

INFLUENCE OF MOTIVATION AND WORK-LIFE BALANCE ON THE PERFORMANCE OF MILLENNIAL EMPLOYEES AT CONSTRUCTION CONSULTING COMPANY PT. YODYA KARYA (PERSERO) MEDIATED BY EMPLOYEE ENGAGEMENT

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ABSTRACT

Improving the quality of employee is pivotal to giving a company a competitive advantage. Human capital is the cornerstone for realizing an organization's aspirations and objectives, with the ability to adapt to shifts in the business landscape, such as those during the Industrial Revolution 4.0. This revolution is characterized by the fusion of cybertechnologies and automation. As most individuals belonging to Generation X are heading into retirement, it is imperative for millennials to step up and take the mantle as the succeeding generation. To escalate performance, companies can employ strategies to bolster productivity and engagement among the millennial workforce, in turn facilitating the accomplishment of organizational targets. Companies may boost employee performance and creativity by addressing motivation and work-life balance. A questionnaire was used to collect data for the study. The sample for this study, which included 136 people, was chosen using the census method. The acquired data was then analyzed using structural equation modeling (SEM) software and Smart PLS (partial least squares). According to the data, motivation has a direct impact on employee performance, but work-life balance does not. However, when mediated by employee engagement, both motivation and work-life balance have a significant and beneficial influence on employee performance. Employee engagement is a vital link in this context, and both aspects have a direct impact on employee engagement.

KEY WORDS

Motivation, work-life balance, employee performance, millennials, employee engagement.

The rapid development of the industrial world to the 4.0 phase requires every company to be able to accompany its business operations by collaborating in cyber technology and automation. The generation in this era is known as the millennial generation, who are innovative, creative, and love-free. The demographic bonus in 2045 will project that Indonesia is at a productive age with millennial intelligence of around 317 million people (Central Bureau of Statistics, 2022). This growing demographic of millennials is certainly a potential source for companies related to labour as a driver of the company's wheels equipped with creative and innovative Human Resources (HR).

This research examines the prospects of various factors affecting employee performance at PT Yodya Karya (Persero), focusing on construction and non-construction consulting services. The fields covered were government programs, architecture, civil, mechanical, electrical, environmental planning, survey services, and others.

A company's success is influenced by qualified human resources and high work ethics. To reach this stage, the company must implement a good management strategy for its human resources. This can be achieved by conditioning a comfortable and conducive work environment, providing training, motivation, ease of leave permits, and proportional salaries and benefits. From some of the tricks described earlier, it is hoped that it will be possible to build high loyalty from employees to the company.

There are various elements that contribute to an individual's decision to remain committed and continue working at the same company over an extended time frame. Naturally, there has to be equilibrium between the practicality of needs and their satisfaction. This balance is termed "work-life balance, which aims to establish harmony between the personal requirements of employees, encompassing individual and familial needs, and the

obligations and entitlements they receive in their professional capacity (Wicaksana et al., 2020). Sue Campbell Clark (2000) posits that achieving this balance entails harmonizing needs with endeavors to satisfy them via work, culminating in contentment without neglecting family matters. Furthermore, Bataineh (2019) established that work-life balance exerts a substantial positive influence on employee performance, as evidenced by a determination coefficient of 57%. In contrast to research according to Mendis and Weerakkody (2018), the coefficient of determination was only 28%. Of course, if there is an imbalance between individual activities and the work world, there will automatically be a decline in employee performance. If it is known that employees who have high targets with too much pressure work systems, in the long run, physical and mental fatigue will increase. This lack of concentration and unfit conditions will certainly cause health problems that will reduce employee productivity.

In the long term, if a harmonious work-life balance is not achieved, many workers will choose to quit due to job expectations that cannot be rationalized. Of course, if the organization experiences a high rate of employee leave and entry, the financial impact will be negative. Recruiting new employee is rarely a simple or cheap job. The procedure might be time-consuming and costly. The HR team's money will most likely be spent on job vacancy vendors, interview and training processes, qualified personnel selection, and severance compensation for workers who depart. Employee engagement might be used to counteract preventive attempts to promote employee fatigue and attrition. Creating a positive work atmosphere and culture is believed to increase cooperation between employees, and relationships with customers will also be sustainable, increasing productivity and pride in working at the company concerned with reducing employee turnover. Employees feel valued if their superiors appreciate their performance. At the same time, the interaction between superiors and subordinates is sought to avoid gaps so that innovative ideas from employees can be channelled properly and followed up (Schaufeli and Bakker, 2004).

Based on the description above, the researcher seeks to find out more about employee performance at PT Yodya Karya (Persero) from the variables of Motivation and Work-Life Balance on Millennial Employee Performance in Construction Consulting Companies Mediated by Employee Attachment.

LITERATURE REVIEW

Resources Based Theory (RBT) is a grand theory that is the basis for a company to compete in various eras. The rapid development of this business gives each company a distinctive advantage in order to be able to compete in the free market. This can happen with the presence of talented employee resources and updates. In this case, the company's progress is not only seen in assets whose physical form can be observed but also in other assets that are intangible but have a significant impact on achieving business goals. This can be referred to as intellectual, which can be in the form of competent employees, skills, information, and other resources that can add value to the company. Intellectual capital in the aspect of capital employed will be studied further by examining various intrinsic and extrinsic factors of human capital potential.

The first thing in building human capital is the positive stigma that employees must have regarding their work and company. If the conditions are assessed by employees to be able to provide knowledge and aspects of fulfilment, the employee will feel an attachment to the company. Employees have positive conditions and thoughts related to work. Of course, to realize employment in a company with high performance and loyalty, it is necessary to build engagement with its employees. These good qualities might have a beneficial influence on the company, allowing it to fulfill its goals. Of course, knowing the company's vision and goals and being trusted to fulfill them is a different milestone for their performance.

However, it is critical to understand the connection between high employee loyalty and the individual's personality and work. Work-life balance, according to Hudson (2005), is a level of happiness linked with many obligations in a person's life. Most people prioritize work-life balance in order to balance all aspects of their jobs and their personal lives.

In terms of work, someone must be motivated to work and the totality of their work. In this case, it can be interpreted that motivation is an encouragement within humans to achieve a certain goal with a planned strategy. The motivation for this work can be obtained both within and by others. In general, according to Herzberg, the motivation for someone to pursue and be loyal to their work is to achieve achievement, develop a track record, work itself, recognition, growth, and promotion.

Putra, Cho, and Liu's (2017) research on 148 restaurant employees in the US explains that extrinsic and intrinsic motivation motivate employees to tend to be more engaged with their work or loyal to their workplace. The current study found that both internal and extrinsic motivation significantly affected levels of workplace dedication. To learn more about the connection between intrinsic and extrinsic motivation and employee engagement, Evangeline (2015) did a study. A total of 120 participants from manufacturing companies were surveyed. Similar research, with an emphasis on the North Wollo zone, was undertaken by Engidaw (2021). Extrinsic motivation was found to be more effective than intrinsic motivation in both research, but both showed a positive relationship between employee engagement and both types of motivation. Maintaining a healthy work-life balance is another way to boost productivity in the workplace. Shelar and Khatke (2021) looked on how a healthy work-life balance affected employee engagement in Pune-based hospitals. The purpose of this research is to learn how work-life balance affects employees' dedication to their jobs. The results of a poll with 500 respondents show a significant relationship between work-life balance and employee engagement. The results of this research show that switching to a shift system is detrimental to workers' health. In light of this, the healthcare sector is encouraged to formulate a strategy to meet the health requirements of its workforce.

Mardanov's (2020) academic study supports the aforementioned claim by examining additional factors that affect worker happiness and their effects on job satisfaction. Minnesota Satisfaction (MSQ) was revealed to be a motivating factor among a sample of 272 Taiwanese workers at construction and industrial consultancy organizations. A highly motivated workforce produces higher levels of job satisfaction, more productivity, and a more positive attitude toward recruitment from employers, as proposed above. Abdirahman's (2020) research attempted to analyze the effect of work-life balance, job happiness, and organizational commitment on the productivity of 357 administrative employee members at northern Malaysian universities. According to the study's findings, increased motivation can have a beneficial effect on the sustainability of an organization's goals, ultimately leading to better performance from employee members.

D. Lestari and Margaretha (2021) conducted evaluations to support the study objectives, which were to investigate the influence of work-life balance on job engagement and turnover intention. The study's findings, which included 190 Bandung workers, reveal that other characteristics, such as tenure, have a bigger influence on workplace engagement than work-life balance. The authors Yusuf and Yunita (2021) elaborated on the direct and positive relationship that exists between intrinsic motivation and employee performance.

The research aims to analyze how inspiration and contentment in the workplace affect productivity at IT firms in Jakarta and Bandung, Indonesia. The role of employee involvement in moderating this correlation is also investigated. A positive correlation between motivation and IT worker productivity was found; however, a correlation between job engagement and productivity was not. Employee performance may be significantly impacted by intrinsic motivation and job satisfaction.

Siska et al.'s (2022) research attempted to measure how a healthy work-life balance and a willingness to experiment with different work schedules affected productivity in Jakarta-based businesses. The researchers also looked at how employee engagement acted as a mediator between the two factors. The current study's sample size was 208 working adults who all have ties to Jakarta-based businesses. The empirical evidence suggests that when employee involvement operated as an intermediate rather than a direct channel, the link between work-life balance and employee performance demonstrated larger amplitude. The positive impact of work-life balance on employee performance holds true even when employee engagement is removed as a moderating factor.

Puspitasari and Darwin's (2021) study aims to examine the connections between work-life balance, employee engagement, and well-being in businesses situated in Jakarta. The study uses research methods from the scientific community to probe the role of occupational involvement in influencing this correlation. The results show that when workers have a good work-life balance, they are more productive, which makes sense given their level of investment and commitment to the job. This problem arises because millennial workers are more likely to get bored with their jobs and turn to their mobile devices to check their social media accounts.

As a result, throughout extended periods of work, millennials tend to participate in leisure activities such as social networking and other types of entertainment on their gadgets.

METHODS OF RESEARCH

This study uses a quantitative approach with the chosen approach, namely descriptive and hypothesis testing. The subjects of this research are employees of PT Yodya Karya (Persero), located in East Jakarta, DKI Jakarta Province. The study population was 257 employees in six regional offices, and the sample was 136 employees with birth year criteria from 1981 to 2000, who were classified as the millennial generation.

The operational variables in this research are measurement models (scales) that have been used previously to obtain variable measurement scales with good validity and reliability.

According to Herzberg (1987), the indications of extrinsic motivation in this study include business policy and administration, connections with coworkers, security, relationships with superiors, money, and working circumstances. The variables of work-life balance in this study are work interference with personal life (WIPL) and personal life interference with work (PLIW), as defined by Fisher, Bulger, and Smith (2009). In this study, employee performance is measured in accordance with Williams and Anderson (1991), namely job completion, responsibility, SOP compliance, collaboration, supervisors, and others. Meanwhile, numerous things are being done to increase employee engagement, such as providing employees with an awareness of the company's vision, goals, and cultural values, establishing two-way communication, and developing honesty, openness, and democracy in the workplace.

Primary data sources (questionnaire distribution) and secondary data sources (external organization reports, paperwork, staffing archives, and relevant literature studies) were used to obtain data. A structured questionnaire in the form of a rating scale was used to produce the questionnaire. The data was analyzed using the partial least squares (PLS) method. The primary goal of SEM-PLS is to describe the link between constructs and to underline the importance of knowing the relationship. Convergent validity, discriminant validity, and reliability were all examined in the data.

The Goodness of Fit (GoF) method was used to assess the whole model by determining how well the observed values were generated by the model and parameter estimations. In terms of variables, intervening testing was used to assess the mediating impact or influence in the PLS analysis.

RESULTS AND DISCUSSION

PT Yodya Karya (Persero) was chosen as the object of research because it is an engineering consulting and management planning company for State-Owned Enterprises (BUMN) that is successful in maintaining its company performance. In the operational process, this company serves in terms of planning and supervision of government and private project buildings under the supervision of the government.

The purpose of this research and its subsequent analysis is to establish the influence of motivation and work-life balance on the performance of millennial employees in construction consulting firms, as mediated through employee engagement. At the initial data analysis stage, namely, descriptive analysis, where the respondents' answers are explained, as an illustration of the testing of the variables studied. The following is an explanation of the

responses of PT Yodya Karya employees to the four variables studied. The majority of respondents stated that most agreed that motivation could create a healthy work environment. However, it is different from the response to Work-Life Balance in this company, which is not very influential and tends to be the majority of employees assessing this as neutral. Then the response to the employee engagement variable, the majority of respondents agreed that a positive state of mind is needed so that they are more motivated to work and complete targets. In line with this, regarding the employee performance variable, the majority agree that this company tries to fulfil the rights of its employees in terms of wages, salaries, rewards, and severance pay.

After collecting data from participants, a statistical analysis was performed using the measurement model. To ensure the validity of the data analyzed later, a test model was employed to ensure the instrument's dependability and consistency. This allowed for a uniform analysis of the aforementioned data across all subsequent equipment. In order to examine the data, the researchers employed SmartPLS and applied three distinct criteria. Accordingly, the composite reliability, discriminant validity, and convergent validity of the external model were tested. If a convergent validity analysis of a set of individual reflexive measures reveals a correlation of 0.70 or higher between the measures and the construct of interest and an average variance value of more than 0.5, the measures are said to have strong validity. We found that the parameters in Figure 1 may be satisfied by the results of Smart PLS for outer loading, as shown below:

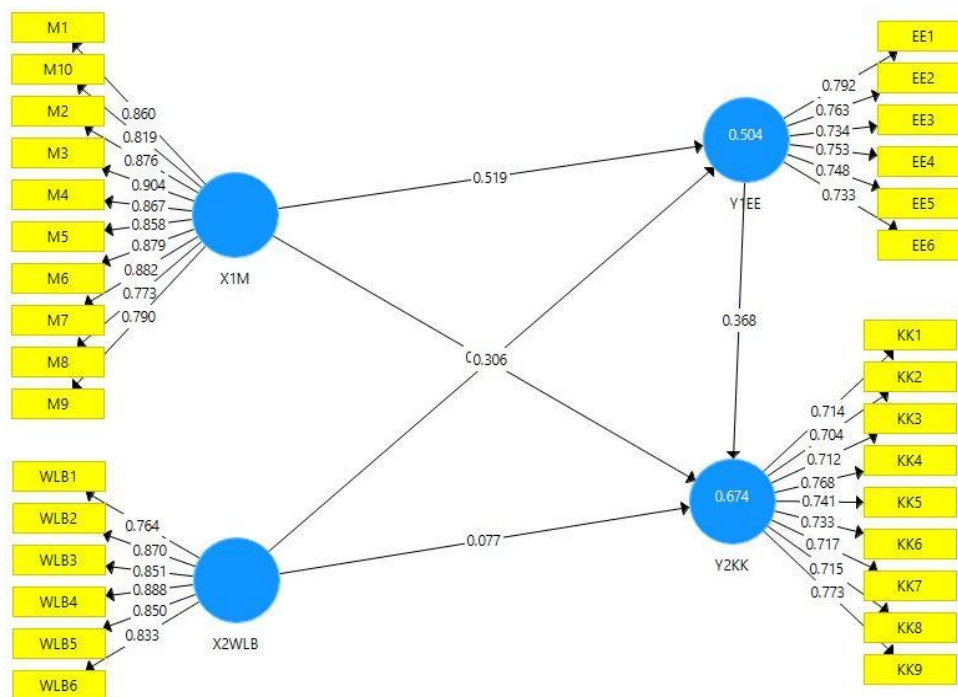


Figure 1 – Outer Loading Smart PLS

Furthermore, the construct validity and reliability criteria produced valid and reliable findings, as shown in Table 1. The AVE value was greater than 0.5, while Cronbach's alpha and composite reliability were greater than 0.7.

Table 1 – Results of construct reliability and Validity

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
X1 M	0,958	0,960	0,963	0,725
X2 WLB	0,919	0,928	0,937	0,711
Y1 EE	0,849	0,853	0,888	0,569
Y2 KK	0,891	0,894	0,912	0,535

Source: Smart PLS.

The study met the requirements for discriminant validity because the AVE value was higher than the created value. Data was collected by cross-loading measurements. In addition, R2 was used to assess the PLS structural model's ability to predict the dependent variable; a higher R value indicates that the proposed research model provides a more accurate prediction. Table 2 presents the results.

Table 2 – R-Square Results

n/n	R Square	R Square Adjusted
Y1 EE	0,504	0,497
Y2 KK	0,674	0,667

Source: Smart PLS.

The findings presented in Table 5 indicate that Y1's R2 value is 0.504, which suggests that the variables of employee motivation and work-life balance have a significant impact on employee engagement, accounting for 50.04% of the variance. Similarly, Y2's R2 value is 0.674, indicating that the variables of employee motivation, work-life balance, and employee engagement collectively contribute to employee performance, explaining 67.40% of the variance.

This study comprises seven hypotheses, out of which five exhibit direct effects and two exhibit indirect effects. Among these, four hypotheses demonstrate statistically significant t-statistic values exceeding 1.96 and P values below 0.05. However, one of the direct hypotheses is not statistically significant as its value falls below the threshold.

Table 3 – Direct Effects

n/n	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
M→EE	0,519	0,533	0,107	4,864	0,000
M→KK	0,485	0,486	0,098	4,956	0,000
WLB→EE	0,306	0,299	0,098	3,118	0,002
WLB→KK	0,077	0,074	0,060	1,267	0,206
EE→KK	0,368	0,375	0,101	3,660	0,000

Source: Smart PLS.

Table 3 can be explained as follows. Employee motivation on employee performance in this study is known to have a positive influence marked by the company's efforts to motivate its employees to do their job well by making the work done interesting; project work is quite challenging where employees must win tenders and must complete the work on time according to the contract, this is challenging for employees including millennial generation employees, according to the results of the motivation indicator questionnaire such as pride when successfully completing work, feeling interested and involved in the job from the start which gets a very high score from the respondent's questionnaire. PT Yodya also has a culture that encourages employees to do more, which encourages them to be more productive and feel happier at work.

The work-life balance variable on employee engagement also has a positive effect on the implementation of providing leave to employees with a minimum of one year of service, who will receive five working days of leave dispensation and two days off per week to spend time with friends, family, and life. This is supported by research conducted by Aveline and Kumar (2017), who discovered that work-life balance plays a significant role in employee engagement in the age range of 26 to 40 (Thevanes and Harikaran, 2020)

Work-life balance is beneficial for establishing and sustaining a cheerful workforce that balances family and work responsibilities. The company's efforts to motivate its employees to perform well by making the work entertaining are evidence that employee motivation has a positive impact on employee performance in this study. Project work is quite challenging, where employees must win tenders and complete the work on time according to the contract, which is challenging for employees, including millennial generation employees. According to

the results of the motivation indicator questionnaire, such as pride when successfully completing work, they felt interested and involved in the job from the start, which got a very high score from the respondent. PT Yodya also has a culture that encourages employees to do more; this encourages employees to be more productive and feel happier at work.

Nonetheless, it is commonly known that the work-life balance aspect has little effect on employee performance. According to the examination of respondent data, the anticipated balance between work and home life does not always translate into ideal job performance among employees. According to Foanto, Tunarso, and Kartika (2020), the influence of work-life balance on employee performance cannot be entirely explained by one aspect alone. Furthermore, there may be a link between increased employee engagement and improved employee performance. PT Yodya provides its workers with the option to further their careers by allowing them to bid on any employment opportunity that comes their way. Employees feel a sense of pride and purpose as a result of this. The aforementioned comment is consistent with the findings of the descriptive analysis survey, which show that employees are proud of their involvement with PT Yodya Karya. Employee engagement has a considerable influence on all four aspects of employee performance, according to the current study. Boosting employee engagement is therefore critical for boosting employee performance and, eventually, organizational performance.

The indirect effects can be seen in Table 4.

Table 4 – Indirect Effects

n/n	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (I O/STDEV I)	P Values
X1 M→ Y2 EE→Y3 KK	0,191	0,196	0,058	3,268	0,001
X2 WLB→Y2 EE→Y3 KK	0,113	0,114	0,053	2,148	0,032

Source: Smart PLS Output.

Table 4 shows that examining employee motivation elements in connection to employee performance through employee engagement has a favorable influence. A statistically significant P value of 0.032, which is lower than the predetermined criterion of 0.05, indicates that employee engagement mediates the association between work-life balance and employee performance.

Table 5 shows that a Q2 value greater than 0 indicates that the model is relevant.

Table 5 – Q - Square Test

	SSO	SSE	Q ² (=1-SSE/SSO)
M	1360,000	1360,000	-
WLB	816,000	816,000	-
EE	816,000	599,265	0,266
EP	1244,000	812,508	0,336

Source: Smart PLS Output.

The NFI value in table 6 below indicates that this research model has a 71.7% fit. The Q2 values for the employee engagement variable are 0.266 and the Q2 value for the employee performance variable are 0.336, both of which are above zero, indicating that they have strong observation findings.

Table 6 – Model Fit

	Saturated Model	Estimated Model
SRMR	0,085	0,085
d_ ULS	3,545	3,545
d_ G	1,614	1,614
Chi-Square	1079,612	1079,612
NFI	0,717	0,717

Source: Smart PLS Output.

Employee motivation has a positive influence on employee engagement and work culture at PT Yodya Karya, according to the research. The company supports millennial employees who want to showcase their skills, and their managers support them throughout the work process. The provision of autonomy in socializing and the creation of a pleasant work environment can have a significant influence on increasing employee motivation in the workplace.

CONCLUSION

PT Yodya Karya's employee performance is considered good and able to build motivation so that the sustainability of the company is improving every period. Company leaders are known to constantly give support by giving work motivation, developing strong connections with subordinates, encouraging employee participation, and contributing to the fulfillment of company goals to make focused work relevant to workers. Furthermore, the corporation pays attention to its employees' personal demands, such as time, severance, holidays, leave, engagement, and meeting expectations, so that people are more passionate about working. On the other hand, there are duties that must be completed; employees are also encouraged to get new information and experiences, such as challenging their employees to win bids and finishing work on time according to the contract. Thus, it is known from current research and explanations that extrinsic elements such as employee motivation and work-life balance have a positive and significant effect on employee engagement and the performance of millennial employees in the firm. Employee engagement, as a mediating variable, can have a beneficial impact on motivation, employee performance, and employee work-life balance.

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