



# The Influence of Work-Life Balance and Organizational Culture on Employee Performance : The Mediating Role of Employee Engagement

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**Abstract.** *In the public sector, sustaining high levels of employee performance remains a continual challenge, especially amid growing administrative demands and expanding workloads. Disruptions to work-life balance and misaligned organizational values can weaken employee commitment and effectiveness. This study explores the impact of work-life balance and organizational culture on employee performance, with employee engagement examined as a mediating factor. The research was conducted at the Personnel and Human Resources Development Agency (BKPSDM) of Jember Regency using a quantitative explanatory approach and involved a census of 46 civil servants. Data were collected through surveys, interviews, and observations, and analyzed using path analysis techniques to assess both direct and indirect effects. The results show that work-life balance and organizational culture significantly influence engagement and performance. Moreover, employee engagement was found to partially mediate the relationship between the independent variables and employee performance. These findings point to the importance of creating supportive work environments and fostering a culture that promotes collaboration and engagement. Practical steps may include enhancing schedule flexibility and improving team dynamics. Future studies are encouraged to explore additional mediators and expand the research across various government institutions to strengthen generalizability.*

**Keywords:** *employee engagement, employee performance, organizational culture, public service, work-life balance*

## 1. INTRODUCTION

Organizational effectiveness in the reform era increasingly depends on high-performing human resources (Maghfiroh, 2021). At the Jember Regency Personnel and Human Resources Development Agency (BKPSDM), employee performance is managed through policy formulation, recruitment, training, and governance planning (BKPSDM Jember, 2023). Performance, viewed as both an outcome and a process, must be continuously evaluated to support organizational goals (Arnaud, 2023; Luthfi et al., 2022).

Two influential factors shaping performance are work-life balance—the harmony between professional duties and personal life (Kurnia & Widigdo, 2021; Natakusumah et al., 2020)—and organizational culture, which provides behavioral norms and shared values that drive motivation and satisfaction (Nabella et al., 2022; Setyanti et al., 2022). Additionally, employee engagement, characterized by vigor, dedication, and absorption (Saks, 2022; Li et al., 2021), serves as a crucial mediator between these factors and performance outcomes.

Despite promoting teamwork, BKPSDM faces issues such as overtime demands and travel obligations that disrupt work-life balance and hinder collaboration across levels (Natakusumah et al., 2020; Naveed et al., 2022). Prior studies have shown engagement

mediates the effects of culture and work-life balance on performance (Arifin et al., 2021; Nurjanah, 2021; Zamzamy et al., 2022). Safria (2022) and Badaruddin (2022) further confirm that these variables strongly influence employee outcomes, particularly among younger civil servants.

This study investigates how work-life balance and organizational culture affect employee performance at BKPSDM Jember, with employee engagement as a mediating factor. Using a quantitative approach with 46 respondents, data were collected through questionnaires, interviews, and observations, and analyzed via path analysis using SPSS 22.0 to provide empirical validation of these relationships.

## **2. METHODS**

This quantitative explanatory study investigated the impact of work-life balance and organizational culture on employee performance, with employee engagement as a mediating variable, using data from 46 civil servants at BKPSDM Jember. Employees often face extended work hours due to digital services and official travel, contributing to challenges in balancing personal and professional domains, despite a promoted yet inconsistently applied culture of teamwork (Natakusumah et al., 2020; Safria, 2022).

Work-life balance was measured through time, involvement, and satisfaction dimensions (Sarikit, 2017), while organizational culture was assessed using indicators such as innovation, attention to detail, outcome and people orientation, and teamwork (Setyanti et al., 2022). Engagement was evaluated by enthusiasm, dedication, and absorption (Safria, 2022). Performance was assessed through quality, quantity, responsibility, teamwork, and initiative (Rahayu et al., 2019).

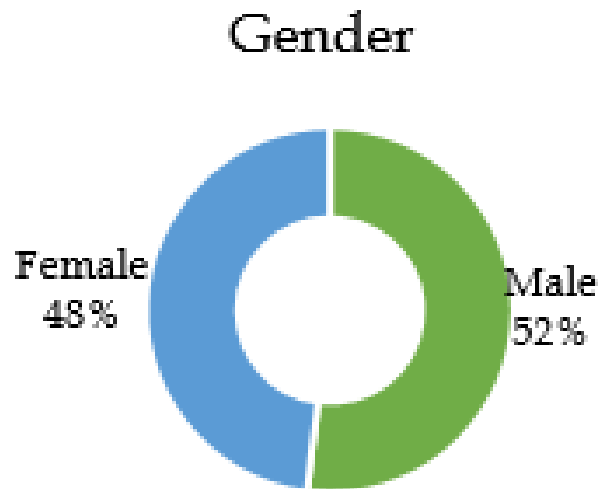
A census sampling method was employed, incorporating all employees. Data collection combined questionnaires, interviews, and observation, supported by secondary sources including literature and institutional reports. Path analysis via IBM SPSS 22.0 was used to examine direct and indirect effects, with prior validation through reliability, normality, multicollinearity, and heteroscedasticity tests ensuring analytical rigor (Taherdoost, 2022).

## **3. RESULTS AND DISCUSSION**

### **Respondent Demographics**

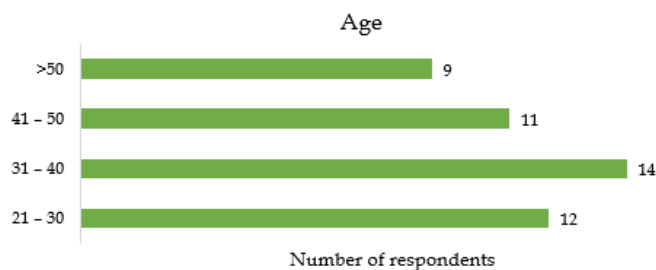
Understanding respondent demographics helps contextualize the findings by illustrating participant profiles. This study involved 46 civil servants from BKPSDM

Jember, with data on gender, age, assignment field, and work experience. Graphical displays follow to illustrate this distribution.



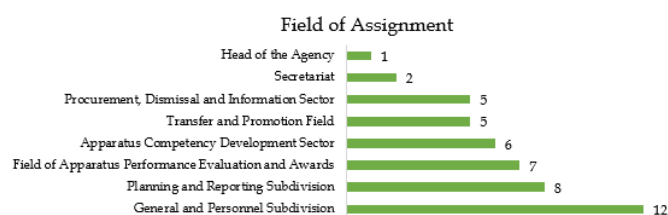
**Figure 1.** Distribution of Respondents by Gender

As shown in Figure 1, the gender composition was relatively balanced, with 24 male respondents (52%) and 22 female respondents (48%). This near-equal distribution suggests that the study reflects perspectives from both genders without significant dominance, enabling a more balanced analysis of gender-related experiences in the workplace.



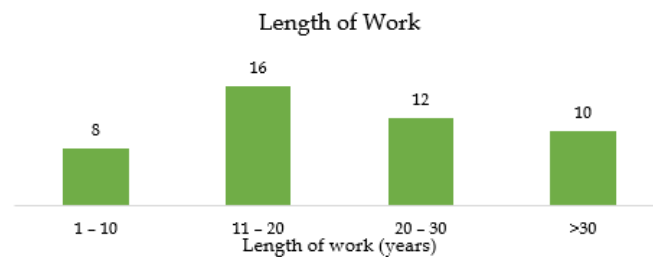
**Figure 2.** Distribution of Respondents by Age

Figure 2 shows that the largest proportion of respondents (30%) were in the 31–40 age group, followed by 21–30 years (26%), 41–50 years (24%), and those over 50 years (20%). This indicates a predominance of early- to mid-career employees, many of whom are likely to be active in developmental roles and adaptive to digital transformation initiatives within the agency.



**Figure 3.** Distribution of Respondents by Field of Assignment

According to Figure 3, the General and Personnel Subdivision had the highest representation (26%), followed by Planning and Reporting (17%), and the Field of Apparatus Performance Evaluation and Awards (15%). Other fields such as the Secretariat (13%), Apparatus Competency Development Sector (11%), and Procurement, Dismissal, and Information Sector (11%) also contributed. The smallest group was from the Head of the Agency (2%). This variation shows a wide cross-section of functions, reflecting diverse roles within BKPSDM Jember.



**Figure 4.** Distribution of Respondents by Length of Work

Figure 4 illustrates that the majority of respondents had 11–20 years of service (35%), followed by 20–30 years (26%), more than 30 years (22%), and 1–10 years (17%). This suggests that a significant portion of employees had long-standing tenures, which may influence their perspectives on organizational culture, engagement, and work-life balance due to their institutional experience.

### Instrument Validity and Reliability

To confirm the accuracy and consistency of the instruments, validity was tested using Pearson’s correlation, while internal consistency was assessed through Cronbach’s Alpha reliability analysis.

**Table 1.** Summary of Instrument Validity and Reliability

Path	$\beta$ Coeff.	P- value	t-value	Conclusion
H <sub>1</sub> : Work-Life Balance → Engagement	0.470	0.001	3.716	Significant; H <sub>1</sub> accepted
H <sub>2</sub> : Organizational Culture → Engagement	0.262	0.044	2.070	Significant; H <sub>2</sub> accepted
H <sub>3</sub> : Work-Life Balance → Performance	0.280	0.031	2.236	Significant; H <sub>3</sub> accepted
H <sub>4</sub> : Organizational Culture → Performance	0.394	0.001	3.442	Significant; H <sub>4</sub> accepted
H <sub>5</sub> : Engagement → Performance	0.286	0.035	2.174	Significant; H <sub>5</sub> accepted

All items across the four variables work-life balance, organizational culture, employee engagement, and performance were deemed valid, with correlation coefficients exceeding the critical value ( $r\text{-table} = 0.291$ ) at the 5% significance level and  $p\text{-values} < 0.05$  (Rahayu et al., 2019; Safria, 2022; Sarikit, 2017; Setyanti et al., 2022). Reliability analysis further confirmed internal consistency, with Cronbach's alpha scores above the 0.60 threshold: 0.773 for work-life balance, 0.746 for organizational culture, 0.810 for engagement, and 0.638 for performance, indicating acceptable reliability (Taherdoost, 2022). Thus, the instruments were both valid and reliable for analysis.

### Assumption Testing

To ensure regression robustness, standard assumption tests were performed, including residual normality, multicollinearity checks via tolerance and VIF, and heteroscedasticity testing using the Glejser method. These validated the model's assumptions and supported reliable interpretation of variable relationships.

**Table 2.** Summary of Assumption Testing

Indirect Path	Indirect Effect	Conclusion
H <sub>6</sub> : Work-Life Balance → Engagement → Performance	$0.470 \times 0.286 = 0.134$ (13.4%)	Partial mediation; H <sub>6</sub> accepted
H <sub>7</sub> : Organizational Culture → Engagement → Performance	$0.262 \times 0.286 = 0.074$ (7.4%)	Partial mediation; H <sub>7</sub> accepted

Residual analysis confirmed normality with significance levels above 0.05. Multicollinearity was absent, as tolerance values exceeded 0.10 and VIF values remained below 10. Heteroscedasticity was also not detected, with all significance values above 0.05. These results confirm that the data satisfied key assumptions for valid regression and path analysis.

### Path Analysis and Hypothesis Testing

Path analysis was employed to assess direct and indirect effects of work-life balance and organizational culture on employee performance, with employee engagement as a mediator. Relationships were considered significant at  $p < 0.05$  and  $t > 2.01669$ , indicating 95% confidence.

**Table 3.** Summary of Direct Effects and Hypothesis Testing

Path	$\beta$ Coeff.	P- value	t-value	Conclusion
H <sub>1</sub> : Work-Life Balance → Engagement	0.470	0.001	3.716	Significant; H <sub>1</sub> accepted
H <sub>2</sub> : Organizational Culture → Engagement	0.262	0.044	2.070	Significant; H <sub>2</sub> accepted
H <sub>3</sub> : Work-Life Balance → Performance	0.280	0.031	2.236	Significant; H <sub>3</sub> accepted
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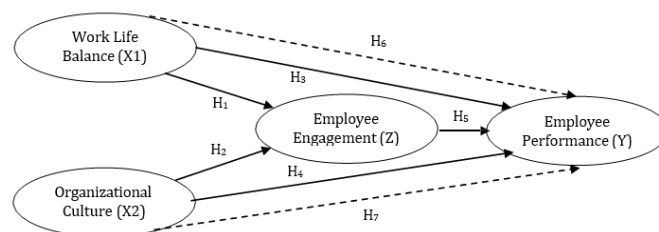
The findings in Table 3 confirm that all five direct paths are statistically significant. Both work-life balance and organizational culture positively affect employee engagement, which in turn significantly enhances employee performance. Moreover, the independent variables also exhibit strong direct influences on performance outcomes.

To explore the mediating role of employee engagement, indirect effect calculations were also performed.

**Table 4.** Summary of Indirect Effects

Indirect Path	Indirect Effect	Conclusion
H <sub>6</sub> : Work-Life Balance → Engagement → Performance	$0.470 \times 0.286 = 0.134$ (13.4%)	Partial mediation; H <sub>6</sub> accepted
H <sub>7</sub> : Organizational Culture → Engagement → Performance	$0.262 \times 0.286 = 0.074$ (7.4%)	Partial mediation; H <sub>7</sub> accepted

The indirect effect of work-life balance on employee performance through engagement (13.4%) is greater than its direct effect (7.8%), suggesting that employee engagement strengthens the influence of work-life balance on performance. Similarly, employee engagement mediates the relationship between organizational culture and performance (7.4%). These results demonstrate that employee engagement plays a partial mediating role, enhancing the impact of organizational factors on performance outcomes.



**Figure 5.** Path Diagram of Research Model

Figure 5 illustrates the structural relationships, highlighting both direct and mediated effects. Work-life balance influenced employee engagement by 22% (H1), and organizational culture by 6.8% (H2). Direct effects on performance were 7.8% from work-life balance (H3), 15.5% from culture (H4), and 8.1% from engagement (H5). Indirectly, work-life balance and organizational culture impacted performance through engagement by 13.4% (H6) and 7.4% (H7), respectively, confirming engagement as a partial mediator.

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

Despite BKPSDM Jember's online service systems, employees—particularly those aged 31–40—often work beyond office hours, disrupting personal time and reducing emotional energy. This imbalance affects engagement, which thrives on emotional availability. Prior studies affirm that better work-life balance enhances employee engagement (Jamillah, 2022; Safria, 2022).

### **The Influence of Organizational Culture on Employee Engagement**

Long-serving staff reflect a culture of initiative and responsibility. However, weak team orientation limits collaboration across units. Addressing this gap can foster a more unified work environment and raise engagement levels, consistent with findings that cohesive cultures drive higher engagement (Badaruddin, 2022; Jain & Christy, 2023).

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

Work demands beyond office hours, especially for early-to-mid career staff, challenge focus and energy. Imbalanced responsibilities risk performance quality. Effective time management is critical, aligning with research linking strong work-life balance to higher performance (Aisyah et al., 2023; Dwitanti et al., 2023; Putri & Purnamasari, 2021).

### **Organizational Culture on Employee Performance**

Tenured employees at BKPSDM show strong risk-taking behavior, indicating initiative. However, low team orientation points to weak collaboration. Enhancing teamwork can improve performance outcomes, supporting findings that cultural alignment strengthens job effectiveness (Irsyad et al., 2022; Setyanti et al., 2022).

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

High levels of enthusiasm and dedication especially during off-hours and travel demonstrate deep engagement at BKPSDM. Engaged employees show initiative, resilience, and ownership, boosting performance quality. This aligns with prior evidence linking engagement to individual and organizational productivity (Putri & Purnamasari, 2021).

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

Work-life balance impacts performance both directly (7.8%) and more strongly through engagement (13.4%). This suggests that while balance is crucial, its full effect emerges when employees are emotionally invested in their work, supporting engagement as a partial mediator (Jamillah, 2022; Natakusumah et al., 2020).

### **Organizational Culture on Performance through Engagement**

Organizational culture has a direct (15.5%) and indirect (7.4%) effect on performance via engagement. While cultural alignment enhances performance independently, engagement deepens its impact. These results confirm that engagement mediates the link between culture and outcomes (Badaruddin, 2022).

## **4. CONCLUSION**

Both work-life balance and organizational culture significantly influence employee engagement and employee performance at the Jember Regency Personnel and Human Resources Development Agency (BKPSDM). Furthermore, employee engagement is shown to play a partial mediating role, strengthening the effect of both work-life balance and organizational culture on performance outcomes. These findings highlight the importance of fostering a supportive organizational environment that balances professional responsibilities with personal well-being while cultivating a culture of engagement and shared values.

BKPSDM Jember should prioritize flexible policies, collaborative practices, and active employee engagement to enhance performance. Promoting work-life balance and a positive culture can sustain motivation and reduce burnout. Future studies should examine additional variable such as leadership, satisfaction, and well-being using longitudinal or comparative approaches to enrich theoretical insight and practical application in public sector HR development.



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