees' holistic needs. This positive perception encourages employees to reciprocate through greater dedication and improved performance. This result is consistent with Campo et al. (2021), Katili et al. (2021), Al-kassem et al. (2025), and Susanto et al. (2022), who found a positive relationship between work-life balance and performance.

Employee well-being has a positive and significant effect on work engagement, with the strongest coefficient in the model. This finding has important scientific implications because it shows that employee well-being serves as the primary psychological foundation for the development of work engagement. Employees who feel well are more likely to invest physical energy, emotional enthusiasm, and cognitive attention in their work. From the perspective of Social Exchange Theory, employee wellbeing enhances the quality of social exchange between employees and the organization, thereby encouraging engagement as a form of reciprocity. This finding supports the findings of Rasool et al. (2021), Koroglu and Ozmen (2021), Siswanti et al. (2024), and Faustine and Zamralita (2024), who demonstrated a positive relationship between well-being and work engagement. Work-life balance also has a positive and significant effect on work engagement. This means that employees who can maintain harmony between work and personal life tend to have greater psychological capacity to engage actively in their work. In repetitive manufacturing work that demands accuracy, this balance is an important prerequisite for employees not only to be

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physically present but also to be emotionally and cognitively engaged. This finding reinforces the studies of Fukuzaki et al. (2021), Mulang (2022), Katili et al. (2021), and Marseno and Muafi (2021), which position work-life balance as an important determinant of employee engagement. This result also extends the understanding that work-life balance remains relevant in the manufacturing sector, even though it offers less work flexibility than service or knowledge-based occupations. Work engagement has been shown to have a positive, significant effect on employee performance. This finding confirms that work engagement is a psychological mechanism that bridges personal and organizational resources toward actual performance. Engaged employees are better able to sustain high work intensity, pride in their work, and a focus on quality standards. In the production context, these three aspects are directly related to process accuracy, error control, and target achievement. This result is consistent with Rabuana and Yanuar (2023), Wulandari et al. (2025), Katili et al. (2021), Pradita and Sugiarto (2025), and Faustine and Zamralita (2024), who demonstrated that work engagement affects performance.

The mediation results show that work engagement partially mediates the effects of employee well-being and work-life balance on employee performance. This finding explains that well-being and life balance not only improve performance directly, but also operate through increased work engagement. Partial mediation indicates two pathways in the formation of performance: a direct pathway through employees' personal conditions and an indirect pathway through engagement. Theoretically, this finding strengthens Social Exchange Theory because it supports well-being and work-life balance encouraging employees to reciprocate to the organization by investing more in their work. This result supports the findings of Pratiwi and Davina (2023), Siswanti et al. (2024), Faustine and Zamralita (2024), Sopian et al. (2022), Puspitasari and Darwin (2021), and Katili et al. (2021).

Perceived organizational support was proven to strengthen the effect of work engagement on employee performance. This finding shows that engagement does not automatically transform into high performance without organizational support perceived by employees. When organizational support is high, engaged employees have stronger psychological and structural space to convert their engagement into tangible work outcomes. Conversely, low support may cause work engagement to lose its optimal driving force. This finding enriches the literature by positioning perceived organizational support as a contextual condition that strengthens the effectiveness of engagement in the automotive component manufacturing sector. This result is consistent with Yongxing et al. (2017) and Opoku and Boateng (2024), and it also makes a scientific contribution by extending the application of Social Exchange Theory to the Indonesian manufacturing context, characterized by shift systems, high physical demands, and strict production quality standards.

These findings provide important support for Social Exchange Theory in explaining the mechanisms underlying employee performance in the automotive component manufacturing industry. The results show that employee well-being and work-life balance positively affect employee performance, both directly and through work engagement. This pattern indicates that the relationship between organizations and employees does not operate solely through transactional mechanisms based on wages and work obligations, but also through social exchange grounded in perceptions of well-being, work-life balance, psychological engagement, and organizational support. When employees perceive that the organization pays attention to their physical, psychological, and personal well-being, a reciprocal motivation emerges to make better contributions to their work. This finding extends the relevance of Social Exchange Theory to manufacturing environments characterized by high work pressure, shift systems, repetitive tasks, and strict quality standards.

The next theoretical implication lies in strengthening the position of work engagement as a psychological mechanism that explains how employee well-being and work-life balance can be converted into employee performance. The partial mediation finding shows that well-being and life balance do not merely function as personal resources that directly affect performance, but also shape employees' physical energy, emotional involvement, and cognitive focus in carrying out their work roles. In this sense, work engagement serves as a conceptual bridge between employees' personal conditions and actual work outcomes. This finding enriches the human resource management literature by showing that manufacturing employee performance cannot be fully understood through technical, procedural, or workability factors alone, but also through the quality of psychological engagement formed from employees' experiences with the organization.

This study also contributes to the employee well-being literature by demonstrating that employee well-being plays a strong role in fostering work engagement and performance. In the structural model, employee well-being emerged as the main predictor of work engagement, with a large effect size. This finding reinforces the view that well-being is not a complementary variable in performance studies, but rather a psychological foundation that determines employees' readiness to devote energy, attention, and persistence to their work. Scientifically, this result challenges the narrow view that positions well-being solely as an issue of individual welfare, since in an

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organizational context, well-being has been shown to have productive consequences for performance. Another theoretical implication is the strengthening of the work-life balance concept in the context of manufacturing work. Much of the work-life balance literature has developed in the service sector, professional occupations, telework, or industries with higher work flexibility. This study demonstrates that work-life balance remains relevant in a more rigid and standardized production environment. The findings show that work-life balance has a significant effect on work engagement and employee performance, thereby expanding the theoretical scope of work-life balance to shift-based manufacturing sectors. Conceptually, this finding confirms that although time flexibility in manufacturing is more limited, employees' experience in maintaining harmony between work and personal life remains an important resource for engagement and performance.

The most specific theoretical contribution lies in proving the role of perceived organizational support as a moderator in the relationship between work engagement and employee performance. This finding shows that work engagement does not automatically generate optimal performance when positive organizational perceptions do not support it. Engaged employees need an organizational environment that values their contributions, provides supervisor support, offers adequate working conditions, and treats employees fairly. By positioning perceived organizational support as a moderating variable, this study enriches the Social Exchange Theory model by showing that engagement effectiveness is conditional. Work engagement leads to stronger performance when employees perceive organizational support as genuine and consistent.

Practically, the findings of this study emphasize that the management of PT. Saranajaya Serbaguna Malang needs to position employee well-being as a strategic agenda, rather than merely an administrative program. The employee performance score, which falls within the neutral category, indicates that employee performance still has considerable room for improvement. At the same time, employee well-being is in the good category and has been shown to affect performance significantly. Therefore, the company needs to strengthen more targeted well-being programs, such as monitoring work fatigue, regulating proportional workloads, improving workplace facilities, providing occupational health services, and offering simple psychological support that is easily accessible to production employees. Such programs are important because rubber-based manufacturing work requires physical endurance, concentration, and consistency in quality.

The second practical implication concerns the company's need to realistically manage work-life balance in line with the characteristics of the manufacturing industry. Shift systems are indeed difficult to eliminate because they are directly related to production targets. Nevertheless, the company can still improve work-life balance through more predictable work schedules, fair overtime distribution, guaranteed rest periods, controlled shift-exchange mechanisms, and non-sudden schedule communication. These measures are not only beneficial for employees' personal lives. Still, they can also help maintain work energy, reduce fatigue risk, and enable employees to come to work in a more mentally prepared state.

The findings on work engagement indicate that the company needs to build a work environment that encourages physical, emotional, and cognitive engagement. Production employees should not merely be given work instructions; they also need to understand the meaning of their contribution to product quality, customer satisfaction, and the company's sustainability. Management can strengthen engagement through production briefings that are not only technical but also provide feedback on work results, encourage employee involvement in process improvement, and appreciate simple ideas that can reduce defects, rework, or production delays. Since the skill-improvement item received a low score in employee performance, the company also needs to strengthen technical training tailored to each production line's needs.

Perceived organizational support has significant practical implications because it has been shown to strengthen the relationship between work engagement and employee performance. This means that employees who already have positive work engagement will perform better when they feel the organization genuinely supports them. This support can be realized through three main channels: procedural justice, supervisor support, and rewards and working conditions. Supervisors need to play a central role because they are the closest representation of the organization to production employees. The way supervisors give instructions, provide corrections, show appreciation, and assist in problem-solving will influence the extent to which employees feel supported by the company.

In human resource management, the results of this study can serve as a basis for designing integrative performance improvement policies. The company should not rely solely on pressing production targets, tightening supervision, or improving technical procedures. Performance improvement requires a combination of well-being, work-life balance, work engagement, and organizational support. This approach is more sustainable because it views employees as productive actors and as human beings with physical, psychological, social, and relational needs in the

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context of PT. Saranajaya Serbaguna Malang, this strategy is relevant for improving employee performance, which remains in the neutral category, while maintaining production quality in the long term.

CONCLUSION

The findings of this study affirm that employee performance among production employees of PT. Saranajaya Serbaguna Malang is shaped by a combination of well-being, work-life balance, work engagement, and organizational support. Descriptively, employee well-being, work-life balance, work engagement, and perceived organizational support fall within the positive category, whereas employee performance remains in the neutral category. This pattern reveals an interesting condition: employees already have relatively positive perceptions of well-being, work-life balance, engagement, and organizational support, yet these perceptions have not been fully translated into optimal performance. Therefore, the structural results are important for explaining the mechanisms of performance formation in greater depth, particularly through direct paths, the mediating role of work engagement, and the moderating role of perceived organizational support.

The testing results show that employee well-being has a positive and significant effect on employee performance. This finding demonstrates that employee well-being is not merely an individual psychological condition, but also a productive resource associated with work effectiveness. Employees with better physical, psychological, and social conditions tend to be better able to maintain energy, focus, and resilience in the face of the pressures of manufacturing work. In a production environment characterized by shift systems, repetitive tasks, and strict quality standards, well-being is a fundamental resource for employees to maintain work consistency. This result is consistent with Social Exchange Theory, as organizational attention to employee well-being is perceived as a form of social investment that encourages reciprocal responses, such as increased work contributions (Blau, 1964; Rhoades & Eisenberger, 2002). Empirically, this finding also supports Chang (2024), Rabuana and Yanuar (2023), Pathak and Joshi (2025), Kurnia and Widigdo (2021), and Abdullah et al. (2020).

Work-life balance was also found to have a positive, significant effect on employee performance. This result shows that employees who can maintain a balance between work demands and their personal lives are more likely to work effectively. In the context of PT. Saranajaya Serbaguna Malang, the production work system requires punctuality, stamina, and concentration. When employees' personal lives are not excessively disturbed by work, they can arrive at the workplace in a more mentally prepared state. This finding strengthens the argument for Social Exchange Theory because organizations that provide space for work-life balance are perceived as caring about employees' holistic needs. The resulting response is increased dedication and performance. This result is consistent with Campo et al. (2021), Katili et al. (2021), Al-kassem et al. (2025), and Susanto et al. (2022).

Employee well-being and work-life balance were also found to have positive, significant effects on work engagement. This finding shows that work engagement does not emerge spontaneously, but is shaped by supportive personal conditions and work experiences. Employee well-being emerged as the strongest predictor of work engagement, with a coefficient of 0.524 and a t-statistic of 8.530. Meanwhile, work-life balance also had a strong effect, with a coefficient of 0.434 and a t-statistic value of 6.141. Scientifically, this result clarifies that employees' physical energy, emotional enthusiasm, and cognitive focus are more easily sustained when they feel well and can maintain harmony between work and personal life. This finding supports the findings of Rasool et al. (2021), Koroglu and Ozmen (2021), Siswanti et al. (2024), Faustine and Zamralita (2024), Fukuzaki et al. (2021), Mulang (2022), Katili et al. (2021), and Marseno and Muafi (2021).

Work engagement has been shown to have a positive, significant effect on employee performance. This finding confirms the position of engagement as a psychological mechanism that transforms personal and organizational conditions into productive work behavior. Engaged employees are not merely physically present; they also devote attention, perseverance, and emotional attachment to their work. In the automotive component manufacturing industry, such engagement is significant because output quality depends on procedural compliance, accuracy, and consistency of work. This result strengthens the studies of Rabuana and Yanuar (2023), Wulandari et al. (2025), Katili et al. (2021), Pradita and Sugiarto (2025), and Faustine and Zamralita (2024), which position work engagement as an important determinant of employee performance.

The mediation findings show that work engagement partially mediates the effects of employee well-being and work-life balance on employee performance. The path of employee well-being → work engagement → employee performance had a coefficient of 0.163 with a p-value of 0.006, while the path of work-life balance → work engagement → employee performance had a coefficient of 0.135 with a p-value of 0.004. The partial nature of the mediation indicates two mechanisms in the formation of performance. First, well-being and work-life balance can directly improve performance by enhancing psychological well-being and work energy. Second, both variables

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improve performance through engagement as a psychological bridge. Its scientific meaning lies in broadening the understanding that manufacturing employee performance is not determined solely by technical ability or procedural compliance, but also by internal processes that connect well-being, life balance, and work engagement. Perceived organizational support has been shown to strengthen the relationship between work engagement and employee performance. The interaction coefficient of 0.233, with a t-statistic of 4.419 and a p-value of 0.000, indicates that engagement produces stronger performance effects when employees perceive high organizational support. This finding has important theoretical significance because it demonstrates that engagement effectiveness is conditional. Engaged employees still require organizational support in the form of fairness, appreciation, supervisor support, and adequate working conditions so that their energy and commitment can be transformed into actual performance. This result enriches Social Exchange Theory by showing that the quality of social exchange in manufacturing is determined not only by general support, but also by employees' perceptions of the consistency and sincerity of organizational support. This finding is in line with Yongxing et al. (2017) and Opoku and Boateng (2024).

LIMITATION

This study has limitations in terms of the scope of its research object. The data were obtained only from production employees of PT. Saranajaya Multipurpose Malang; therefore, the findings are strong in explaining the company's internal context, but cannot yet be broadly generalized to all automotive component manufacturing companies. Organizational characteristics, work culture, leadership patterns, compensation systems, employment status, and production structures may differ across companies. Therefore, the findings of this study should be understood as contextual empirical evidence relevant to a rubber-based manufacturing production environment, rather than as a single representation of the entire manufacturing sector.

The next limitation concerns the cross-sectional research design. All data were collected within a single period, enabling this study to examine structural relationships among variables, but not to capture temporal changes in employee well-being, work-life balance, work engagement, perceived organizational support, and employee performance. In fact, all of these variables may change in response to shift dynamics, production target pressure, market order conditions, relationships with supervisors, and employees' daily work experiences. With this design, the direction of the relationship is supported by theory and statistical results, but long-term change processes cannot yet be directly mapped.

This study also used self-report questionnaires as its main data source. This approach is appropriate for measuring employees' perceptions of well-being, work-life balance, engagement, and perceived organizational support, but it still carries potential perceptual bias. Recent work experiences may influence respondents, leading to caution in evaluating the organization or a tendency to provide socially safe answers. Employee performance was also measured based on respondents' perceptions, so it does not fully represent objective indicators such as individual productivity, defect rate, rework, absenteeism, tardiness, or supervisor evaluations.

Another limitation lies in the scope of variables. The research model has explained employee performance quite strongly through employee well-being, work-life balance, work engagement, and perceived organizational support. Nevertheless, the adjusted R-square for employee performance, 0.643, indicates that 35.7% of performance variation remains unexplained by factors outside the model. Factors such as leadership style, job demands, job autonomy, psychological safety, compensation fairness, job insecurity, safety climate, and organizational culture may provide additional explanatory power, particularly in manufacturing work environments that require physical endurance and quality consistency.

Future Research

Future studies are recommended to use a longitudinal design to capture changes in well-being, work-life balance, engagement, organizational support, and employee performance over time. A longitudinal approach would help determine whether the effects of employee well-being and work-life balance on work engagement remain stable when companies experience changes in production workload, shift rotation, HR policy adjustments, or changes in employee employment status. Such a design may

Also, strengthen the understanding of the temporal sequence in the mediating mechanism of work engagement. Future studies should also expand the research object to several automotive component manufacturing companies or other manufacturing sectors with similar work characteristics. Expanding the sample across companies would improve the generalizability of the findings and allow comparative analysis of how organizational culture, supervision systems, employment contract patterns, and wellbeing policies influence relationships among variables.

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Comparisons between companies with different shift systems may also clarify the role of work-life balance in shaping engagement and performance.

Future research may develop the model by incorporating additional variables relevant to the manufacturing context. Job demands, job autonomy, leadership style, psychological safety, organizational culture, job insecurity, compensation fairness, and safety climate can be examined as mediating, moderating, or additional predictor variables. For example, job demands may explain work pressure conditions that weaken well-being, while psychological safety may strengthen employees' willingness to show initiative and improve work processes. These variables have the potential to enrich the performance formation model in complex production environments.

A mixed-methods approach is also worth using in future research. Quantitative surveys can be combined with in-depth interviews, workplace observations, or focus group discussions with employees and supervisors. This approach would help explain why employee performance remains in the neutral category even though employee well-being, work-life balance, work engagement, and perceived organizational support are in positive categories. Qualitative data can explore employees' experiences related to shift pressure, relationships with supervisors, the meaning of organizational support, and concrete barriers to improving skills and work performance.

Future research should also combine perceptual data with objective organizational data. Employee performance can be enriched through productivity data, defect rates, rework, absenteeism, tardiness, supervisor evaluations, and production quality records. The integration of subjective and objective data would produce a more accurate picture of the relationships among well-being, life balance, engagement, organizational support, and performance. Such an approach would also strengthen the empirical contribution of evidence-based human resource management research in the manufacturing sector.

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