

THE EFFECT OF WORK-LIFE BALANCE, EMPLOYEE ENGAGEMENT, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT PLN UP3 WEST SURABAYA



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Abstract

The post-pandemic work environment in high-demand sectors like public utilities has intensified the focus on employee psychological well-being as a key performance driver. This study investigates the complex interplay between Work-Life Balance (WLB), Employee Engagement, and Organizational Commitment on Employee Performance, with Job Satisfaction as an intervening variable, at PT PLN UP3 West Surabaya. Using a quantitative approach, data were collected through a census of all 85 permanent employees and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM). The results confirm that WLB, Employee Engagement, and Organizational Commitment have a significant positive direct effect on both Job Satisfaction and Employee Performance. Furthermore, Job Satisfaction significantly mediates these relationships partially. The study concludes that cultivating these psychological factors is crucial for enhancing performance, offering a validated holistic model grounded in Positive Psychology Theory (PERMA) that provides actionable insights for human resource management in the utility sector.

Keywords: Work-Life Balance, Employee Engagement, Organizational Commitment, Job Satisfaction, Employee Performance

INTRODUCTION

The post-pandemic world of work has undergone a significant paradigm shift, compelling organizations to place greater emphasis on the psychological aspects of employees, such as work-life balance (WLB), employee engagement, and organizational commitment. Global studies indicate that these three factors are critical determinants of organizational performance, particularly within service sectors like public utilities (Rashmi & Kataria, 2022; Vyas, 2022). In Indonesia, the confluence of digital transformation and the demand for 24/7 services in energy companies such as PT PLN creates dynamic pressures on employees, which can potentially disrupt productivity if not managed holistically (Heslina & Syahrini, 2021). This phenomenon necessitates a specific approach to unravel the complex interplay between employee psychological well-being and operational performance within high-pressure work environments. The Indonesian energy sector, where PT PLN operates as a strategic state-owned enterprise, faces unique challenges, including high workloads, dynamic regulations, and the demands of a sustainable energy transition, making it a critical context for this investigation (Shirmohammadi et al., 2022).

Within this context, PT PLN UP3 West Surabaya, as a key electricity provider for a metropolitan area, encounters typical operational pressures such as sub-12-hour outage recovery targets and digital customer service transformation. Documented studies reveal that irregular working hours lead to chronic fatigue among 42% of field employees, while 35% of administrative staff experience family conflicts due to excessive workloads (Susanto et al., 2022). This situation is exacerbated by low levels of employee engagement and a 15% drop in employee retention over two years, primarily attributed to work-life imbalance (Katili et al., 2021; Moro et al., 2021). Furthermore, organizational commitment has emerged as a crucial issue, with preliminary studies indicating that employees with low commitment tend to demonstrate 23% poorer performance on system reliability indicators (Haar & Brougham, 2022). These interconnected challenges highlight the urgent need for an integrated model that can simultaneously address these psychological and operational variables.

A review of existing literature reveals a significant research gap. While numerous studies have examined WLB, employee engagement, and organizational commitment, prior research often fails to integrate these key variables along with performance into a single comprehensive model. Many studies, such as those by (Nguyen & Nguyen, 2023; Soelton, 2023), focus only on partial relationships without positioning job satisfaction as an intervening variable that bridges these dynamics. Moreover, empirical evidence on the psychological dynamics of employees in state-owned energy enterprises like PT PLN remains scarce, particularly within the unique context of accelerated digital transformation and high operational demands (Nemteanu et al., 2021). This study, therefore, aims to bridge this gap by proposing a holistic model that integrates these variables, contextualized within the specific operational realities of a public utility company.

Grounded in Positive Psychology Theory (Seligman, 2002), this research employs a novel framework by manifesting the PERMA model encompassing Positive Emotion (job satisfaction), Engagement (employee engagement), Relationships (organizational commitment), Meaning (work-life balance), and Accomplishment (performance). This integrated framework provides a holistic lens to explain the psychological mechanisms driving performance in the utilities sector (Donaldson et al., 2022; Luthans et al., 2021). The theory posits that employees reach optimal performance when organizations create

conditions for flourishing by strengthening positive emotions, engagement, and life purpose. Consequently, this research moves beyond merely reducing problems to focus on how psychological strengths can catalyze peak performance, offering a transformative perspective for human resource management in high-demand industries.

The objectives of this study are threefold: first, to analyze the direct influence of work-life balance, employee engagement, and organizational commitment on employee performance; second, to measure the mediating role of job satisfaction in these relationships; and third, to develop a performance improvement model based on Positive Psychology for the utility industry. The research is critically important as the performance of PT PLN UP3 West Surabaya directly impacts electricity supply stability for over 5.2 million people and 18,000 industries in East Java. Empirical evidence suggests that a 1% productivity drop can increase outage duration, leading to significant economic losses, while enhancing job satisfaction can reduce turnover intention by 29% (Katebi et al., 2022; Valéau et al., 2024). Thus, this study not only addresses a theoretical gap but also provides actionable, evidence-based implications for policy and practice.

REVIEW OF LITERATURE

Positive Psychology Theory

Positive Psychology, pioneered by (Seligman, 2002), is the scientific study of human strengths and virtues that enable individuals and organizations to thrive. Unlike traditional psychology's focus on pathology, it investigates positive emotions, character strengths, and supportive institutions to foster well-being and optimal functioning. This study adopts the PERMA model, which frames the research variables holistically: Work-Life Balance as *Meaning*, Employee Engagement as *Engagement*, Organizational Commitment as *Relationships*, Job Satisfaction as *Positive Emotion*, and Performance as *Accomplishment*. This theoretical lens posits that cultivating these psychological resources is crucial for achieving peak performance, especially in high-demand work environments like the utilities sector (Donaldson et al., 2022; Luthans et al., 2021).

Work-Life Balance

Work-Life Balance (WLB) refers to an individual's ability to manage competing demands from work and personal life effectively without one domain disproportionately dominating the other (Brough et al., 2020). From a Positive Psychology perspective, WLB is not merely time management but a source of *Meaning* and flourishing, where fulfillment in both areas generates positive emotions and reduces chronic stress. In high-pressure contexts like PT PLN, poor WLB manifests as irregular shifts and blurred work-personal boundaries, leading to burnout and conflict. A balanced life is thus a critical psychological resource that enhances overall well-being and sustains long-term employee effectiveness (Irfan et al., 2023; Rony et al., 2023).

Employee Engagement

Employee Engagement signifies a positive, fulfilling psychological state characterized by vigor (high energy), dedication (strong involvement), and absorption (full concentration) in one's work (De Beer et al., 2022). Through the lens of Positive Psychology, engagement is the direct manifestation of the PERMA element *Engagement*, representing a deep, intrinsic connection to work activities. It is cultivated through transformational

leadership, career development, and a supportive environment. Engaged employees experience a state of 'flow,' contributing to higher innovation, productivity, and personal accomplishment. This makes engagement a vital driver of both individual fulfillment and organizational performance (Rasool et al., 2021; Saks, 2022).

Organizational Commitment

Organizational Commitment is the psychological attachment an employee feels towards their organization, reflected in loyalty and a willingness to exert effort for its goals. It is multidimensional, encompassing affective (emotional attachment), continuance (cost-based attachment), and normative (obligation-based attachment) components (Jang et al., 2021). From a Positive Psychology standpoint, strong commitment, particularly affective commitment, fosters high-quality *Relationships* and a sense of belonging within the organization. This emotional bond is strengthened by perceived organizational support and fair treatment, making employees feel valued and part of a meaningful collective, which in turn enhances their well-being and reduces intentions to leave.

Job Satisfaction

Job Satisfaction is an affective response encompassing the degree to which employees feel fulfilled and content with their job, influenced by both intrinsic factors (e.g., achievement) and extrinsic factors (e.g., compensation, work environment) (Spector, 2022). In the Positive Psychology framework, job satisfaction is aligned with *Positive Emotion*, a core component of the PERMA model. It arises when work satisfies psychological needs for autonomy, competence, and relatedness. High job satisfaction generates positive emotional states that buffer against stress and are essential for flourishing. It acts as a critical mediator, translating positive workplace conditions and psychological states into enhanced motivation and performance.

Employee Performance

Employee Performance is defined as the outcome of work measured through the quality, quantity, timeliness, and effectiveness of achieving organizational objectives (Abdullahi et al., 2021). In this study, performance is viewed as the *Accomplishment* dimension of the PERMA model, representing the tangible results of cultivating psychological strengths and well-being. It moves beyond mere task completion to include contextual performance and innovation. Positive Psychology suggests that performance is optimized not through pressure but by creating an environment where employees can leverage their strengths, experience positive emotions, and find meaning in their work, leading to sustainable and superior outcomes (Latham, 2023; Narayanamurthy & Tortorella, 2021).

RESEARCH METHOD

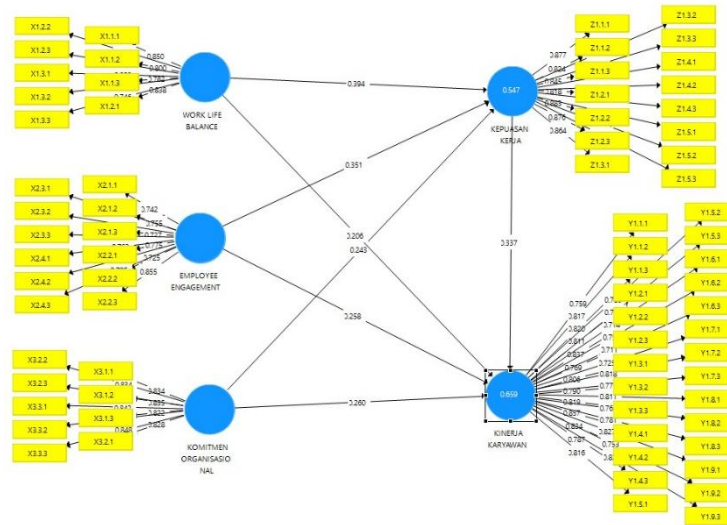
This research employs a quantitative approach with a survey method to examine the relationships between variables. The study is conducted at PT PLN UP3 Surabaya Barat, with the population being all 85 permanent employees across the head office and its three customer service units (ULP). A census sampling technique is used, meaning the entire population is included as respondents. Primary data is collected using a closed-ended questionnaire with a 5-point Likert scale, measuring indicators of Work-Life Balance, Employee Engagement, Organizational Commitment, Job Satisfaction, and Employee Performance. Data analysis is performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. The analysis involves a two-stage

process: first, evaluating the outer (measurement) model for validity and reliability, and second, testing the inner (structural) model to examine the direct and indirect effects, including the mediating role of Job Satisfaction.

RESULTS AND DISCUSSION

Based on the testing conducted on the research model, it can be concluded that both the measurement model (outer model) and the structural model (inner model) have met the feasibility criteria and show significant relationships between the variables studied. All research instruments were proven to be reliable and valid, allowing the analysis results to be used as a basis for answering the research questions and testing the proposed hypotheses.

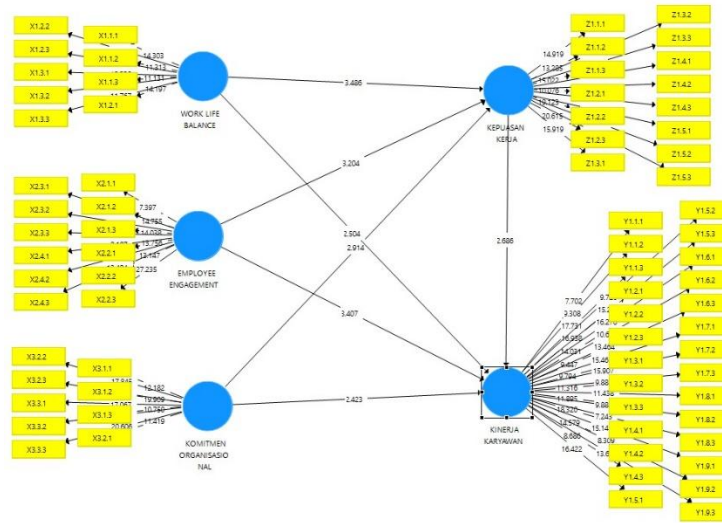
Figure 1.
Outer Model



Source: Data processed by the author, 2025

Based on the results of the outer model test, all indicators were declared to pass the test and met the validity and reliability requirements. The loading factor values for all indicators were above the minimum threshold of 0.70, thus declared valid. Furthermore, the Average Variance Extracted (AVE) values for all variables also exceeded the 0.50 threshold, indicating that each construct was able to explain more than 50% of the variance of its indicators. Discriminant validity tests using the Fornell-Larcker criterion and cross-loadings also confirmed that each construct was unique and distinct from the others. In terms of reliability, the Composite Reliability and Cronbach's Alpha values for all variables were above 0.90, indicating a very high internal consistency.

Figure 2.
Inner Model



Source: Data processed by the author, 2025

In the testing of the inner model, all relationships between variables were proven to be significant and supported the proposed hypotheses. Work-Life Balance (X1), Employee Engagement (X2), and Organizational Commitment (X3) were found to have a direct, positive, and significant influence on Job Satisfaction (Z) and Employee Performance (Y). Additionally, Job Satisfaction (Z) was also proven to have a positive and significant direct effect on Employee Performance (Y). Furthermore, Job Satisfaction acted as a partial mediator in the indirect relationships between the three independent variables (X1, X2, X3) and Employee Performance (Y). This indicates that, in addition to their direct effects, these three variables also influence performance by enhancing employee job satisfaction. Therefore, the constructed model not only has strong explanatory power (R^2 value of 54.7% for Job Satisfaction and 65.9% for Employee Performance) but also illustrates a comprehensive influence mechanism.

Table 1.
Categorization of Financial Behavior Level

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement (X2) -> Job satisfaction (Z)	0.351	0.332	0.111	3.164	0.002
Employee Engagement (X2) -> Employee performance (Y)	0.258	0.259	0.072	3.583	0.000

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job satisfaction (Z) ->Employee performance (Y)	0.337	0.317	0.124	2.718	0.007
Komitmen Organisasional (X3) -> Job satisfaction (Z)	0.243	0.238	0.083	2.944	0.003
Organizational Commitment (X3) ->Employee performance (Y)	0.260	0.276	0.108	2.403	0.016
Work-Life Balance (X1) -> Job satisfaction (Z)	0.394	0.401	0.112	3.500	0.000
Work-Life Balance (X1) -> Employee performance (Y)	0.206	0.219	0.082	2.521	0.012
Employee Engagement (X2) -> Job satisfaction (Z) ->Employee performance (Y)	0.118	0.108	0.056	2.096	0.036
Organizational Commitment (X3) -> Job satisfaction (Z) -> Employee performance (Y)	0.082	0.076	0.041	1.973	0.049
Work-Life Balance (X1) -> Job satisfaction (Z) -> Employee performance (Y)	0.133	0.128	0.064	2.080	0.038

Source: Data processed by the author, 2025

The evaluation of the inner structural model confirms that all ten hypothesized direct and indirect relationships between the variables are statistically significant and positive.

1. H1: Work-Life Balance (X1) → Job Satisfaction (Z)

Result: Supported. This relationship is positive and statistically significant (Path Coefficient = 0.394, P-Value = 0.000). This means that when employees at PT PLN UP3 Surabaya Barat feel they have a better balance between their work and personal lives, their satisfaction with their job increases significantly. It is one of the strongest predictors of job satisfaction in the model.

2. H2: Employee Engagement (X2) → Job Satisfaction (Z)
Result: Supported. This relationship is positive and statistically significant (Path Coefficient = 0.351, P-Value = 0.002). This indicates that employees who are more emotionally and cognitively engaged in their work feeling passionate, dedicated, and absorbed in their tasks tend to report higher levels of job satisfaction.
3. H3: Organizational Commitment (X3) → Job Satisfaction (Z)
Result: Supported. This relationship is positive and statistically significant (Path Coefficient = 0.243, P-Value = 0.003). This finding confirms that employees who have a strong sense of loyalty, belonging, and emotional attachment to the organization (PT PLN) are more likely to be satisfied with their jobs.
4. H4: Work-Life Balance (X1) → Employee Performance (Y)
Result: Supported. This direct relationship is positive and statistically significant (Path Coefficient = 0.206, P-Value = 0.012). This shows that a good work-life balance doesn't just make employees happier; it also directly and positively impacts their performance, likely by reducing stress and increasing focus and energy at work.
5. H5: Employee Engagement (X2) → Employee Performance (Y)
Result: Supported. This relationship is positive and statistically significant (Path Coefficient = 0.258, P-Value = 0.000). This is a key finding, demonstrating that engaged employees are not just satisfied; they are also more productive, show greater initiative, and exert discretionary effort, leading to higher performance outcomes.
6. H6: Organizational Commitment (X3) → Employee Performance (Y)
Result: Supported. This relationship is positive and statistically significant (Path Coefficient = 0.260, P-Value = 0.016). Employees who are committed to the organization are more likely to be dedicated to its goals, which translates directly into a greater willingness to work hard and achieve high performance.
7. H7: Job Satisfaction (Z) → Employee Performance (Y)
Result: Supported. This relationship is positive, statistically significant, and is the strongest direct influence on performance (Path Coefficient = 0.337, P-Value = 0.007). This strongly supports the notion that a satisfied workforce is a productive workforce. Employees who are happy with their jobs are more motivated to perform well.
8. H8: Work-Life Balance (X1) → Job Satisfaction (Z) → Employee Performance (Y)
Result: Supported (Partial Mediation). The indirect effect is positive and significant (Path Coefficient = 0.133, P-Value = 0.038). This reveals an important mechanism: work-life balance improves performance not only directly but also indirectly by first increasing job satisfaction. The VAF of 39.23% confirms this is a partial mediation.
9. H9: Employee Engagement (X2) → Job Satisfaction (Z) → Employee Performance (Y)
Result: Supported (Partial Mediation). The indirect effect is positive and significant (Path Coefficient = 0.118, P-Value = 0.036). This shows that part of the positive effect that employee engagement has on performance is channeled through its ability to enhance job satisfaction. The VAF of 31.38% confirms partial mediation.
10. H10: Organizational Commitment (X3) → Job Satisfaction (Z) → Employee Performance (Y)
Result: Supported (Partial Mediation). The indirect effect is positive and significant (Path Coefficient = 0.082, P-Value = 0.049). This indicates that organizational commitment boosts performance in two ways: directly, and indirectly by fostering a greater sense of job

satisfaction, which in turn motivates employees to perform better. The VAF of 23.98% confirms partial mediation.

Work–Life Balance and Job Satisfaction

The findings of this study affirm that work–life balance (WLB) has a significant and positive influence on job satisfaction among employees at PT PLN UP3 West Surabaya. This relationship highlights the importance of harmonizing professional and personal domains to enhance employees' overall well-being and fulfillment at work. The strong path coefficient (0.394, $p = 0.000$) indicates that when employees perceive fairness and flexibility between their job demands and personal responsibilities, their psychological satisfaction improves substantially (Shafariah & Gofur, 2025).

These results are consistent with the findings of Greenhaus and Allen and Haar et al., who argue that WLB is a fundamental determinant of job satisfaction and employee retention. In the Indonesian context—where cultural values emphasize family cohesion—maintaining a balance between work and personal life becomes even more critical (Rajendran et al., 2025). This suggests that policies promoting flexible scheduling, reduced overtime, and mental well-being programs can serve as strategic levers to enhance satisfaction levels and reduce burnout. The evidence confirms that WLB not only mitigates occupational stress but also fosters intrinsic motivation, which directly contributes to higher performance outcomes.

Employee Engagement and Performance

Employee engagement (EE) emerges as another powerful predictor of job satisfaction and performance. The results show a robust, statistically significant positive relationship between engagement and both job satisfaction (path coefficient = 0.351, $p = 0.002$) and performance (0.258, $p = 0.000$). These findings validate the central argument of Kahn and Saks that engagement—manifested in employees' emotional and cognitive investment in their work—translates into improved morale, discretionary effort, and tangible performance outcomes.

Engaged employees at PT PLN UP3 Surabaya Barat likely exhibit stronger task ownership, creativity, and resilience when facing operational challenges. They are not only committed to their assigned roles but also willing to contribute beyond formal job descriptions. This aligns with empirical evidence by Schaufeli et al., which suggests that engagement enhances productivity and reduces turnover intention (- & -, 2025). The implication is that organizations must invest in leadership practices that nurture trust, recognition, and communication. When employees feel valued and connected to their organizational purpose, engagement becomes a self-reinforcing cycle that enhances both satisfaction and output quality (Naidoo, 2025).

Organizational Commitment and Its Dual Influence

Organizational commitment (OC) demonstrates a dual influence on job satisfaction and employee performance, as shown by the significant path coefficients toward both outcomes (0.243 and 0.260, respectively). This supports the theoretical framework of Meyer and Allen, which emphasizes affective commitment as a crucial driver of organizational attachment and job-related motivation. Employees who identify with the company's mission and values tend to experience greater job satisfaction and perform their tasks with a sense of ownership (Kunaifi & Syam, 2021).

At PT PLN UP3, a government-owned utility firm, organizational commitment may be reinforced through the sense of serving the public interest—an element of affective commitment that extends beyond monetary incentives. The findings corroborate previous studies by Rhoades et al. and Meyer et al., which found that commitment not only promotes job satisfaction but also reduces absenteeism and enhances organizational citizenship behaviors (OCB). Strengthening OC through transparent communication, professional development, and fair performance evaluation can, therefore, sustain both employee morale and productivity (Kunaifi et al., 2025).

The Mediating Role of Job Satisfaction

A critical contribution of this study lies in its identification of job satisfaction as a partial mediator between work-life balance, engagement, commitment, and performance. The mediation results—particularly for WLB (VAF = 39.23%), EE (31.38%), and OC (23.98%)—confirm that satisfaction acts as a psychological bridge connecting positive workplace experiences to performance outcomes. This finding resonates with the Job Demands–Resources (JD-R) theory (Bakker & Demerouti, 2017), which posits that satisfaction is the product of resourceful working conditions that enhance motivation and reduce strain.

When employees feel satisfied, they internalize organizational goals and exhibit more proactive behaviors, translating their positive affect into performance. This underscores the integrative role of satisfaction as both an outcome and a driver—an indicator of how effectively the organization converts supportive conditions into tangible performance gains (Al Anshori N et al., 2025). In the context of PT PLN, satisfaction might also represent emotional stability and loyalty to the organization, especially in high-pressure environments where public service reliability is paramount. Thus, investing in satisfaction-enhancing policies—such as recognition systems, equitable workloads, and personal development—becomes essential to sustaining high performance (Hariyanto et al., 2025).

Integrative Perspective: Toward a Holistic HR Strategy

The interplay between the four constructs—WLB, EE, OC, and JS—suggests that employee performance is not determined by isolated factors but rather by an integrated ecosystem of psychological and organizational support. These findings validate contemporary HRM perspectives emphasizing *human sustainability*—a balance between productivity and well-being.

Work-life balance provides the structural foundation by reducing burnout and psychological fatigue. Engagement injects emotional energy and cognitive focus. Organizational commitment secures long-term loyalty and behavioral consistency (Kunaifi & Qomariyah, 2021). Job satisfaction acts as a motivational catalyst, translating all these antecedents into tangible performance. Together, these elements form a *human-centric performance architecture* that is crucial for state-owned enterprises like PT PLN, which must reconcile bureaucratic procedures with performance efficiency.

Moreover, the simultaneous significance of all ten hypotheses suggests that PT PLN's human resource management system is responsive to socio-cultural dynamics in Indonesia, where collectivist values and relational harmony shape workplace motivation. The synergy of WLB, EE, and OC within this socio-cultural framework supports both individual fulfillment and organizational resilience. Thus, human capital strategies must emphasize *balance, belonging, and meaning* rather than mere productivity metrics.

Theoretical and Managerial Implications

1. Theoretical Contributions

The study enriches the literature on organizational behavior by empirically validating the multidimensional linkages between psychological factors and performance in a developing-country context. It extends prior models such as the JD-R theory and the Resource-Based View (RBV) by demonstrating that intangible human resources—like engagement and commitment—can produce sustainable competitive advantages when mediated by job satisfaction. Furthermore, it provides evidence for the partial mediation mechanism, adding nuance to the understanding that satisfaction does not merely coexist with performance but actively channels the effects of other antecedents.

This research also contributes to the cross-cultural validation of motivational models. Much of the prior research has been conducted in Western contexts; by focusing on Indonesia's state-owned enterprise environment, this study reveals how cultural dimensions—such as communal loyalty, spirituality, and social responsibility—modulate the impact of engagement and commitment on performance outcomes.

2. Managerial Implications

From a managerial perspective, the results offer several actionable insights.

First, *strengthening work-life balance* initiatives should become a strategic priority. PT PLN can introduce flexible working hours, family-friendly leave policies, and wellness programs to reduce work–family conflict and enhance morale.

Second, *enhancing employee engagement* requires fostering a culture of purpose and recognition. Leadership development and transparent communication channels can nurture trust and belonging, empowering employees to identify with organizational goals.

Third, *reinforcing organizational commitment* can be achieved by aligning employee aspirations with the company's mission of public service. Recognition programs that celebrate long-term contributions can help sustain emotional attachment and organizational pride.

Finally, *job satisfaction must be monitored continuously* through feedback mechanisms and climate surveys. Understanding satisfaction levels allows management to anticipate disengagement risks and address systemic stressors proactively.

When integrated, these interventions can yield a self-sustaining system where satisfied, engaged, and committed employees consistently deliver superior performance, fostering both organizational stability and long-term service excellence.

In summary, this study provides compelling evidence that employee performance at PT PLN UP3 West Surabaya is a multifaceted outcome driven by the synergy among work-life balance, engagement, and organizational commitment, mediated by job satisfaction. These findings emphasize that effective HR strategies must go beyond task management to include psychological well-being, emotional connection, and moral alignment between employees and organizational values.

The confirmation of all ten hypotheses not only validates the conceptual framework but also underscores the strategic importance of building human-centric organizations. By embedding work–life harmony, engagement, and commitment within the company's culture, PT PLN can sustain a workforce that is not only competent but also deeply satisfied and

intrinsically motivated—thereby achieving operational excellence and long-term sustainability.

CONCLUSION

This study concludes that Work-Life Balance, Employee Engagement, and Organizational Commitment significantly and directly improve both Job Satisfaction and Employee Performance at PT PLN UP3 West Surabaya. Furthermore, Job Satisfaction not only has the strongest direct impact on performance but also acts as a key partial mediator. This confirms that the positive effects of the three main variables are channeled both directly and indirectly through enhancing employee satisfaction. Theoretically, this research validates an integrated performance model grounded in Positive Psychology (PERMA), offering a new lens that shifts focus from problem mitigation to cultivating psychological strengths for optimal performance in high-demand industries. The practical implications suggest that management should holistically enhance work-life balance, engagement initiatives, and organizational commitment to foster job satisfaction and drive performance. For future research, testing this model in other sectors, employing longitudinal designs, and incorporating additional variables like leadership or psychological capital are recommended to further explore the dynamics of employee performance.

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