

# **THE EFFECT OF WORK-LIFE BALANCE AND WORK ENGAGEMENT ON PERFORMANCE EMPLOYEES WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (Case Study of Bank BRI Makassar Branch Ahmad Yani)**

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## **Abstract**

*This study aims to analyze the influence of Work Life Balance and Work Engagement on employee performance, with Job Satisfaction as a mediating variable. The research was conducted on employees of PT Bank Rakyat Indonesia (Persero) Tbk, Makassar Ahmad Yani Branch. A quantitative approach was employed, using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The sample consisted of 60 respondents selected through probability sampling. The results of this study indicate that Work Life Balance and Work Engagement have a positive and significant effect on Job Satisfaction, and both directly and indirectly influence Employee Performance through Job Satisfaction as a mediating variable. These findings affirm that maintaining work-life balance and fostering employee engagement are critical factors in enhancing performance, which in turn contributes to organizational effectiveness. This study offers practical implications for management in formulating policies that support work-life integration and strengthen employee engagement.*

**Keywords:** Work Life Balance, Work Engagement, Job Satisfaction, Employee Performance.

## **1. INTRODUCTION**

The current era of companies needs appropriate human resources to achieve the Company's goals. Human resources who can contribute effectively. The contribution of human resources is the main component in carrying out the Company's operations so that it must be empowered appropriately to achieve competent human resources in their fields. Employee performance is one of the important elements that determine the success of an organization, especially in the highly competitive and dynamic banking sector. In facing the challenges of globalization, digitalization, and the demands of excellent service, organizations are required to not only maximize productivity but also pay attention to the welfare and job satisfaction of their employees.

Work-Life Balance (WLB) is an important issue in human resource management, where companies need to provide space for employees to balance work and personal life. In line with that, Work Engagement (employee engagement) is also a key indicator of the extent to which employees feel emotionally and cognitively connected to work and the organization. Both aspects are believed to have a significant influence on job satisfaction and ultimately have an impact on employee performance. The phenomenon of work attachment occurs in Indonesia according to Gallup research (2013) shows that Indonesia is at the bottom of the order related to work bondage. The results show that only 8% of Indonesian employees feel attached to their jobs. This means stating that there are employees doing their work as an obligation without feeling excited, this can be because employees feel that the work they do tends to be monotonous so that sometimes they lack enthusiasm.

Employee job satisfaction is a phenomenon that needs to be observed by organizations, workers who have leaders and high work discipline if they are satisfied with their work. Job satisfaction is one of the factors that cause low performance. High job satisfaction will make employee performance increase, and vice versa if employee job satisfaction is low, it can cause employees to be dissatisfied so that their performance will decrease (Baso A. et al., 2023).

This study examines the relationship between Work-Life Balance and Work Engagement on employee performance by including job satisfaction as a mediating variable. PT Bank Rakyat Indonesia (Persero) Tbk Ahmad Yani Makassar Branch was chosen as the object of the research because it is an institution that has high work dynamics and significant service digitization involvement.

This research is expected to contribute to the development of organizational behavior theory and provide practical implications for management in designing employee welfare-based performance improvement policies.

## **2. METHODS**

### **2.1 Types of Research**

This study uses an explanatory research approach, which aims to explain the causal relationship between the research variables and the test hypothesis. This research is included in the category of causal research using a quantitative approach. According to (Juliandi et al., 2014) causal research is research that wants to see whether a variable that acts as an independent variable has an effect on another variable that becomes a bound variable.

### **2.2 Research Location**

The place of research This research was carried out at Bank BRI Makassar Ahmad Yani Branch which is located at Jl. Ahmad Yani No. 8, Pattunuang, Makassar, Makassar City, South Sulawesi 90171.

## 2.3 Population and Sample

### Population

Population is a generalized area consisting of, objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2013). The population selected in this study is employees at Bank BRI Makassar Ahmad Yani Branch which totals 148 people.

### Sample

Samples are part of the number and characteristics of the population (Sugiyono, 2018). If a large population is not possible to study everything in a population, for example due to limited funds, energy, and time, then researchers can use samples taken from that population. Based on the calculation of the sample that became respondents in this study was 60 people

## 2.4 Variable Measurement Scale

Before data collection, a writer must first determine what method of data collection will be used. The data collection tools used must be in accordance with validity (validity) and reliability or consistency (realism).

Questionnaires can be used if the number of research respondents is large. The questionnaire given to respondents was measured on a likert scale consisting of five statements ranging from "strongly agree" to "strongly disagree", each answer being weighted with the following values:

Tabel. 2.1 Skala Likert

No.	Questions	Weight
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Disagree (TS)	3
4.	Disagree (TS)	2
5.	Strongly Disagree (STS)	1

Sources: (Juliandi et al., 2014)

## 2.5 Data Analysis Techniques

### Test Instruments

#### Validity Test

The validity test is used to measure the validity or validity of a questionnaire. Ghozali, (2013) "The technique used to measure the validity of the questionnaire question/statement is the Product Moment Correlation from Karl Pearson with the condition: if  $r$  is calculated is greater than  $r$  table, then the score of the question/questionnaire statement is valid but conversely if  $r$  is calculated less than  $r$  of the table, then the score of the question/questionnaire statement is said to be invalid". The criterion used to test the validity of the item

was at the significance level of  $\alpha = 0.05$ . the provision that if  $r$  is calculated less than the table ( $r_{count} < r_{table}$ ), then  $H_0$  is accepted, and  $H_a$  is rejected. But on the other hand, if  $r$  is greater than  $r$  table ( $r_{count} > r_{table}$ ) then  $H_a$  is accepted.

### **Reality Test**

Reliability testing is used to determine the degree to which a meter measures stably and consistently in any situation Ghozali, (2013). A questionnaire is said to be reliable if the respondent's answers to the question are consistent or stable over time. An instrument can be said to be reliable if Cronbach's alpha value  $> 0.60$  and vice versa is said to be unreliable if Cronbach's alpha  $< 0.60$ .

### **2.6 Data Analysis Techniques**

The data in this study will be analyzed with a quantitative descriptive approach because it uses numbers, starting from data collection, interpretation of the data, and the appearance of the results and described in a deductive manner departing from general theories. The data analysis technique of this study uses statistical analysis, namely the partial least square – structural equation model (PLSSEM) which aims to conduct path analysis with latent variables.

The purpose of using (Partial Least Square) PLS is to make predictions. Which in making these predictions is to predict the relationship between constructs, in addition to helping researchers and their researchers to obtain latent variable values that aim to make predictions.

### **2.7 Path Analysis**

The purpose of using (Partial Least Square) PLS is to make predictions. Which in making these predictions is to predict the relationship between constructs, in addition to helping researchers and their researchers to obtain latent variable values that aim to make predictions (Ghozali, 2016).

### **2.8 Pengujian Hypothesis**

Hypothesis testing is the most important data analysis because it plays a role in answering the formulation of problems in research and proving research hypotheses (Juliandi et al., 2018). Direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that affects the affected variable.

#### **a. Direct Effect**

Direct Effect The purpose of direct effect analysis is useful to test the hypothesis of the direct influence of an influencing variable (exogenous) on the influencing variable (endogenous) Juliandi, (2018). probability/significance value (P-Value): (1) If the P-Values value  $< 0.05$ , then significant; and (2) If the P-Values value  $> 0.05$ , then Juliandi is not significant, (2018).

#### **b. Inderrect Effect**

Inderect Effect The purpose of indirect effect analysis is useful to test the hypothesis of the indirect influence of an influencing variable (exogenous) on the affected variable (endogenous) which is mediated by an intervening variable (mediator variable) Juliandi, (2018). The criteria for determining the indirect effect (Juliandi, 2018) are: (1) if the P-Values value  $< 0.05$ , then it is significant, meaning that the mediator variable (Z/job satisfaction), mediates the influence of exogenous variables (X1 /

*Work Life Balance*) and (*X2 / Work Engagement*) on endogenous variables (*Y / Employee Performance*). In other words, the effect is indirect and (2) if the P-Values value  $> 0.05$ , then it is not significant, meaning that the mediator variable (*Z/Job Satisfaction*) does not mediate the influence of an exogenous variable (*X1/Work Life Balance*) and (*X2/Work Engagement*) on the endogenous variable (*Y/Employee Performance*).

### c. Cartial Least Square

This study uses partial regression analysis (Partial Least Square / PLS) to test the four hypotheses proposed in this study. Partial Least Square is a powerful analysis method because it is not based on many assumptions as a data analysis technique. The PLS method has its own advantages, including that the data does not have to be a normal distribution of 69 multivariate (indicators with categorical scales, ordinals, intervals to ratios can be used in the same model) and the sample size does not have to be large.

### d. Inner Model

Mediation effect analysis uses the following analysis stages: (1) Measurement model analysis (outer model); and (2) Structural model analysis/structural model analysis (inner model) (Juliandi et al., 2018).

1. R-Square. R-Square is a measure of the proportion of the variation in the value of the affected (endogenous) variable that can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good/bad. The criteria of the R-Square are: (1) if the value (adjusted) = 0.75  $\rightarrow$  the model is substantial (strong); (2) if the value (adjusted) = 0.50  $\rightarrow$  the model is moderate; (3) if the value (adjusted)= 0.25  $\rightarrow$  the model is weak (bad) (Juliandi, 2018).
2. f-square; F-Square measurement or effect size is a measure used to assess the relative impact of an affecting variable (exogenous) on the affected variable (endogenous). The criteria of F-Square according to (Juliandi, 2018) are as follows: (1) If the value = 0.02  $\rightarrow$  The effect of the exogenous variable is small on endogenous; (2) If the value = 0.15  $\rightarrow$  Moderate/moderate effect of the exogenous variable on endogenous; and (3) If the value = 0.35  $\rightarrow$  The effect of the exogenous variable on the endogenous is great. an exogenous variable.

## 3. RESULTS AND DISCUSSION

### 3.1 Validity Test Results

Table. 1 Results of the Validity Test of Research Instruments

Instrumen Penelitian	Item	Corrected item total corelation	Keterangan
<i>Work Life Balance</i>	X1.1	.920	Valid
	X1.2	.878	Valid
	X1.3	.913	Valid

	X1.4	.934	Valid
	X1.5	.881	Valid
	X1.6	.888	Valid
<i>Work Engagement</i>	X2.1	.839	Valid
	X2.2	.858	Valid
	X2.3	.809	Valid
	X2.4	.794	Valid
	X2.5	.863	Valid
	X2.6	.863	Valid
Employee Performance	Y.1	.973	Valid
	Y.2	.796	Valid
	Y.3	.780	Valid
	Y.4	.861	Valid
	Y.5	.943	Valid
	Y.6	.795	Valid
	Y.7	.846	Valid
	Y.8	.990	Valid
Job Satisfaction	Z.1	.965	Valid
	Z.2	.950	Valid
	Z.3	.825	Valid
	Z.4	.905	Valid
	Z.5	.895	Valid
	Z.6	.973	Valid
	Z.7	.736	Valid
	Z.8	.926	Valid

### 3.2 Results of Reality Test

Table 2. Results of the Feasibility Test of Research Instruments

<b>Instrumen Penelitian</b>	<b>Cronbach's Alpha</b>	<b>Keterangan</b>
<i>Work Life Balance (X1)</i>	.953	Reliabel
<i>Work Engagement (X2)</i>	.905	Reliabel
Employee Performance (Y)	.955	Reliabel
Job Satisfaction (Z)	.971	Reliabel

The results of the data processing of reliability test data regarding the variables of performance allowance and incentives for performance, with 28 question items, it can be said that all the question items

asked in the questionnaire are reliable or reliable, the reason is because it has a Cronbach's Alpha value above 0.600.

### 3.3 Inner Model Analysis

#### F-Square

Table 3. F-Square Test Results

<b>Variabel</b>	<b>F-Square</b>
<i>Work Life Balance</i> -> Employee Performance	0,342
<i>Work Engagement</i> -> Employee Performance	0,246
Job Satisfaction -> Employee Performance	0,007
<i>Work Life Balance</i> -> Job Satisfaction	0,481
<i>Work Engagement</i> -> Employee Performance	0,006
<i>Work Life Balance</i> -> Job Satisfaction -> Employee Performance	0,230
<i>Work Engagement</i> -> Job Satisfaction -> Employee Performance	0,322

The criteria for drawing conclusions of F-Square according to (Juliandi, 2018) are as follows (1) if the value = 0.02 is a small effect of the exogenous variable on endogenous; (2) if the value = 0.15 is a moderate/moderate effect of the exogenous variable on endogenic; (3) if the value = 0.35 then the effect of the exogenous variable on endogenous variables, an exogenous variable ( $X_1/$  *Work Life Balance*) and ( $X_2/$  *Work Engagement*) on the endogenous variable ( $Y/$  Employee performance).

#### R-Square

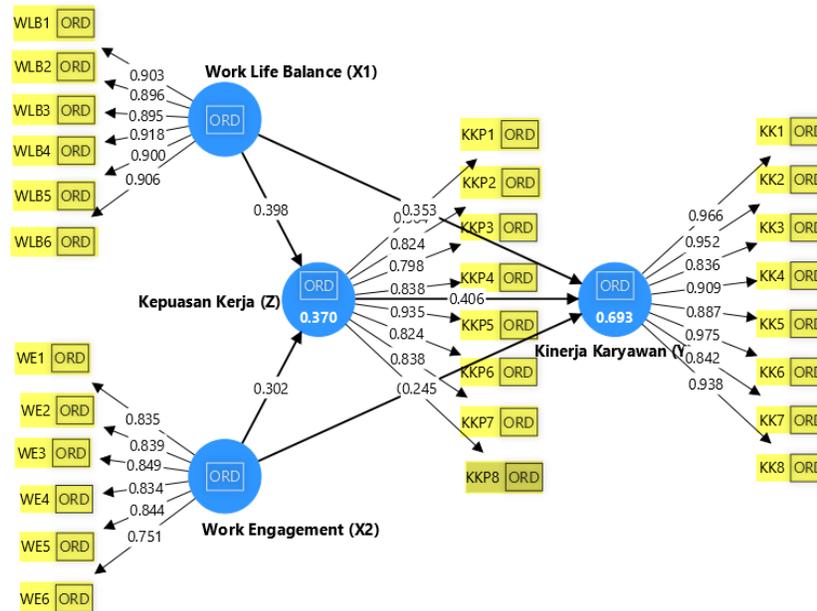
Tabel 4. R-Square Test Results

	<b>R-Square</b>	<b>R-Square Adjusted</b>
Employee Performance (Y)	0.589	0.574
Job Satisfaction (Z)	0.528	0.503

The R-Square value test above is as follows: R-Square Adjusted model path 1 = 0.574 means that the ability of the X variables, namely *Work Life Balance* and *Work Engagement* in explaining Y (Employee Performance) is 57.4%, thus the model is classified as substance (medium); and R-Square line II = 0.503 means that the ability of the X variables *Work Life Balance* and *Work Engagement* in explaining the Z Variable (Job Satisfaction) is 50.3%, thus the model is classified as a substance (medium)).

### 3.4 Uji Hypothesis

Based on the data processing that has been carried out using the SmartPLS 4.0 program, the image of the results of the hypothesis test of direct and indirect influence can be seen in the *following path coefficient* image:



Gambar 1. Path Coefficient

**Direct Effect**

Tabel 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV/V)	P-Values
<i>Work Life Balance -&gt; Employee Performance</i>	0,353	0,345	0,079	4,475	0,000
<i>Work Engagement -&gt; Employee Performance</i>	0,245	0,248	0,102	2,402	0,016
<i>Job Satisfaction -&gt; Employee Performance</i>	0,406	0,406	0,090	4,521	0,000
<i>Work Life Balance -&gt; Job Satisfaction</i>	0,398	0,403	0,140	2,848	0,004
<i>Work Engagement -&gt; Job Satisfaction</i>	0,302	0,317	0,128	2,369	0,000

**Indirect Effect**

Tabel 6. Specific Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV/V)	P-Values
<i>Work Life Balance -&gt; Job Satisfaction -&gt; Employee Performance</i>	0,162	0,164	0,069	2,352	0,019

<i>Work Engagement</i> -> Job Satisfaction -> Employee Performance	0,123	0,129	0,062	1,978	0,048
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### Total Effect

Tabel 7. Total Effect

	T/Statistic (O/STDEV/V)	P-Values
<i>Work Life Balance</i> -> Employee Performance	6,256	0,000
<i>Work Engagement</i> -> Employee Performance	3,799	0,000
Job Satisfaction -> Employee Performance	4,521	0,000
<i>Work Life Balance</i> -> Job Satisfaction	2,848	0,004
<i>Work Engagement</i> -> Job Satisfaction	2,369	0,018
<i>Work Life Balance</i> -> Job Satisfaction -> Employee Performance	2,352	0,019
<i>Work Engagement</i> -> Job Satisfaction -> Employee Performance	1,978	0,048

## DISCUSSION

### 3.5 The Effect of Work Life Balance on Job Satisfaction

Table 8. The Effect of Work Life Balance on Job Satisfaction

Variable Relationships	Path Coefficients	T Statistics	P-Value	Remarks
Work Life Balance → Job Satisfaction	0,493	4,963	0,000	Signifikan

Based on Table 8, the path coefficient value of 0.493 shows that Work Life Balance has a positive and significant effect on Job Satisfaction. This is reinforced by a statistical T-value of 4.963 > 1.96 and a P-Value of < 0.05, which indicates statistical significance. These findings support the research of Rantika et al. (2022), who stated that Work Life Balance has a positive effect on job satisfaction. Employees who are able to balance roles between work and personal life will feel more comfortable and satisfied in their work.

### 3.6 The Effect of Work Engagement on Job Satisfaction

Table 9. The Effect of Work Engagement on Job Satisfaction

Variable Relationships	Path Coefficients	T Statistics	P-Value	Remarks
Work Engagement → Job Satisfaction	0,323	2,974	0,003	Signifikan

Table 9 shows that Work Engagement has a positive and significant effect on Job Satisfaction, with a path coefficient of 0.323. The statistical T-value (2.974) > 1.96 and the P-Value (0.003) < 0.05 reinforce the validity of these results. This result is in accordance with the research of Hapsari and Astuti (2020), which states that Work Engagement has an impact on increasing job satisfaction. Employees who feel emotionally and cognitively engaged in their work tend to feel more fulfilled. According to researchers, Work Engagement

encourages employees to feel owned and valued within the organization, which has an impact on increased comfort and psychological fulfillment at work.

### 3.7 The Effect of Job Satisfaction on Employee Performance

Table 10. The Effect of Job Satisfaction on Employee Performance

Variable Relationships	Path Coefficients	T Statistics	P-Value	Remarks
Job Satisfaction → Employee Performance	0,408	2,962	0,003	Signifikan

Table 10 shows that Job Satisfaction has a positive and significant effect on Employee Performance, with a coefficient of 0.408 and a statistical T of 2.962. A P-Value of 0.003 reinforces the conclusion that this relationship is significant. This research supports the results of Wahyuni (2019) and Riyanti (2020), who found that employee satisfaction levels can affect their performance. Job satisfaction drives loyalty and commitment to work. Researchers argue that satisfied employees will be more proactive, responsible, and high-performing because they feel that their needs and expectations at work have been met.

### 3.8 The Effect of Work Life Balance on Employee Performance

Table 11. The Effect of Work Life Balance on Employee Performance

Variable Relationships	Path Coefficients	T Statistics	P-Value	Remarks
Work Life Balance → Employee Performance	0,270	2,054	0,041	Signifikan

Table 11 shows that **Work Life Balance has a positive and significant effect on Employee Performance**, with a coefficient of 0.270 and a P-Value of 0.041. These results are in line with research conducted by (Susi Mega Setyawati, 2019); (Badrianto & Ekhsan, 2021); and (Ardiansyah & Surhanti, 2020) which provides the conclusion that the *Work Life Balance* variable has a positive and significant influence on employee performance which states that the balance between work and personal life improves work performance. When employees have enough time for family and personal activities, they become more focused and productive in getting work done. The researcher considers that organizations need to design a humanist work system so that employees do not feel pressured, so that performance can be continuously improved.

### 3.9 The Effect of Work Engagement on Employee Performance

Table 12. The Effect of Work Engagement on Employee Performance

Variable Relationships	Path Coefficients	T Statistics	P-Value	Remarks
Work Engagement → Employee Performance	0,444	2,717	0,007	Signifikan

Table 12 shows that **Work Engagement has a positive and significant influence on Employee Performance**, with the highest path coefficient (0.444) among other independent variables. This shows that Work Engagement is the **most dominant variable** in influencing Employee Performance. These results are in line with the findings of Hapsari and Astuti (2020), who stated that work involvement has a major impact on improving performance. Employees who are actively engaged are more likely to show loyalty, passion, and focus on achieving the organization's goals. **The researcher emphasized** that increasing Work Engagement is an important long-term strategy for organizations, as high engagement creates a sense of ownership of the work results.

### 3.10 Indirect Influence Through Job Satisfaction

Table 13. Indirect Influence Through Job Satisfaction

Indirect Influence Pathway	Coefficient Value	Remarks
Work Life Balance → Job Satisfaction → Employee Performance	0,201	Signifikan
Work Engagement → Job Satisfaction → Employee Performance	0,132	Signifikan

Table 13 shows that **Job Satisfaction significantly mediates the influence of Work Life Balance and Work Engagement on Employee Performance**. The coefficient values of 0.201 and 0.132, respectively, indicate a significant indirect influence. This finding is consistent with the research of Rantika et al. (2022) and Wahyuni (2019), which stated that job satisfaction is an effective mediating variable between work environment factors and performance. **The researchers concluded** that organizations need to prioritize strategies that increase job satisfaction because these variables play a connecting role that amplifies other positive influences on performance.

## 4. CONCLUSION

Based on the data obtained in this study from 60 respondents, then analyzed, it was concluded as follows:

1. *Work Life Balance* has a positive and significant effect on employee performance at Bank BRI Makassar Makassar Ahmad Yani. This means that if employees can balance their own time with their work, it will make employee performance more optimal.
2. *Work Engagement* has a positive and significant effect on employee performance in Employees of Bank BRI Makassar Branch Ahmad Yani. This means that if employees have appropriate work attachments, it will improve employee performance.
3. Job satisfaction has a positive and significant effect on Employee Performance at Bank BRI Makassar Makassar Ahmad Yani. This means that if employees are satisfied at work, the employee will automatically provide maximum performance at work.

4. *Work Life Balance* has a positive and significant effect on Job Satisfaction at Bank BRI Makassar Ahmad Yani Branch. This means that if employees can balance their own time with their work, it will maximize job satisfaction.
5. *Work Engagement* has a positive and significant effect on job satisfaction in employees of Bank BRI Makassar Branch, Ahmad Yani. This means that if employees have appropriate work attachments, it will increase job satisfaction.
6. *Work Life Balance* has a positive and significant effect on Employee Performance through Employees of Bank BRI Makassar Branch Ahmad Yani. In other words, job satisfaction plays a mediator. This means that employees can balance their own time with their work will make job satisfaction more maximized and this has an impact on increasing employee performance.
  1. *Work Engagement* has a positive and significant effect on Employee Performance through Employees of Bank BRI Makassar Branch Ahmad Yani. In other words, job satisfaction plays a mediator. This means that if employees have appropriate work attachments, it will increase job satisfaction and this will make employee performance increase.

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