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THE EFFECT OF WORK-LIFE BALANCE AND WORK ENGAGEMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE: A STUDY OF SEMARANG STATE STUDENTS WHO WORK PART-TIME

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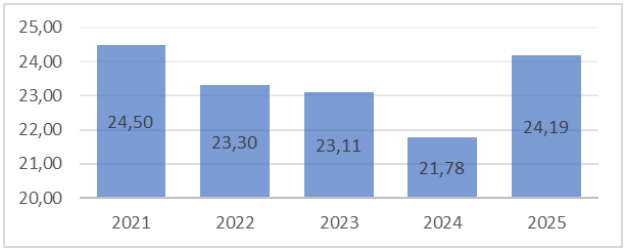
Abstract

This study aims to analyze the effect of work-life balance and work engagement on employee performance through job satisfaction as a mediating variable among Semarang State University students who work part time. The phenomenon of increasing student participation in part-time employment reflects the growing need for financial independence and work experience during higher education. However, balancing academic responsibilities and work demands often creates challenges that may influence job satisfaction and employee performance. This research applied a quantitative approach using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The data were collected from 150 respondents consisting of Semarang State University students who worked part time. The results indicate that work-life balance has a positive and significant effect on job satisfaction and employee performance. Work engagement also positively and significantly influences job satisfaction and employee performance. Furthermore, job satisfaction positively influences employee performance and successfully mediates the relationship between work-life balance and employee performance, as well as work engagement and employee performance. These findings emphasize the importance of maintaining balance between work and personal life and strengthening employee engagement to improve performance among student workers.

Keywords: Work-Life Balance, Work Engagement, Job Satisfaction, Employee Performance, Working Students

INTRODUCTION

The employment report from the Central Statistics Agency shows that the composition of the Indonesian workforce is still dominated by the young productive age group, so that the quality of human resource management is a determining factor for national productivity in the long term (Wulandari Manik et al., 2025). In the macro context of employment in Indonesia, the phenomenon of young workers who are still pursuing formal education has shown an increase in the last decade (Sari et al., 2025). Data from the Central Statistics Agency shows that the participation of the workforce aged 15-24 years remains significant (Asharani et al., 2025). This condition reflects changes in the socioeconomic structure that encourages individuals to work from a higher education age (Habib, et Al., 2025).



Gambar 1.1
Trends in Part-Time Employment Rates in Central Java

Figure 1.1 shows a decline in the number of part-time workers in Central Java between 2021 and 2024, but a rebound in 2025. This relatively small but consistent percentage change indicates a shift in community work patterns, including increased flexibility in working hours and adjustments in individual strategies to respond to economic needs (Mawabagja et al., 2025). When the proportion of part-time workers decreases, it reflects improved full-time employment opportunities or changes in workforce preferences, while the rebound in 2025 indicates a growing need for work flexibility amid economic uncertainty. This phenomenon confirms that part-time work is not merely a temporary option, but rather part of the evolving labor market structure (Latiffah & Nurmanina, 2025). The concept of employee performance generally refers to the level of achievement of individual work results as measured against standards or targets set by the organization . In practice, (Saputra & Rahmat, 2024)part-time student workers often experience obstacles such as delays in completing assignments, fatigue due to busy schedules, and decreased performance due to academic and workplace pressures (Firdaus, 2025). This real problem shows that student worker performance is influenced not only by technical abilities but also by psychological conditions and the balance of roles they undertake. Performance is dynamic and is greatly influenced by individual conditions and the work environment, thus in the context of part-time student workers, performance becomes a complex variable and needs to be analyzed (Adelia et al, 2025).

A decline in performance not only impacts the organization but also the development of individual competencies (Hariyasasti, 2025). Therefore, identifying factors that influence performance is an urgent need, one of which is work-life balance. A (Susanti Angreani et al., 2025)good (Prabowo et al., 2022) work-life balance represents a person 's level of satisfaction

in balancing both aspects of life, so that employees feel supported by their family, friends, and workplace . Besides work-life balance, other factors that play a significant role in determining the quality of employee performance are work engagement and job satisfaction (Wiguna et al., n.d.).

REVIEW OF LITERATURE

Work-Life Balance on Employee Performance

Work-life balance is defined as the degree of balance between the demands of work and an individual's personal life. (Susanti Angreani et al., 2025).Organizational success is not only determined by operational effectiveness and technological advancement, but also by the ability to maintain a balance between professional responsibilities and personal affairs of employees (Nafiza, 2026). Role imbalance has been shown to increase emotional exhaustion and decrease individual performance (Natalia et al., 2026). Work-life balance significantly affects employee performance by increasing job satisfaction and fostering productivity and loyalty within the organization, which ultimately leads to improved performance quality (Sinaga et al., 2025). Previous research shows that work-life balance has a positive effect on employee performance.

Work Engagement on Employee Performance

Work engagement is a positive psychological state characterized by vigor , dedication , and full involvement (absorption) in work (Nur ' et al., 2022). Work engagement in an organization leads to increased job satisfaction, better performance for both individuals and the organization, and an optimistic nature that can make employees work better, and can help employees work more effectively . In the context of (Dunan & Chandra Paolo, 2025) part-time student workers, maintaining engagement is a challenge because they divide energy between academics and work. Therefore, work engagement is an important variable in explaining the psychological mechanisms that influence student worker performance (Kurnia & Azzuhri, 2025).

Work-Life Balance on Job Satisfaction

According to Abraham Maslow's hierarchy of needs theory, fulfilling basic needs such as security and a balance between personal life and work are important factors before individuals achieve job satisfaction and self-actualization in the workplace (Ikhwan & Haris Punagi, 2025). Implementing a good work-life balance allows individuals to manage time and energy in a balanced way between work and personal life, thereby reducing stress, role conflict, and work fatigue (Jam'iatus Sholeha et al., 2025). This condition has an impact on increasing psychological well-being, comfort in work, and the emergence of feelings of satisfaction and appreciation by the organization. Thus, the better the work-life balance an individual has, the higher the level of job satisfaction they feel because the individual is able to carry out their work and personal life in harmony (Aura et al., 2025).

Work Engagement on Job Satisfaction

Individuals with high levels of work engagement tend to experience higher job satisfaction due to their strong emotional and psychological involvement in their work (Saripuddin Hasibuan & Farisi, 2025). According to Wilmar Schaufeli and Bakker, work engagement is characterized by vigor , dedication , and full absorption in their work , leading individuals to feel more enthusiastic, comfortable, and enjoy their work (Nur ' et al., 2022). This condition encourages intrinsic motivation and positive feelings toward their work,

which ultimately increases job satisfaction. Furthermore, individuals with high levels of work engagement tend to feel their work is meaningful, valued by the organization, and able to achieve optimal work results, thus creating a sense of job satisfaction (Salliyuana et al., 2024).

Job Satisfaction towards Employee Performance

Job satisfaction is defined as a positive emotional state resulting from the evaluation of work experiences (Taufik et al., 2025). Job satisfaction is a psychological variable often positioned as a connecting mechanism between working conditions and individual performance (Langkai et al., 2025). Individuals who are satisfied with their jobs tend to exhibit more productive and committed behavior, which ultimately results in higher performance (Nafiza, 2026). In real-life situations, student workers who are satisfied with schedule flexibility or supervisor support tend to demonstrate more consistent performance (Andreas et al., 2025).

Work-Life Balance and Work Engagement on Employee Performance through Job Satisfaction as a Mediating Variable

In the context of working students, satisfaction can be a psychological factor that bridges the influence of work-life balance and work engagement on performance. Empirical findings also indicate that job satisfaction can mediate the relationship between work-life balance and employee performance and between work engagement and employee performance (Diniawaty & Prahirawan, 2024). This means that high work-life balance and engagement can increase job satisfaction, which in turn drives improved individual performance. This suggests that job satisfaction plays an important psychological role in translating conducive working conditions into productive work behavior (Anggraini, 2023).

RESEARCH METHOD

This study uses a quantitative approach with a survey method. The population in the study were students of Semarang State University who work part-time. The sampling technique used purposive sampling with the respondent criteria being active students of Semarang State University who are working part-time with a sample size of 150 respondents. The research data was obtained through the distribution of online questionnaires using a Likert scale. The work-life balance variable was measured using eight indicators, work engagement using six indicators, job satisfaction using nine indicators, and employee performance using five indicators.

Table 1
Variable and Indicator

Variables	Indicator	Source
Employee performance	I always complete tasks according to the job description at my job. I fulfill all my work SOPs I am responsible for all my work I never neglect any aspect that is my duty I failed to carry out important tasks	(Liao et al., 2025)
Work-Life Balance	I have a good balance between my work time and my personal time.	(Pinho et al., 2026)

	Overall, I believe that my work life and personal life are balanced. I feel the balance between work demands and personal activities is currently quite right. I am satisfied with my life My living conditions are very good If I could live my life over again, I wouldn't change a thing. So far, I have gotten the important things I want in life. Overall, I believe that my work life and personal life are balanced.	
Work Engagement	When I work I am full of energy In my work, I feel strong and passionate. I am very enthusiastic about my job My work inspires me When I wake up in the morning, I feel like going to work. I feel happy when I work seriously	(Pinho et al., 2026)
Job satisfaction	I feel I am paid a fair amount for the work I do. The benefits we receive are as good as those offered by most other organizations. I feel my efforts are appreciated as they should be. I am satisfied with my chances of promotion I like my supervisor I enjoy working with my coworkers I don't feel burdened when I work I feel proud to do my job The goals of this organization align with mine.	(Abid et al., 2025)

Sumber: Data diolah oleh penulis, 2026

The data analysis method used is Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The analysis was carried out in two stages, namely outer model evaluation and inner model evaluation. Outer model evaluation was carried out to test the validity and reliability of the construct through convergent validity, discriminant validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Meanwhile, inner model evaluation was carried out to test the relationship between variables through R-square and Q-square values, as well as hypothesis testing using bootstrapping.

RESULT AND DISCUSSION

Respondent Profile

Research on the Influence of Work-Life Balance and Work Engagement on Employee Performance with Job Satisfaction as a Mediating Variable: A Study on Part-Time Students at Semarang State University consists of several respondents whose characteristics

can be better understood by including gender, age, and place of work, as shown in Table 2 below.

Table 2
Profile of Respondents

Identification	Category	Frequency (n=150)	Percentage
Gender	Man	99	63.46%
	Woman	51	36.54%
Age	18 - 20	47	30.13%
	21 - 24	103	69.87%
Work place	F&B	48	30.77%
	Besides FnB	102	69.23%

Source: Data processed by the author, 2026

The demographic profile of the respondents provides an overview of the composition of the participants in this study. Gender distribution shows that the majority of respondents were male (63.46%), while female respondents only reached 36.54%. This indicates a significant gender gap, reflecting the male dominance in this study. In terms of age distribution, 69.87% of respondents were in the 21-24 age group, indicating that respondents aged 21-24 are very active in part-time work. The next age group is 18-20 years with a percentage of 30.13%. This figure indicates that the majority of part-time workers are relatively in the 21-24 age group with a strong motivation for self-development. Regarding the respondents' place of work, more than half of the respondents (69.23%) work part-time outside of F&B, while 48 respondents (30.77%) work in the F&B sector.

Overall, these findings indicate that part-time workers are predominantly male, aged 21-24, and work across a variety of sectors. This demographic profile provides a relevant context for analyzing the impact of work-life balance and work engagement on employee performance.

Outer Model Assessment

Convergent Validity

The initial stage involved verifying the reliability and validity of the model. The impact of factor loadings, average variance extracted (AVE), discriminant validity, and composite reliability was clearly evident. This study used four variables and tested convergent validity by analyzing loading values. In this study, the critical value used was 0.7. Table 3 below illustrates the outer loading values.

Table 3
Initial Test Outer Loading Values

Indicator	Engagement	Satisfaction	Performance	WLB
X1.1				0.875
X1.2				0.900
X1.3				0.898
X1.4				0.885
X1.5				0.899
X1.6				0.863
X1.7				0.906

X1.8				0.891
X2.1	0.905			
X2.2	0.916			
X2.3	0.896			
X2.4	0.873			
X2.5	0.873			
X2.6	0.914		0.896	
Y1			0.896	
Y2			0.903	
Y3			0.889	
Y4			0.875	
Y5			0.711	
Z1		0.858		
Z2		0.872		
Z3		0.863		
Z4		0.868		
Z5		0.888		
Z6		0.875		
Z7		0.869		
Z8		0.869		
Z9		0.892		

Source: Data processing with PLS , 2026

Table 3 illustrates the factor loading values (convergent validity) of each indicator. A factor loading value >0.7 is considered valid. This table shows that all factor loading values for the Work-Life Balance, Job Engagement, Satisfaction (Z), and Employee Performance (Y) indicators are greater than 0.7. This indicates that these indicators are valid.

discriminant validity measurement is the Fornell-Larcker test, which compares the AVE root value with the correlation between constructs. If the AVE root value is higher than the correlation value between constructs, good discriminant validity is achieved. Furthermore, an AVE value >0.5 is highly recommended.

Discriminant Validity

After convergent validity, the next evaluation is to examine discriminant validity with cross-loading. Discriminant validity of a measurement model is assessed based on cross-loading measurements with the construct. If the correlation of a construct with the main measurement (each indicator) is greater than the measurement of the other constructs, then the latent construct predicts its indicator better than the other constructs. A model has good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value with other loading values for other latent variables. The results of the discriminant validity test are as follows.

Table 4
Cross-Loading Values

Indicator	Engagement	Satisfaction	Performance	WLB
X1.1	**0.875**	0.743	0.762	0.717
X1.2	**0.900**	0.721	0.770	0.747

X1.3	**0.898**	0.722	0.768	0.751
X1.4	**0.885**	0.749	0.732	0.729
X1.5	**0.899**	0.790	0.749	0.717
X1.6	**0.863**	0.667	0.698	0.631
X1.7	**0.906**	0.685	0.721	0.681
X1.8	**0.891**	0.735	0.759	0.744
X2.1	0.751	**0.905**	0.758	0.746
X2.2	0.760	**0.916**	0.756	0.749
X2.3	0.705	**0.896**	0.714	0.718
X2.4	0.724	**0.873**	0.714	0.711
X2.5	0.733	**0.873**	0.731	0.687
X2.6	0.724	**0.914**	0.755	0.754
Y1	0.752	0.759	0.767	**0.896**
Y2	0.677	0.717	0.664	**0.903**
Y3	0.695	0.706	0.718	**0.889**
Y4	0.693	0.715	0.678	**0.875**
Y5	0.627	0.570	0.629	**0.711**
Z1	0.731	0.691	**0.858**	0.696
Z2	0.724	0.696	**0.872**	0.668
Z3	0.745	0.695	**0.863**	0.694
Z4	0.730	0.705	**0.868**	0.707
Z5	0.715	0.737	**0.888**	0.722
Z6	0.735	0.732	**0.875**	0.702
Z7	0.732	0.727	**0.869**	0.708
Z8	0.683	0.738	**0.869**	0.698
Z9	0.783	0.747	**0.892**	0.749

Source: Data processing with PLS, 2026

Based on the cross-loading values, it can be seen that all indicators comprising each variable in this study have met discriminant validity because they have the largest outer loading values for the variables they form, but not for the other variables. Therefore, all indicators in each variable in this study have met discriminant validity.

The next discriminant validity measurement evaluation is carried out using the Fornell-Larcker method, which compares the square root of the AVE value with the correlation between constructs. If the square root of the AVE value is higher than the correlation value between constructs, good discriminant validity is achieved. Furthermore, an AVE value greater than 0.5 is highly recommended.

Table 5
Discriminant Validity Fornell-Larcker

Variable	AVE	Engagement	Satisfaction	Performance	WLB
Engagement	0.803	**0.896**			
Satisfaction	0.762	0.824	**0.873**		
Performance	0.736	0.812	0.808	**0.858**	
WLB	0.792	0.818	0.838	0.805	**0.890**

Source: Data processed with PLS, 2026

Based on the Fornell-Larcker Criterion calculation, the correlation between variables was found to be below the square root of the AVE. Therefore, all indicators in each variable in this study met discriminant validity. The AVE values for the four constructs were greater than 0.5, thus concluding that the model measurement evaluation had good discriminant validity.

Table 6
Discriminant Validity of HTMT

Variable	Engagement	Satisfaction	Performance	WLB
Engagement				
Satisfaction	0.861			
Performance	0.872	0.865		
WLB	0.854	0.870	0.860	**0.890**

Source: Data processed with PLS, 2026

HTMT calculation, it was found that the correlation value between variables was still below 0.90; thus, all indicators in each variable in this study had met discriminant validity.

Reliability

The next test to analyze the outer model is to examine the reliability of the latent variable construct, measured using two criteria: composite reliability and Cronbach's alpha for the indicator block measuring the construct. A construct is considered reliable if both the composite reliability and Cronbach's alpha values are above 0.70. The following are the results of the PLS model evaluation.

Table 7
Reliability Test Results

Variable	Cronbach's alpha	Composite Reliability (rho_c)
Engagement	0.951	0.961
Satisfaction	0.961	0.966
Performance	0.908	0.933
WLB	0.962	0.968

Source: Data processed with PLS, 2026

In addition to construct validity testing, construct reliability testing was also conducted, measured using criterion testing, namely composite reliability and Cronbach's alpha for the indicator blocks measuring the construct. A construct is considered reliable if both the composite reliability and Cronbach's alpha values are above 0.70. Therefore, it can be concluded that the construct has good reliability.

Inner Model Assessment (Structural Model)

Inner model testing was conducted to examine the relationship between the significance value constructs and the R-square of the research model. The structural model was evaluated using the R-square for the dependent construct t-test and the significance of the structural path parameter coefficients.

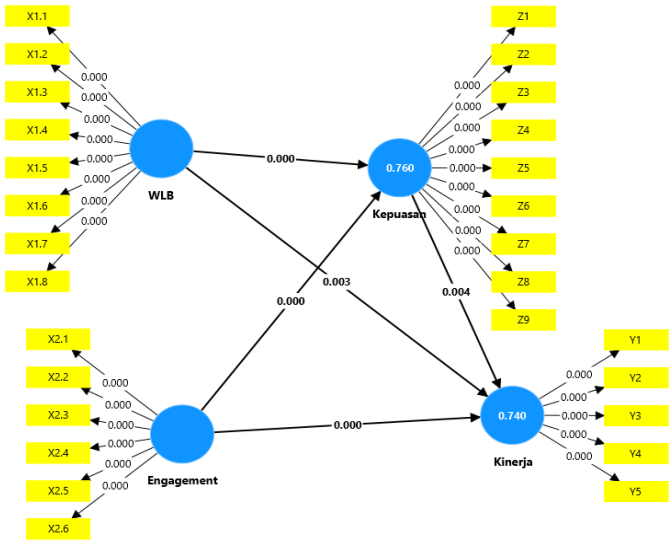


Figure 2
Structural Model (Inner Model)

Coefficient of Determination (R^2)

Testing of the structural model is done by looking at the R-square value, which is a goodness-of-fit test of the model.

Table 8
R-Square Test Results

Variable	R-square	R-square adjusted
Satisfaction	0.760	0.757
Performance	0.740	0.734

Source: Data processed with PLS, 2026

Essentially, this study uses two endogenous variables influenced by other variables: the satisfaction variable (Z), which is influenced by the Work-Life Balance and Job Engagement variables. Likewise, the performance variable (Y), which is influenced by the Work-Life Balance, Job Engagement, and Satisfaction variables (Z).

Table 6 shows the R-square value for the Satisfaction variable obtained at 0.760. The R-square value indicates that 76% of the Satisfaction variable (Z) can be influenced by the Work-Life Balance and Job Engagement variables. While the remaining 24% is influenced by other variables outside the research variables. In addition, Table 6 shows the R-square value for the Performance variable obtained at 0.740, indicating that the Performance variable (Y) is influenced by the Work-Life Balance and Job Engagement variables and by other variables outside the research variables.

Multicollinearity Test

A multicollinearity test was conducted to determine whether there was a very strong relationship. To test for multicollinearity, compare the VIF values obtained from multiple PLS calculations. If the VIF value is <5, then multicollinearity is not present. The results of the multicollinearity test can be seen in Table 9.

Table 9
Multicollinearity Test Results

Indicator	VIF
X1.1	3,498
X1.2	4,227
X1.3	4,364
X1.4	3,914
X1.5	4,147
X1.6	3,666
X1.7	4,741
X1.8	34,230
X2.1	3,979
X2.2	4,521
X2.3	3,889
X2.4	3,230
X2.5	3,147
X2.6	4,491
Y1	3,208
Y2	3,662
Y3	3,300
Y4	2,949
Y5	1,526
Z1	3,402
Z2	3,448
Z3	3,292
Z4	3,394
Z5	4,228
Z6	3,437
Z7	3,519
Z8	3,632
Z9	3,901

Source: Data processed with PLS, 2026

Based on Table 7, the following are the results of the Multicollinearity Test carried out by comparing the VIF (Variance Inflation Factor) with the number 5. If the VIF value is > 5, then multicollinearity occurs. From the test results, it can be concluded that there is no multicollinearity between the independent variables because they have a VIF value < 5.

Predictive Relevance (Q^2)

Goodness of Fit Model is measured using R-square of the dependent latent variable with the same interpretation as regression, while Q-square predictive relevance for structural models, predictive relevance is used to measure how well the conservation value generated by the model and also its parameter estimates.

Based on Table 8, the calculation of predictive relevance is as follows.

Table 10
Redundancy Value Results

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Satisfaction	1404,000	600,073	0.573
Performance	780,000	364,310	0.533

Source: Data processed with PLS, 2026

Goodness of Fit Evaluation

Goodness of Fit is a measure of the overall model accuracy and is considered a single measure of the outer and inner models. The results of the Goodness of Fit calculation can be seen in Table 11.

Table 11
Goodness of Fit Test Results

Variable	SSO	SSE
SRMR	0.039	0.039
d_ULS	0.606	0.606
d_G	0.657	0.657
Chi-square	546,542	546,542
NFI	0.893	0.893

Source: Data processed with PLS, 2026

Based on Table 11, the SRMR value of 0.039 is smaller than 0.08. Therefore, the model is considered to have a high ability to explain empirical data.

Hypothesis Testing

Table 12
Hypothesis Test Results

Variable	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (|O/STDEV|)	P values
WLB -> Satisfaction	0.496	0.494	0.089	5,577	0.000
WLB -> Performance	0.282	0.282	0.094	3,000	0.003
Engagement -> Satisfaction	0.418	0.421	0.088	4,746	0.000
Engagement -> Performance	0.344	0.344	0.097	3,540	0.000

Source: Data processed with PLS, 2026

Hypothesis testing can be understood through the bootstrapping process in SmartPLS. The t-value for a two-tailed test must be greater than 1.96 (5% significance level). In addition to the t-statistic, the p-value is also used to determine the significance of the effect. Table 8 shows the results of the p-value calculation, which indicates that all values are below 0.05. This means that all variables have a significant effect, either directly or indirectly, on performance.

CONCLUSION

This study proves that work-life balance and work engagement have a positive and significant influence on job satisfaction and performance of part-time students at Semarang State University. Job satisfaction is also proven to have a positive influence on employee performance and is able to mediate the relationship between work-life balance and work engagement on employee performance. The results of this study indicate that work-life balance and work engagement are important factors in increasing job satisfaction and performance of part-time student workers . Therefore, companies and organizations need to create a flexible work environment and support work engagement so that student workers can work optimally without disrupting their academic activities.

The results of this study can provide input for companies or organizations that employ part-time students to be able to create a flexible work environment, provide psychological support, and implement a work system that does not interfere with students' academic activities. Companies also need to increase work engagement through providing motivation, rewards, good communication, and opportunities for self-development so that student workers feel more comfortable and productive in their work. For part-time student workers, the results of this study can be used as evaluation material to maintain a balance between academic life, work, and personal life to be able to maintain job satisfaction and improve performance.

This research contributes to the development of human resource management studies, particularly regarding work-life balance, work engagement, job satisfaction, and employee performance in the context of part-time student workers. The results reinforce the theory that work-life balance and work engagement play a significant role in improving individual job satisfaction and performance. Furthermore, this study demonstrates that job satisfaction acts as a mediating variable that can explain the relationship between work-life balance and work engagement on employee performance.

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