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## The Effect of Employee Engagement and Work-life Balance to Employee Performance with Job Satisfaction as a Mediation Variable in Lavalette Hospital Malang

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**Abstract.** Hospitals are a health service industry which are now increasingly required to continue to adapt to developments and provide the best service for the community. Now, the current very tight competition requires hospitals to continue to improve the quality of their services. Lavalette Hospital is developing and continues to strive to provide the best service to the community by improving the performance of human resources. There are many factors that can influence employee performance, including employee engagement, work-life balance and job satisfaction as factors that can strengthen this influence. For this reason, this research aims to analyze the influence of employee engagement, work-life balance on employee performance with job satisfaction as a mediating variable at Lavalette Hospital Malang. The sample in this study was 167 respondents consisting of PWT and PWTT employees using a simple random sampling. The data collection technique uses a Google form which is distributed to respondents. Data analysis was carried out using SEM PLS analysis using SmartPLS 4.0. The research results showed that: 1. Employee engagement has a significant effect on job satisfaction, 2. Work-life balance has a significant effect on job satisfaction, 3. Employee engagement has a significant effect on employee performance, 4. Work-life balance has a significant effect on employee performance, 5. Job satisfaction has a significant effect on employee performance, 6. Employee engagement has a significant effect on performance employees with job satisfaction as a mediating variable, 7. Work-life balance does not have a significant effect on employee performance with job satisfaction as a mediating variable.

**Keywords:** Employee engagement, work-life balance, job satisfaction, employee performance

### 1. INTRODUCTION

The hospital industry has experienced rapid development both in terms of service, technology, quality of human resources and supporting infrastructure. Every organization, large or small, requires various resources to be able to carry out its duties and goals, including hospitals. One of the most important resources in an organization is human resources. In the midst of the rapid growth and development of services at Lavalette Hospital, there will be many challenges that must be faced so that there are also many pressures that must be met by employees such as work targets (number of visits, target revenue, patient service, claims, etc.), punctuality in work, speed of service, etc. In the concept of human resource management, the presence of employees is one of the important things to achieve sustainable competitive advantage. The implementation of human resource management must be integrated with company strategy so that it can improve organizational performance and competitiveness (Bratton, 2017). Another opinion states that having quality human resources will certainly help companies and organizations compete and get these changes (Nuryanta, 2008).

The success of an organization can be seen from the performance of its employees in the form of individual abilities in carrying out work with predetermined targets, the efforts made towards the work and the organization and the support from the organization, one of which is through employee engagement to support the achievement of organizational goals. Employee engagement can be interpreted as an employee's efforts to do their work by giving their time, abilities and energy to their work which is an important part of their life. Employee engagement is a state of employees who are psychologically involved with their work (Albrecht, 2010). The importance of employee engagement was expressed by Siddhanta (2010) who stated that employee engagement can create success for companies through matters related to employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty, and profitability. Employee performance is one of the things that results from creating high employee engagement. This was also expressed by Robinson et al., (2006) who stated that employees who have strong ties to the company will improve their work performance for the company's benefit. Other research findings have different results. Bakker et al., (2012) show that work involvement is a necessary but not sufficient condition for improving performance. And research from Gorgievski et al., (2014) explains that work engagement has a negative effect on employee performance. This contradiction requires further research.

Another factor that can influence employee performance is work-life balance. Work-life balance is a situation when someone is able to share roles and feels satisfaction in their role (Handayani, 2013). The busy working hours of an employee in a hospital, whether medical or non-medical personnel, certainly affect their work results. A lot of time is missed, such as rest time, time to gather with family, sports activities, vacation time and so on. Therefore, the concept of balancing various roles (work-life balance) can be used as a solution to this problem. This is explained in previous research which shows that work-life balance influences employee performance (Ardiansyah, 2020). Different research results show that work-life balance has a negative effect on employee performance in SINDICATION, which can be interpreted as meaning that implementing work-life balance within each employee cannot improve the employee's performance in the company (Herlambang, 2020). Apart from that, employees who can balance their work with their lives will not necessarily be able to improve the employee's performance. The results of this research are supported by previous research conducted by Sidik (2019) which stated that work-life balance had no significant effect on employee performance. Based on this research, a mediator variable is needed to improve employee performance, one of which is through job satisfaction. Job satisfaction is a mediator variable

that can strengthen the influence of employee engagement and work-life balance on employee performance because job satisfaction is an important element in the field of work and has a direct impact on employee performance. Job fulfillment influences work implementation which develops further, employees who feel fulfilled will get more results at work (Afandi, 2018). Aliya (2020) explains that job satisfaction is the positive or negative feelings felt by employees towards various aspects of their work, and seeing employees' reactions to working conditions. Based on previous research, it shows that job satisfaction influences employee performance, where when employees feel satisfied with their work they will show high performance at work (Kholidi, 2021).

Employee engagement can be used by organizations to find out how much of a reciprocal relationship there is regarding job satisfaction felt by employees and to see employee performance. Research related to employee engagement shows that employee involvement has an impact on job satisfaction and employee performance (Fitri, 2022). Paramarta (2020) also explains that employees who are engaged will have better performance, by feeling job satisfaction employees will feel happy and not make their work a burden so they can provide maximum contribution and the best performance which makes the organization able to achieve its goals. Based on this research, job satisfaction requires a mediator variable that can strengthen the influence of employee engagement on employee performance. The balance between work and life also influences employee satisfaction with work and can help achieve success for the company, as well as raising employee morale in carrying out their work for the organization (Megaster et al., 2021). This is explained in previous research which shows that work-life balance influences employee job satisfaction (Ardiansyah, 2020).

Lavalette Hospital consists of several medical and non-medical units/sections and a shift and non-shift work system. Based on a preliminary study conducted regarding the average employee overtime hours, in April 2024 data was obtained, namely 38 hours/month for non-medical employees (Patient Registration Place) and 69 hours/month for medical department employees (Inpatient and Outpatient). The amount of overtime hours is due to the night shift and work that must be completed. Apart from that, several activities outside of work that require extra time include training, seminars, assistance, long shifts, etc. Overtime hours are one of the factors that can influence employee engagement and employee work-life balance (Iacovoiu in Wulandari, 2023). Based on this data, it can be concluded that in some areas, performance achievements have not met the targets set by the company, so a performance improvement strategy is needed. One way to improve performance in order to meet company

targets is by optimizing factors related to <sup>56</sup> employee engagement and work-life balance at Lavalette Hospital Malang.

<sup>56</sup> Based on phenomena at Lavalette Hospital can influence employee performance and job satisfaction. Employee engagement and work-life balance should be a special concern for companies to increase job satisfaction and hopefully also improve employee performance. Based on the phenomena that occur, researchers are interested in conducting research related to <sup>67</sup> the influence of employee engagement and work-life engagement on employee performance with job satisfaction as a mediating variable at Lavalette Hospital, Malang.

## 2. LITERATURE REVIEW

### Employee Engagement

Employee engagement is an employee's attachment to a company or organization and can grow because there is a match between the employee and the organization's vision and mission. Engagement occurs when someone is consciously aware of and emotionally connected to another person. When employees are engaged, <sup>18</sup> employees have an awareness of the purpose of their role to provide services so that employees will give all their best abilities. Employees who have high engagement will feel comfortable in their work environment, thereby reducing their desire to move (Khan, 1990). Robinson et al., (2004) provide a definition of <sup>5</sup> employee engagement as a positive attitude shown by employees towards the organization and company values. An engaged employee has an awareness of the business, and works with colleagues to improve performance on the job for the benefit of the organization. The business awareness possessed by employees will make them give their best efforts to improve performance. Benthall (2006) defines <sup>16</sup> employee engagement as a condition where people feel that they have found their full meaning, have motivation at work, are able to receive support from other people positively, and are able to work effectively and efficiently in the work environment. <sup>61</sup> Schaufeli and Bakker (2004) define employee engagement as a positive, satisfying state of mind, attitude related to work.

According to Schaufeli and Bakker (2010), employee engagement has three aspects :

- <sup>9</sup> 1) Vigor is characterized by a high level of energy and mental flexibility when working, a willingness to invest effort in work, and remaining persistent even in the face of various difficulties. Behaviors formed from this aspect include trying other alternatives when facing difficulties at work, employees trying to maintain the quality of their work, and feeling challenged when employees are given many tasks.



- 2) Dedication refers to strong involvement in work and experiencing a sense of importance, enthusiasm and challenge towards work. Behaviors that are formed from this aspect include employees taking part in various activities to advance the company, employees trying to complete assignments according to the time determined by the company, employees obeying the rules that apply in the company, and employees trying to complete their tasks even though it is difficult.
- 3) Absorption is characterized by concentrating completely and feeling engrossed in one's work, so that time seems to pass quickly and it is difficult to disengage from work. In short, engaged employees have high energy levels and are enthusiastic about their work. Behaviors formed from this aspect include employees feeling happy at work and focused on their work so that the employee's working time passes very quickly.

### **Work-life Balance**

Work-life balance according to Hudson (2005) states that work-life balance is a level of satisfaction related to multiple roles in a person's life. Work-life balance is generally associated with balance, or maintaining all aspects of human life. So it can be concluded that work-life balance is a form of balance that occurs in a person's life where they do not forget their duties and obligations at work without having to ignore all aspects of their personal life. Work-life balance is a person's ability to balance work demands with personal and family needs as an instrument in providing balanced attention between the work domain and the non-working domain (Schermerhorn in Ramadhani, 2013). Another opinion explains that work-life balance means employees can freely use flexible working hours to balance their work or work with other commitments such as family, hobbies, art, and not only focus on their work (Frame and Hartog in Moedy, 2013).

According to McDonald and Bready (2005), there are three aspects of work-life balance, namely as follows:

#### **1) Time Balance**

Focus on balancing the time given to work and outside work. Time balance means the amount of time a person gets when working and activities outside work. The expected results of time balance are increased concentration, increased productivity, increased job satisfaction, better time organization and reduced stress.

## 2) Balance of Engagement

Focuses on equality in psychological involvement in work and roles outside of work, so that you can enjoy your time and be involved both physically and emotionally in social activities.

## 3) Balance of Satisfaction

Focuses on a person's balanced level of satisfaction at work and outside work. Satisfaction will arise if someone can accommodate work and non-work needs well. This can be seen from family conditions, relationships between co-workers and the quality and quantity of work that has been completed.

## Employee Performance

Achieving overall organizational performance needs to be supported by optimal contributions from each individual in the organization in the form of employee performance. This is because employee performance is an important component which is considered the main criterion in managing human resources to achieve organizational goals. Measuring and evaluating employee performance in each organization is different. Regardless of the goal, organizations need accurate and efficient performance assessments so that they can provide appropriate policy recommendations for the development of human resources in the organization (Villagrasa, 2019). According to the Oxford Dictionary, performance is a process or way of acting or carrying out organizational tasks. Moehariono (2012) states the meaning of employee performance or the definition of performance as the performance results that can be achieved by a person or group of people in an organization, both qualitatively and quantitatively, in accordance with their respective authorities, duties and responsibilities in order to legally achieve the goals of the organization concerned. , does not violate the law and is in accordance with morals and ethics. Performance is a description of the level of achievement of implementing activity programs or policies in achieving the organization's goals, objectives, vision and mission as outlined in the organization's planning and strategy. Performance is the result of the work function/activities of a person or group in an organizational activity which is influenced by various things in order to achieve organizational goals within a certain time. The activity or work function in question is the implementation of work or activities of a person or group for which they have authority and responsibility in an organization. The implementation of work results/work achievements is aimed at achieving organizational goals within a certain period (Tika, 2006).

Employee performance is the work a person does in carrying out the tasks assigned to him, based on records, experience, integrity and time (Hasibuan, 2017). Employee performance is the work results produced by an employee to achieve the expected goals (Mangkunegara, 2017). In addition, there are dimensions and indicators that are measured in employee performance, namely:

1) Quality of work

Represents cleanliness, accuracy and the ability to do work well, in order to reduce errors in completing assigned work.

2) Work Quantity

The results of the completion of work are completed under normal conditions, by looking at the number of types of activities carried out at one time which can be carried out according to the company's expectations.

3) Timeliness

Use of work time or activities that are aligned with company procedures so that work can be completed at the specified time.

### Job Satisfaction

Someone who has a high level of job satisfaction will have positive feelings about their job, while someone who is dissatisfied will have negative feelings about their job. So that employees who have a sense of satisfaction with their work will perform better (Robbins, 2015). Job satisfaction is a feeling response to aspects of one's work through the results of job assessments as a sense of appreciation for achieving one of the important values in work (Afandi, 2018). Apart from that, job satisfaction is a feeling that supports employees with their work and their condition. Feelings related to work are related to aspects of wages, salary received, promotions, relationships with coworkers, job placement, type of work, company organizational structure, and quality of supervision. Meanwhile, feelings related to oneself include age, health condition, ability and education (Mangkunegara, 2017). Based on the theory of job satisfaction above, job satisfaction is the feeling that employees feel about the work they do, regarding what they have received at work which can influence the employee's work results. The idea of individual satisfaction being an important performance factor in business can be found in various psychology and human behavior research in the early and mid-20th century. Abraham Maslow, one of the leading researchers of that period developed a series of theories related to the personal needs of individuals. In the "Theory of Human Motivation" (1943), Maslow introduced the "hierarchy of needs" which suggests that individual behavior can be defined by a hierarchical list of needs that need to be met to increase life satisfaction; starting



from basic needs such as physiological and safety needs, then expanding to love and ownership and ultimately “higher” levels such as self-esteem and self-actualization.

Job satisfaction is also used as an indicator of the difference between what employees want from their workplace and what the company provides. Employees determine how happy they are from what they get at work, their employer, and their work environment as a whole. The dimensions and indicators of job satisfaction include (Luthans, 2006):

1) Salary or Wages

Money not only fulfills basic needs, but also fulfills higher needs.

2) The work itself

Job characteristics and work design, providing feedback and autonomy from the job itself have been shown to be the two most important motivational factors related to work.

3) Promotion

Related to career development within the company, providing promotions and opportunities for advancement.

4) Supervision

The support provided by the leadership in carrying out the work carried out in order to motivate employees.

5) Coworkers

Friendly and cooperative coworkers are a source of job satisfaction for employees. A good work group makes work enjoyable and is a source of encouragement, comfort, advice, and support for workers.

6) Working Conditions

Good working conditions (clean, attractive environment), will make them comfortable doing their work. Conversely, if the work situation is bad (hot, noisy), the individual will find it more difficult to complete the work. Indicators in this dimension are the working atmosphere such as work equipment, ventilation, spatial layout and so on

## Hypothesis Development

### **The Effect of Employee Engagement on Job Satisfaction**

Employee engagement has a significant impact and influence on job satisfaction. The more engaged or engaged employees are in their work environment, the higher their level of participation is expected to be. The high level of employee participation in various events that occur in the company will actually cause employees to be more satisfied with their work and work environment (Jaiswal et al., 2017). Research shows that employee engagement has proven to influence employee job satisfaction at Aman Villas Nusa Dua - Bali (Paramarta,

2020). Likewise, Dewanto's (2016) research shows that employee engagement influences employee job satisfaction.

H1: Employee engagement has a positive and significant effect on job satisfaction at Lavalette Hospital Malang

### **The Effect of Work-life Balance on Job Satisfaction**

Work-life balance is a form of satisfaction for individuals in achieving work-life balance (Prayogi et al., 2019). When connected to the theoretical basis, work-life balance makes employees feel free to balance work and other commitments such as family, hobbies, art, traveling, education, and so on, apart from just focusing on work (Frame and Hartog in Rondonuwu et al., 2018). This shows that work-life balance can lead to healthy activities that will satisfy employees so that the relationship between work-life balance and job satisfaction can be seen. The higher the level of employee work-life balance during work, the greater the increase in job satisfaction (Rondonuwu et al., 2018). In an effort to increase job satisfaction, companies are expected to implement employee work-life balance.

H2: Work-life balance has a positive and significant effect on job satisfaction at Lavalette Hospital Malang

### **The Effect of Employee Engagement on Employee Performance**

Employee engagement is defined as a positive attitude shown by employees towards the organization and company values. An engaged employee has an awareness of the business, and works with colleagues to improve performance on the job for the benefit of the organization. The business awareness possessed by employees will make them give their best efforts to improve performance (Robinson et al in Nusatria, 2013). The research results state that employee engagement influences employee performance, where employees who have a strong relationship with the company will improve their work performance for the company's benefit (Setiawan, 2017).

H3: Employee engagement has a positive and significant effect on employee performance at Lavalette Hospital Malang

### **The Effect of Work-life Balance on Employee Performance**

Work-life balance is when someone gets time to spend with family, free time to relax, communicate with colleagues, and complete work well. Work-life balance determines the time available for employees to fulfill their work and family responsibilities. Employees who have an imbalance between work and life can cause poor productivity and poor company performance (Soomro et al., 2018). Research on doctors and nurses in Malaysia found that

work-life balance, such as setting even working hours and supportive supervisors, contributed to employee performance. has a large positive impact (Dousin et al., 2019).

H4: Work-life balance has a positive and significant effect on employee performance at Lavalette Hospital Malang

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

Job satisfaction is one of the factors that can influence good performance, when the higher the level of employee satisfaction makes employees work harder and are more likely to improve performance thereby increasing company profits for the long term. Various sources agree that employee satisfaction can be defined as an emotional response and attitude towards work. This satisfaction is explained in different dimensions, namely satisfaction in one dimension where an employee feels satisfied or dissatisfied with his job, as well as multidimensional satisfaction where an employee may have various levels of satisfaction with certain aspects of his job, such as management, salary, workplace, and so on (Rahman et al., 2006). Several studies have proven that satisfaction influences employee performance, including job satisfaction influencing employee performance at the Ibis Styles Hotel Surabaya, employees feel that their abilities are appropriate to their field of work so that the resulting performance is perfect when working (Bella and Widjaja, 2018). Other research states that the millennial generation, who have a good balance between personal life and work, experience job satisfaction which they think will have an impact on improving performance (Muliawati and Frianto, 2020).

H5: Job satisfaction has a positive and significant effect on employee performance at Lavalette Hospital Malang

### **The Effect of Employee Engagement on Employee Performance Through Job Satisfaction**

As previously explained, engagement that occurs in employees will influence their job satisfaction and in turn will also have a positive impact on the employee's performance. Previous research proves that employee engagement has an indirect effect on employee performance through simultaneous job satisfaction (Fitri, 2022). Other research states that job satisfaction can mediate the relationship between employee engagement and employee performance (Firman, 2024).

H6: Employee engagement has a positive and significant effect on employee performance through job satisfaction at Lavalette Hospital Malang

## The Effect of Work-life Balance on Employee Performance Through Job Satisfaction

Work-life balance is also an important factor that can influence employee job satisfaction. The higher the balance between an employee's work and personal life, the greater his job satisfaction will be and will also further improve the employee's performance. Previous research proves that work-life balance has an indirect effect on employee performance through simultaneous job satisfaction (Fitri, 2022). Other research states that job satisfaction can mediate the relationship between work-life balance and employee performance (Firman, 2024).

H7: Work-life balance has a positive and significant effect on employee performance through job satisfaction at Lavalette Hospital Malang

### 3. METHODS

This research was designed as quantitative research which aims to test the causal relationship between the variables studied. The variables used in this research consist of: Exogenous variables, consisting of Employee engagement and Work-life balance; Endogenous variables are employee performance; The mediating variable is job satisfaction. Such variables are classified as follows in Table 1.

**Table 1. Research Variables**

Variable	Indicators	Reference
Employee engagement	1. Vigor	(Mercer, 2007)
	2. Dedication	
	3. Absorption	
Work-life balance	1. Time Balance	(Lumunon, 2019)
	2. Involvement Balance	
	3. Satisfaction Balance	
Job Satisfaction	1. Management/supervision	(Kozarevic et al., 2014)
	2. Material compensation	
	3. Work environment	
	4. Workplace social atmosphere	
	5. General satisfaction in life	
Employee Performance	1. Work quality	(Trivellas et al., 2015)
	2. Work quantity	
	3. Work productivity	
	4. Achievement of individual targets	
	5. Improvement suggestions	
	6. Ability to execute work	

thoroughly

Source: Data processed by researchers, 2024

Population is an object or subject that shows certain characteristics that have been studied and decided by researchers to draw conclusions (Hermawan, 2018). The research population consisted of Lavalette Hospital employees with permanent employee (PWT) and non-permanent employee (PWTT) status from various units including medical units (nursing, doctors, nutrition, physiotherapy, radiology and pharmacy), non-medical units (registration, administration, personnel) and management (Manager, Assistant Manager) as many as 285

people. The sample is part of the number and characteristics of the population (Hermawan, 2018). If the population is large, it is impossible for researchers to study all existing populations due to limited resources and time, and researchers can use samples taken from that population. The sampling technique used was simple random sampling. To take the sample size, it was calculated based on the Slovin formula, resulting in 167 respondents.

Data was collected through questionnaires to 167 respondents using Google Form media. The results obtained from filling out the questionnaire were then carried out a preliminary analysis consisting of validity and reliability tests. Data that is valid and reliable based on the results of validity and reliability tests is used as material for next analysis. The data analysis technique used is partial least square-structural equation modeling (PLS-SEM) using SmartPLS 4.0 software. The measurement stage used is the measurement of the outer model and inner model followed by hypothesis testing.

## Findings

### Characteristics of Respondents

The characteristics data of respondents in this study are shown in Table 2.

**Table 2. Characteristics of Respondents**

Respondent Characteristics	Category	Frequency	Percentage
Age	<25 year	6	3,60%
	25-40 year	123	73,65%
	41-50 year	30	17,96%
	>50 year	8	4,79%
Gender	Male	59	35,33%
	Female	108	64,67%
Education	High School	8	4,79%
	DI-DIII	36	21,56%
	DIV/S1	118	70,66%
	S2	5	2,99%
Work Period	S3	0	0%
	<1 year	3	1,80%
	1-5 year	27	16,17%
	6-10 year	71	42,51%
Employee Status	>10 year	66	39,52%
	Volunteer	0	0%
	PWTT	108	64,67%
	PWT	59	35,33%
Clinical Authority	Pre PK	6	3,59%
	PK I	17	10,18%
	PK II	40	23,95%
	PK III	36	21,56%
	PK IV	32	19,16%
	Non-PK	32	19,16%
	Doctor	4	2,40%

Source: Data processed by researchers, 2024



Table 2 shows that the characteristics of respondents from the age category were mostly 25-40 years, with 123 respondents (73.65%). The gender category with the highest number was female with 108 respondents (64.67%), the highest education level category with DIV/S1 as many as 118 respondents (70.66%), the highest working period category with 6-10 years with 71 respondents (42.51%), based on the highest employee status, namely PWTT with 108 respondents (64.67%), and PK II clinical authority with 40 respondents (23.95%).

### Research Instrument Testing

Outer model analysis is carried out to ensure that the measurements used are suitable to be used as a measure (valid and reliable) (Hussein, 2015). There are three measurement criteria, namely Convergent Validity, Discriminate Validity and Composite Validity. An individual reflection measure is said to be high if it correlates more than 0.7 with the construct being measured. However, according to Chin, as quoted by Ghozali (2015; 30), an outer loading value between 0.5 - 0.6 is considered sufficient to meet the convergent validity requirements. Convergent validity can also be determined through the Average Variance Extracted (AVE), an instrument is said to meet the test if it has an average of more than 0.5. Calculations to test the reliability of the indicators forming the variable can be stated that the variable is reliable if the composite reliability is greater than 0.7 and Cronbach alpha is greater than 0.6. Meanwhile, the discriminant validity of the measurement model with reflection indicators is assessed based on the measurement cross loading.

Inner model analysis Testing with the structural model (inner model) begins by looking at the R-square value for each dependent variable. The aim is to see the correlation between the constructs being measured to show how big the influence is between the variables in the model. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence. In this inner model analysis, there is no error in multicollinearity, where two or more variables have high correlation, which results in poor prediction ability of the model (Ghozali et al., 2015; 80). The following Table 3 shows the results of the outer model test.

**Table 3. Validity and Reliability Test**

Indicator	Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Employee Engagement	X1.1.1	0.755	0.914	0.929	0.591
	X1.1.2	0.780			
	X1.1.3	0.771			
	X1.2.1	0.702			
	X1.2.2	0.808			
	X1.2.69	0.718			
	X1.3.1	0.834			
	X1.3.2	0.785			
	X1.3.3	0.761			
Work-life Balance	X2.1.1	0.720	0.879	0.905	0.578
	X2.1.2	0.766			
	X2.2.1	0.820			
	X2.2.2	0.811			
	X2.2.3	0.807			
	X2.3.1	0.668			
	X2.3.2	0.719			
Job Satisfaction	Y1.1.1	0.702	0.934	0.941	0.459
	Y1.1.2	0.646			
	Y1.1.3	0.559			
	Y1.1.4	0.669			
	Y1.1.5	0.843			
	Y1.2.1	0.526			
	Y1.2.2	0.542			
	Y1.2.3	0.581			
	Y1.2.4	0.699			
	Y1.3.1	0.767			
	Y1.3.2	0.757			
	Y1.3.3	0.578			
	Y1.3.4	0.698			
	Y1.3.5	0.656			
	Y1.4.1	0.747			
	Y1.4.2	0.774			
	Y1.4.3	0.641			
	Y1.5.1	0.664			
	Y1.5.2	0.725			
Y1.5.5	0.817				
Employee Performance	Y2.1.1	0.845	0.941	0.948	0.539
	Y2.1.2	0.557			
	Y2.1.3	0.584			
	Y2.2.1	0.568			
	Y2.12	0.745			
	Y2.3.1	0.862			
	Y2.3.2	0.824			
	Y2.3.3	0.855			
	Y2.4.1	0.834			
	Y2.4.2	0.624			
	Y2.4.3	0.666			
	Y2.5.1	0.690			
	Y2.5.2	0.486			
	Y2.5.3	0.753			
	Y2.6.1	0.670			
Y2.6.2	0.711				

Source: Data processed by researchers, 2024

Based on instrument validity testing, an outer loading value of  $\geq 0.50$  was obtained, indicating that the research instrument was valid and still acceptable (Ghozali, 2015). There is one item, namely Y2.5.2, which has a value  $\leq 0.50$ , namely 0.486, which means this item cannot be included in the research. The results of reliability testing showed that the Cronbach

alpha value was > 0.70 and Composite Reliability > 0.70, which indicated that the research instrument was reliable (Hair et al, 2021). Meanwhile, the level of convergent validity is indicated by an AVE value > 0.05, which can be said to have good convergent validity. Overall, the AVE value for each variable is > 0.05 and only the job satisfaction variable (Y1) has an AVE value < 0.05, namely 0.459. If AVE < 0.5, and Composite Reliability > 0.6 then the convergent validity of the construct can still be tolerated (Larcker, 1981).

### Structural Model Evaluation (Inner Model)

#### Normality Test

The normality assumption test is used to test the distribution of research data. Data is said to follow a normal distribution if it has a value of  $-2 < \text{Kurtosis and Skewness values} < 2$  (Hair et al, 2021). The following Table 4 shows the results of the normality test. Based on the results of the normality assumption test in table 4, it is stated that all variables have met the normality assumption ( $-2 < \text{Kurtosis and Skewness values} < 2$ ).

**Table 4. Normality Test**

Item	Excess Kurtosis	Skewness	Cramér-von Mises p value
X1.1.1	-0.660	-0.066	0.000
X1.1.2	0.220	-0.570	0.000
X1.1.3	0.783	-0.762	0.000
X1.2.1	-0.390	-0.146	0.000
X1.2.2	0.003	-0.742	0.000
X1.2.3	-0.542	-0.336	0.000
X1.3.1	0.184	-0.333	0.000
X1.3.2	0.610	-0.401	0.000
X1.3.3	-0.236	0.041	0.000
X2.1.1	-0.381	-0.068	0.000
X2.1.2	-0.460	-0.170	0.000
X2.2.1	-0.069	-0.332	0.000
X2.2.2	-0.121	-0.285	0.000
X2.2.3	-0.424	-0.162	0.000
X2.3.1	1.008	-0.568	0.000
X2.3.2	-0.276	-0.243	0.000
Y1.1.1	0.666	-0.299	0.000
Y1.1.2	0.126	-0.291	0.000
Y1.1.3	-0.075	-0.426	0.000
Y1.1.4	0.045	-0.525	0.000
Y1.1.5	-0.086	-0.301	0.000
Y1.2.1	-0.465	-0.243	0.000
Y1.2.2	0.099	-0.287	0.000
Y1.2.3	0.570	-0.517	0.000
Y1.2.4	-0.086	-0.302	0.000
Y1.3.1	1.369	-1.024	0.000
Y1.3.2	-0.289	-0.052	0.000
Y1.3.3	0.124	-0.153	0.000
Y1.3.4	0.394	-0.366	0.000
Y1.3.5	-0.215	-0.159	0.000
Y1.4.1	0.162	-0.499	0.000
Y1.4.2	-0.029	-0.387	0.000
Y1.4.3	-0.187	-0.292	0.000
Y1.5.1	-0.439	0.038	0.000
Y1.5.2	-0.428	0.203	0.000

Item	Excess Kurtosis	Skewness	Cramér-von Mises p value
Y1.5.3	-0.073	0.448	0.000
Y1.5.4	-0.711	0.267	0.000
Y1.5.5	-0.780	-0.087	0.000
Y2.1.1	0.243	-0.310	0.000
Y2.1.2	0.671	-0.384	0.000
Y2.1.2	1.077	-0.452	0.000
Y2.2.1	-0.219	-0.238	0.000
Y2.2.2	-0.790	0.023	0.000
Y2.2.3	-0.252	-0.259	0.000
Y2.3.1	0.165	-0.407	0.000
Y2.3.2	0.211	-0.411	0.000
Y2.3.3	0.287	-0.405	0.000
Y2.4.1	0.398	-0.356	0.000
Y2.4.2	-0.508	0.019	0.000
Y2.4.3	-0.346	0.038	0.000
Y2.5.1	0.519	-0.588	0.000
Y2.5.2	0.249	-0.338	0.000
Y2.5.3	0.342	-0.391	0.000
Y2.6.1	1.221	-0.753	0.000
Y2.6.2	-0.025	-0.128	0.000

Source: Data processed by researchers, 2024

### Multicollinearity Assumption Test

The multicollinearity assumption test was carried out by looking at the Variance Inflation Factor VIF value. It is said to be free from multicollinearity assumptions if the VIF value is < 5 (Hair et al, 2021). The following Table 5 shows the results of the multicollinearity assumption test. Based on the test results in table 15, it shows that all VIF values are < 5, which means the data used in the research meets the assumption of being free from multicollinearity.

**Table 5. Multicollinearity Test**

Variable	VIF
Employee Engagement (X1) -> Job Satisfaction (Y1)	1.652
Employee Engagement (X1) -> Employee Performance (Y2)	4.392
Work-life balance (X2) -> Job Satisfaction (Y1)	1.652
Work-life balance (X2) -> Employee Performance (Y2)	1.878
Job Satisfaction (Y1) -> Employee Performance (Y2)	4.955

Source: Data processed by researchers, 2024

### Goodness of Fit

The model suitability test is an evaluation of the entire model which is an evaluation of the measurement model and structural model. Testing the overall suitability of the model (goodness of fit) aims to see whether the model formed is in accordance with the existing data. The parameters used are the R-square, Q-square and SRMR values. Based on table 6, it can be concluded that the research meets the model suitability criteria (Goodness of Fit) with a high level of accuracy (Hair et al, 2021).

**Table 6. Goodness of Fit**

Criteria	Result	Conclusion
R-Square	0,66	High
Q-Square	0,642	High
SRMR	0,091	Good

Source: Data processed by researchers, 2024

### Hypothesis Testing

The criteria for hypothesis testing for a hypothesis to be accepted are a p-value of < 0.05 (Table 7 and 8).

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**Table 7. Summary of Hypothesis Results**

Hypothesis	Path Coefficient	p-value	95% Confidence Interval Path Coefficient		F-square	Conclusion
			Lower Limit	Upper Limit		
X1 -> Y1	0.503	0.000	0.383	0.621	0.435	Accepted*
X2 -> Y1	0.387	0.000	0.240	0.535	0.258	Accepted*
X1 -> Y2	0.507	0.000	0.354	0.631	0.330	Accepted*
X2 -> Y2	0.190	0.018	0.025	0.341	0.053	Accepted*
Y1 -> Y2	0.210	0.040	0.033	0.435	0.047	Accepted*

Source: Data processed by researchers, 2024

\*Hypothesis is accepted at  $\alpha = 95\%$  ( $p \leq 0.05$ )

**Table 8. Mediating Variable Research Hypothesis Testing**

Hypothesis	Path Coefficient	p-value	95% Confidence Interval Path Coefficient		Upsilon V	Conclusion
			Lower Limit	Upper Limit		
X1 -> Y1 -> Y2	0.106	0.043	0.016	0.223	0,0111	Accepted*
X2 -> Y1 -> Y2	0.081	0.091	0.012	0.198	0,0066	Accepted**

Source: Data processed by researchers, 2024

\*Hypothesis is accepted at  $\alpha = 95\%$  ( $p \leq 0.05$ )

\*\*Hypothesis is accepted at  $\alpha = 90\%$  ( $p \leq 0.10$ )

## 4. DISCUSSION

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### H1 : The effect of employee engagement on job satisfaction at Lavalette Hospital Malang.

Employee engagement is positive thinking and employee attachment to work which is characterized by enthusiasm, dedication and full attention to work. The enthusiasm, dedication and full attention of employees towards their work is one form of employee job satisfaction. Employees who have high job satisfaction will also be shown by their work enthusiasm, giving optimal efforts for the company's progress, being proud to be part of the company and always being ready to accept the work they have been given and trying to complete it as well as possible. In the employee engagement variable, the measurement item values X1.2.2 and X1.3.1 have the highest outer loading values, namely 0.808 and 0.834. Employee engagement is reflected in how employees feel proud to be part of the company and how employees are always ready to accept the work provided by the company. Other measurement items have shown good values but still need to be improved, especially with the lowest outer loading value,



namely 0.702, related to employees providing ideas for the company's progress. Based on the results of research that has been conducted, it shows that employee engagement has a positive and significant effect on job satisfaction. The higher the employee engagement, the higher their job satisfaction will be. This is in line with previous research, namely Paramarta (2020), Dewanto (2016), Firman (2024), Fatoni (2023) and Sanjaya (2022).

Regarding how big the influence of employee engagement is on job satisfaction, in the 95% confidence interval, the big influence of employee engagement in increasing employee job satisfaction is 50.3% (located between 38.3% to 62.1%) with a high influence (f- square = 0.435) (Hair et al, 2021). 50.3% of employee engagement factors are very influential on employee job satisfaction, while 49.7% are influenced by other factors. Based on the results of the analysis above, to create employee job satisfaction at Lavalette Hospital, the company can strive to increase employee engagement by focusing on how to create employees' feelings of pride in being part of the company and how to provide motivation for employees to always be ready to accept the work given by them company.

## **H2 : The effect of work-life balance on job satisfaction at Lavalette Hospital Malang.**

Work-life balance is a condition where employees can balance work with their personal lives as individuals. Work-life balance focuses on time balance, involvement balance, and satisfaction balance. In the work-life balance variable, the values of measurement items X2.2.1 and X2.2.2 have the highest outer loading values, namely 0.820 and 0.811. Work-life balance is reflected in how employees feel they have the same active role when taking care of work and personal matters and employees feel that their personal activities support their work. Other measurement items have shown good values but still need to be improved, especially with the lowest outer loading value, namely 0.668, which is related to employees feeling satisfied with their personal or work lives. Based on the results of research that has been conducted, it shows that work-life balance has a positive and significant effect on job satisfaction at Lavalette Hospital Malang. In other words, the higher the employee's work-life balance, the higher the employee's job satisfaction. The results of this research are in line with previous research, namely Ardiansyah (2020), Firman (2024), Fatoni (2023), and Sanjaya (2022) which stated that work-life balance influences employee job satisfaction.

Regarding how big the influence of work-life balance is on job satisfaction, in the 95% confidence interval, the big influence of work-life balance in increasing job satisfaction is 38.7% (located between 24.0% to 53.5%) with a high influence (f-square = 0.258) (Hair et al, 2021). For 38.7%, the work-life balance factor is very influential on employee job satisfaction, while 61.3% is influenced by other factors. Based on the results of the analysis above, to create

employee job satisfaction at Lavalette Hospital, the company can strive to improve employee work-life balance by focusing on creating a balance in employee roles in terms of work and personal matters. This can be done by setting balanced working hours so that employees have sufficient time to carry out their roles in work and personal life. Another focus is to try to make employees feel that their personal activities can support the work that the company can do by involving employees in activities outside of work, for example by playing sports together. Exercise can increase body endurance so that it can support employees in carrying out their daily work, apart from that it can also improve relationships between employees and their superiors.

### **H3 : The effect of employee engagement on employee performance at Lavalette Hospital Malang.**

In the employee engagement variable, the measurement item values X1.2.2 and X1.3.1 have the highest outer loading values, namely 0.808 and 0.834. Employee engagement is reflected in how employees feel proud to be part of the company and how employees are always ready to accept the work provided by the company. Other measurement items have shown good values but still need to be improved, especially with the lowest outer loading value, namely 0.702, related to employees providing ideas for the company's progress. Based on the results of research that has been conducted, it shows that employee engagement has a positive and significant effect on employee performance at Lavalette Hospital Malang. In other words, the higher employee engagement, the higher employee performance will be. The results of this research are in line with previous research, namely Firman (2024) and Setiawan (2017) which stated that employee engagement influences employee performance where employees who have a strong relationship with the company will improve their performance in their work for the company's benefit.

Regarding how big the influence of employee engagement is on employee performance, in the 95% confidence interval, the big influence of employee engagement in improving employee performance is 50.7% (located between 35.4% to 63.1%) with a high influence ( $f\text{-square} = 0.330$ ) (Hair et al, 2021). 50.7% of employee engagement factors are very influential on employee performance, while 49.3% are influenced by other factors. Based on the results of the analysis above, to improve employee performance at Lavalette Hospital, the company can strive to increase employee engagement by focusing on how to create employees' feelings of pride in being part of the company and how to provide motivation for employees to always be ready to accept the work provided by the company .

#### **H4 : The effect of work-life balance on employee performance at Lavalette Hospital Malang.**

In the work-life balance variable, the values of measurement items X2.2.1 and X2.2.2 have the highest outer loading values, namely 0.820 and 0.811. Work-life balance is reflected in how employees feel they have the same active role when taking care of work and personal matters and employees feel that their personal activities support their work. Other measurement items have shown good values but still need to be improved, especially with the lowest outer loading value, namely 0.668, which is related to employees feeling satisfied with their personal or work lives. Based on the results of research that has been conducted, it shows that work-life balance has a positive and significant effect on employee performance at Lavalette Hospital Malang. In other words, the higher the employee's work-life balance, the higher the employee's performance. The results of this research are in line with previous research, namely Sanjaya (2022) and Dousin et al (2019) on doctors and nurses in Malaysia which stated that work-life balance, such as setting working hours, has an impact and influence on employee performance.

Regarding how much influence work-life balance has on employee performance, in the 95% confidence interval, the influence of work-life balance in improving employee performance is 19% (located between 2.5% to 34.1%) with a low influence ( $f$ -square = 0.053) (Hair et al, 2021). 19% of work-life balance factors are very influential on employee performance, while 81% are influenced by other factors. Based on the results of the analysis above, to improve employee performance at Lavalette Hospital, the company can strive to improve employee work-life balance which focuses on creating a balance in employee roles in terms of work and personal matters. This can be done by setting balanced working hours so that employees have sufficient time to carry out their roles in work and personal life. Another focus is to try to make employees feel that their personal activities can support the work that the company can do by involving employees in activities outside of work, for example by playing sports together. Exercise can increase body endurance so that it can support employees in carrying out their daily work, apart from that, it can also improve relationships between employees and their superiors so that it is hoped that it can support company performance.

#### **H5 : The effect of job satisfaction on employee performance at Lavalette Hospital Malang.**

In the job satisfaction variable, the measurement item values Y1.1.5 and Y1.5.5 have the highest outer loading values, namely 0.843 and 0.817. Job satisfaction is reflected in how communication between superiors and employees runs well, honestly and openly as well as the influence of work on employees' mood outside of work. Other measurement items have shown

good values but still need to be improved, especially with the lowest outer loading value, namely 0.526, related to the difference in salaries received between employees in accordance with differences in duties and responsibilities. In the employee performance variable, the measurement item values Y2.3.1 and Y2.3.3 have the highest outer loading values, namely 0.862 and 0.855. Employee performance is reflected in how employees can plan work well so that it can be completed on time and how employees can manage time well. Based on the results of research that has been conducted, it shows that job satisfaction has a positive and significant effect on employee performance at Lavalette Hospital Malang. In other words, the higher job satisfaction, the higher employee performance will be. The results of this research are in line with previous research, namely Bella & Widjaja (2018), Muliawati & Frianto (2020), Firman (2024), Sanjaya (2022). However, these results are not in line with research by Fatoni (2023) which states that job satisfaction does not have a significant influence on employee performance.

Regarding how big the influence of job satisfaction is on employee performance, within the 95% confidence interval, the big influence of job satisfaction in improving employee performance is 21.0% (located between 3.3% to 43.5%) with a low influence ( $f\text{-square} = 0.047$ ) (Hair et al, 2021). 21% of job satisfaction factors are very influential on employee performance, while 79% are influenced by other factors. Based on the results of the analysis above, to improve employee performance at Lavalette Hospital, companies can strive to increase employee job satisfaction by focusing on communication between superiors and employees running well, honestly and openly as well as the influence of work on employee mood outside of work. Good communication can be carried out by superiors on an ongoing basis through morning meetings before starting work, meetings to determine and achieve company targets, etc. Another step that can be taken is to focus on creating a comfortable and supportive work environment for employees so that it can create a good employee mood and can have an effect on improving employee performance.

#### **H6 : The effect of employee engagement on employee performance through job satisfaction at Lavalette Hospital Malang.**

Based on the results of research that has been conducted, it shows that employee engagement has a positive and significant effect on employee performance through job satisfaction at Lavalette Hospital Malang. In other words, job satisfaction can mediate the influence of employee engagement on employee performance. The results of this research are in line with previous research, namely Fitri (2022) and Firman (2024), which stated that job satisfaction can mediate the relationship between employee engagement and employee



performance. However, these results are not in line with previous research, namely Sanjaya (2022) who stated that work engagement does not significantly influence employee performance through job satisfaction and Fatoni (2023) who stated that job satisfaction does not have a mediating effect on employee engagement on employee performance.

Regarding how big the influence of job satisfaction is in mediating the relationship between employee engagement variables and employee performance, within a 95% confidence interval, the big influence of job satisfaction in influencing the relationship between employee engagement variables and employee performance is 10.6% (located between 1.6% to 22.3%) with low influence (upsilon  $v = 0.0111$ ) (Ogbeibu et al, 2020). As much as 10.6% of job satisfaction factors can mediate the influence of employee engagement on employee performance, while 89.4% are influenced by other mediating variables. This proves that even with a low influence, to improve employee performance, companies can strive to increase employee engagement through employee job satisfaction at Lavalette Hospital Malang.

#### **H7 : The effect of work-life balance on employee performance through job satisfaction at Lavalette Hospital Malang.**

Based on the results of research that has been conducted, it shows that at  $\alpha = 90\%$  (p-value  $< 0.10$ ), work-life balance has a positive and significant effect on employee performance through job satisfaction at Lavalette Hospital Malang. In other words, job satisfaction has a mediating influence on the influence of work-life balance on employee performance at Lavalette Hospital Malang. Based on table 17, it can be seen that the influence of work-life balance on employee performance is quite small, namely 19% (path coefficient = 0.19) with a low influence (f-square = 0.053). These results also occur in the influence of job satisfaction on employee performance, namely 21% (path coefficient = 0.21) with a low influence (f-square = 0.047). Apart from that, the average value for the work-life balance variable is 3.50 and job satisfaction is 3.55. This result is the lowest value when compared with the influence of other variables so that job satisfaction can have a low mediating influence on the influence of work-life balance on employee performance at  $\alpha = 90\%$  (p-value  $< 0.10$ ). The results of this research are in line with previous research, namely Fitri (2022), Firman (2024), and Sanjaya (2022) which stated that job satisfaction can mediate the relationship between work-life balance and employee performance.

The theoretical implication of this research is that employee engagement, work-life balance and employee satisfaction are needed to realize increased employee performance, meaning that employee performance will be more optimal when employee engagement, work-life balance and employee job satisfaction can be managed well. This research is in line with



previous research, namely Fitri (2022), Firman (2024), and Sanjaya (2022) which stated that employee engagement and work-life balance have a significant effect on employee performance and job satisfaction is able to mediate the influence of employee engagement and work-life balance. on employee performance so that it can improve employee performance and contribute to achieving company goals.

The practical implication of this research is that employee engagement and work-life balance have a positive and significant effect on employee performance. The better employee engagement and work-life balance of employees, the better their performance will be. Optimizing these factors can increase employee enthusiasm, dedication and full attention as well as effective working time management so that employees can achieve a balance between their personal and work lives so that they are expected to be more productive and improve their performance.

The limitations of this research are differences in workload between work units, differences in functions between structural and functional employees as well as differences in the authority and responsibilities of each employee as a respondent can also influence the research results.

## 5. CONCLUSION AND SUGGESTIONS

### Conclusion

The direct effect of employee engagement on job satisfaction is more dominant than the role of work-life balance on employee job satisfaction. With efforts to increase engagement between employees and the company, it is hoped that it can increase employee job satisfaction which focuses on how to create employees' feelings of pride in being part of the company and how to provide motivation for employees to always be ready to accept the work provided by the company.

The direct effect of employee engagement on employee performance is more dominant than the role of work-life balance on employee performance. Efforts to increase engagement between employees and the company can be done by fostering employees' feelings of pride in being part of the company and by providing motivation for employees to always be ready to accept the work provided by the company.

Job satisfaction has a direct effect on employee performance. By increasing job satisfaction, this will be able to stimulate employee performance to be more optimal and better so that managing job satisfaction becomes something that needs more attention for the company. Increasing job satisfaction focuses on communication between superiors and

employees running well, honestly and openly as well as <sup>90</sup> the effect of work on employees' mood outside of work.

The effect of job satisfaction as a mediating variable between <sup>65</sup> employee engagement and employee performance has a smaller effect than the direct effect of <sup>65</sup> employee engagement on employee performance. There is a need to increase and optimize job satisfaction as a mediating variable to be able to encourage and increase <sup>10</sup> the effect of employee engagement variables on increasing employee performance.

Conceptually and theoretically, job satisfaction can act as a mediating variable <sup>89</sup> between work-life balance and employee performance, but this cannot be proven in this research. Job satisfaction cannot mediate the effect of work-life balance on employee performance.

### Suggestions

<sup>24</sup> For science, it is hoped that it can further enrich the concepts of employee engagement, work-life balance, job satisfaction and employee performance along with the factors that can influence them, especially in the scope of hospital health services.

For practitioners, in a competitive situation in the health service industry, especially hospitals, companies are required to continue to develop by increasing their productivity and performance by implementing the concepts of employee engagement, work-life balance and job satisfaction. There needs to be regular evaluation by paying attention to the implementation of these variables. Determining follow-up priorities is very necessary to determine the main steps that the company can take to create more optimal performance to achieve company goals.

For future researchers with the same theme as this research, <sup>71</sup> it is recommended to use a broader and more homogeneous research sample so that the research results are more objective and can be generalized. Consideration of limiting exogenous factors that can influence variables needs to be done so that research is more valid and can be applied properly.

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