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# The Influence of Activity-Based Workplace, Work-Life Balance, and Employee Engagement on Performance

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## Abstract

Employee performance is critical to the success of an organization, especially the public sector. This study aims to analyze the influence of Activity Based Workplace, Work Life Balance, and Employee Engagement on Employee Performance at Madya Dua Tax Office West Jakarta. A quantitative approach was used with multiple linear regression analysis as the method. The sample consisted of 58 employees, determined using the Slovin formula from the population of active employees at tax office. Data were collected through the distribution of questionnaires and analyzed using SPSS 25.0. The results show that simultaneously, the three independent variables, Activity Based Workplace, Work Life Balance, and Employee Engagement have a significant effect on employee performance. Partially, each of these variables also shows a significant influence with a positive regression coefficient. This indicates that the better the implementation of an activity-based work environment, the balance between work and personal life, and employee engagement, the higher the employee performance. These findings imply that Madya Dua Tax Office West Jakarta should continuously improve the quality of the work environment, support work-life balance, and strengthen employee engagement to achieve optimal organizational performance.

## Keywords

Employee Engagement, Employee Performance, Organizational Behavior, Public Sector, Work Life Balance.

## 1. Introduction

Employee performance is a vital component in determining the success of an organization, including in the public sector such as the Directorate General of Taxes. In the era of modern bureaucracy, performance is no longer only measured by the quantity of work, but also the quality of service and efficiency of the work process. High-performing employees will drive the achievement of organizational goals optimally. Therefore, attention to the factors that influence performance is becoming increasingly important. One of the strategic units that requires serious attention is the West Jakarta Madya Dua Tax Office. The concept of Activity Based Workplace (ABW) was introduced to create a flexible work environment that is in accordance with the needs of employee work activities (Munawir & Hadya, 2024). Activity Based Workplace no longer relies on a fixed workplace, but rather allows employees to choose where to work based on the type of task being worked on. The theory states that ABW can improve focus, efficiency, and collaboration between departments. However, in the field, the implementation of ABW often encounters obstacles. Not all employees are able to adapt to these changes. The implementation of ABW that is not accompanied by adaptation training is the main inhibiting factor. This reflects the gap between the ideal ABW theory and practice in the field. In addition to physical changes in the work environment, employees also face challenges in maintaining a balance between work and personal life.

Work Life Balance (WLB) is an important issue, especially for employees who have dual responsibilities at home and at the office. The results of research by Angin and Saragih (2021), Eldon et al. (2023), Laksana et al. (2024) and Hong and Susanto (2024) state that good WLB can improve performance. However, the reality at Tax office (*Kantor Pelayanan Pajak/KPP*) Madya Dua, West Jakarta shows that many employees have to work overtime towards the end of the year or during tax reporting. On the other hand, Employee Engagement is also an important factor in supporting organizational performance. Engaged employees feel part of the organization, are committed to their work, and contribute optimally. The results of research by Aldira et al. (2023), Balalimbu et al. (2023), and Utoyo et al. (2023) state that employee engagement is directly proportional to work performance. At KPP Madya Dua, West Jakarta, employee engagement is still uneven. Most employees feel that their work results are not appreciated or do not get the recognition they deserve.

Lack of appreciation can lead to demotivation in the long run. Employees who feel unappreciated tend to only work as a formal obligation. This will certainly hinder the achievement of the organization's overall targets. In addition, low engagement also risks reducing employee loyalty to the institution. In addition, this study can help the management of KPP Madya Dua West Jakarta in identifying the main obstacles in improving employee performance. More broadly, improving employee performance at KPP Madya Dua West Jakarta will have a direct impact on improving the quality of tax services. Excellent service will encourage voluntary taxpayer compliance. High compliance will have an impact on achieving state revenue targets. Thus, improving employee performance not only benefits the internal organization but also supports the success of national development. Changes in organizational culture and strengthening the quality of human resources are key to facing global challenges. The concepts of Activity Based Workplace, Work Life Balance, and Employee Engagement are part of a new approach that must be integrated into the bureaucratic system.

Thus, this study aims to analyze the influence of Activity Based Workplace, Work Life Balance, and Employee Engagement on Employee Performance at KPP Madya Dua West Jakarta. The recommendations resulting from this study can be directly applied. This will increase the effectiveness of policies and the efficiency of the use of

organizational resources. Considering all the descriptions above, this study is very relevant and urgent to be carried out. Not only to answer academic questions, but also as a form of real contribution to improving the work system in the public sector. Through a scientific approach, various assumptions can be tested and the results used as a basis for policy making. It is hoped that employee performance will increase and services to the community will be better. Therefore, this research is expected to have a strategic impact on organizations and countries.

## **2. Literature Review and Hypothesis Development**

### **2.1. Activity Based Workplace and Employee Performance**

Activity Based Workplace (ABW) is a work environment design approach that emphasizes the flexibility of the workspace based on the type of activity carried out by employees. This concept aims to create a dynamic, adaptive work atmosphere that is in accordance with modern work styles (Prijanisa et al., 2023). In its application, ABW provides various work zones such as collaborative areas, individual focus spaces, and relaxation spaces that can be selected according to task needs (Diamantidis & Chatzoglou, 2019). This approach aims to increase efficiency, creativity, and work comfort, as well as encourage productivity by increasing employee engagement. Munawir and Hadya (2024) added that ABW not only focuses on the physical layout, but also involves changes in work culture that support individual autonomy, collaboration, and responsibility. According to Davidescu et al. (2020) and Riyanto et al. (2021) the implementation of ABW encourages employees to choose the work environment that best suits their tasks, thereby minimizing distractions, increasing concentration, and accelerating work completion. In the context of employee performance, the implementation of ABW is believed to be able to increase work output through increased job satisfaction, effectiveness of team collaboration, and optimization of workspace use. Employee performance reflects the extent to which individuals can complete tasks on time, with quality, and according to organizational targets. Therefore, ABW is considered to have a significant influence on improving employee performance because it provides a work environment that supports the psychological and functional needs of employees.

H1: Activity based workplace has a significant effect on employee performance.

### **2.2. Work Life Balance and Employee Performance**

Work Life Balance (WLB) is a condition in which an individual is able to balance the demands of work and personal life harmoniously. According to Widyastuti et al. (2024), this balance occurs when a person does not forget their obligations at work, but also does not ignore important aspects of their personal life, such as family, health, and free time. In this context, Work Life Balance is not just a division of time, but includes balanced satisfaction and involvement between the two realms of life. Angin and Saragih (2021) explain that an imbalance between work and personal life can cause stress, fatigue, and decreased work productivity. Conversely, individuals who have Work Life Balance tend to be more focused, motivated, and have positive energy in carrying out their work tasks. This is in line with the views of Hong and Susanto (2024) who state that Work Life Balance plays an important role in creating a stable psychological condition for employees, thus supporting the achievement of work targets and optimal performance. Employee performance is influenced by various factors, one of which is the perceived balance of life. When employees feel that their lives are balanced, they will be more productive, responsible, and committed to their work. Thus, the creation of Work Life Balance contributes directly to increasing the effectiveness, efficiency and quality of work results.

H2: Work life balance has a significant effect on employee performance.

### 2.3. Employee Engagement and Employee Performance

Employee engagement is a psychological and emotional condition in which an employee feels positively connected to their work and shows a high commitment to the organization. Sucahyowati and Hendrawan (2020) and Sudarmanto (2020) define employee engagement as an individual's willingness to carry out their duties and responsibilities, and contribute physically, cognitively, and emotionally to achieving organizational goals. This involvement is reflected in the behavior of employees who are active, enthusiastic, and have a sense of belonging and loyalty to their workplace. Physically, engaged employees show energy and enthusiasm in completing tasks. Cognitively, they understand and accept the organization's vision and values, have positive relationships with leaders and coworkers, and are open to change. Meanwhile, emotionally, employee engagement is seen in a sense of pride and satisfaction with their work, as well as a desire to contribute maximally to the success of the organization. Previous research has shown that a high level of employee engagement is directly proportional to increased employee performance, both in terms of quality, quantity, punctuality, and work efficiency. Engaged employees tend to be more productive, innovative, and able to work independently and in teams. They are also more resistant to work pressure and have consistent motivation. Thus, employee engagement becomes an important factor in creating a work environment that supports optimal performance.

H3: Employee engagement has a significant effect on employee performance.

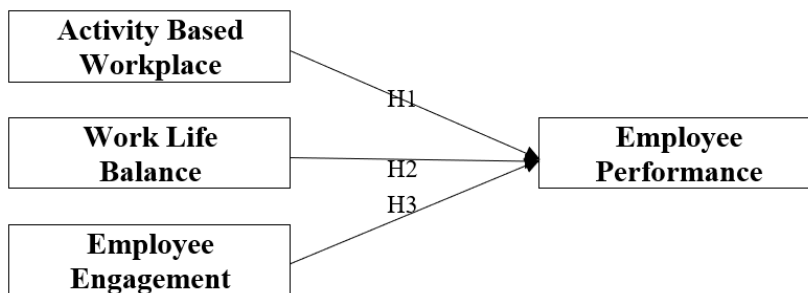


Figure 1. Research framework

The research framework in Figure 1 illustrates the relationship between three independent variables, namely Activity Based Workplace, Work Life Balance, and Employee Engagement to the dependent variable, namely Employee Performance. This study tests three main hypotheses: H1 states that Activity Based Workplace has a significant effect on performance; H2 confirms that Work Life Balance has a significant effect on performance; and H3 states that Employee Engagement also has a significant effect on performance. The three variables are assumed to contribute positively and simultaneously in improving employee performance in the KPP Madya Dua West Jakarta environment.

### 3. Methods

This study uses a quantitative approach with an associative research type. The purpose of this approach is to determine the influence between two or more variables so that they can be used to explain, predict, and control an observed social phenomenon. In this context, the study aims to analyze the influence of Activity Based Workplace, Work Life Balance, and Employee Engagement on Employee

Performance at KPP Madya Dua, West Jakarta. The object of this study is all active employees working at KPP Madya Dua, West Jakarta. The population in this study was 138 people. Sampling was carried out using the Slovin formula with an error rate of 10%, so that a sample size of 58 respondents was obtained that represented the population proportionally. Data collection was carried out using a survey method using a questionnaire that had been tested for validity and reliability. The validity test showed that all question items had a calculated  $r$  value  $>$   $r$  table (0.259), indicating that this instrument was able to measure the intended construct. Meanwhile, the reliability test produced a Cronbach's Alpha value of 0.895, indicating a high level of internal consistency. The data analysis technique used multiple linear regression to test the simultaneous and partial relationship between independent variables and the dependent variable. Before the regression was carried out, a classical assumption test was first carried out including normality, multicollinearity, and heteroscedasticity tests. The test results showed that the data was normally distributed, there were no symptoms of multicollinearity, and no heteroscedasticity, so the model was suitable for use in regression analysis. The entire analysis process was carried out with the help of SPSS software version 25.0. The results are expected to provide an empirical basis for formulating policies to improve employee performance in government agencies.

#### 4. Results

The measurement of research data quality aims to determine the consistency and accuracy of the data that has been collected. There are two requirements that must be met from research data obtained using a questionnaire, namely the data must be valid and reliable. Validity test is intended to measure the validity of a questionnaire. A questionnaire is said to be valid if the statements submitted in the questionnaire are able to reveal something that will be measured by the questionnaire. The guideline for making decisions by comparing the calculated  $r$  value with the  $r$  table value with a degree ( $n-2$ ) of 0.259. If the calculated  $r$  value is greater than the  $r$  value in the table, then it can be concluded that the statement item is valid.

**Table 1.** Validity Test Results

Variable	Questionnaire Statement	r-count
Activity Based Workplace	ABW1	0.841
	ABW2	0.767
	ABW3	0.779
	ABW4	0.821
	ABW5	0.483
Work Life Balance	WLB1	0.857
	WLB2	0.872
	WLB3	0.903
	WLB4	0.776
	WLB5	0.555
Employee Engagement	EE1	0.805
	EE2	0.791
	EE3	0.702
	EE4	0.791
	EE5	0.825
Performance	PER1	0.678
	PER2	0.654
	PER3	0.634
	PER4	0.553
	PER5	0.628

The results of the validity test in Table 1, all statement items in the variables Activity Based Workplace, Work Life Balance, Employee Engagement, and Performance show a calculated r value greater than the r table (0.259), which means that all statements are declared valid. This shows that the instrument used is able to measure each construct accurately. The highest r value is found in the Work Life Balance indicator (0.903), reflecting the consistency of respondents' perceptions of work-life balance. Therefore, this questionnaire is suitable for use in further research to describe the phenomenon being studied.

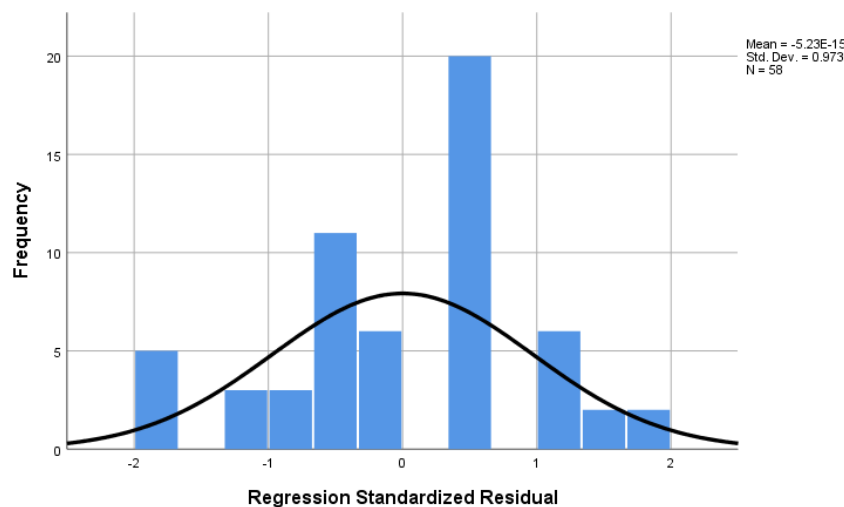
The reliability test in this study was conducted to determine the extent to which the instrument used can provide consistent and reliable results in measuring the variables studied, namely Activity Based Workplace, Work Life Balance, Employee Engagement, and Employee Performance. In this study, the reliability test was conducted using the Cronbach Alpha method where a variable is said to be reliable if it provides a Cronbach Alpha value > 0.60 (Ghozali, 2020).

**Table 2.** Reliability Test Results

Model	Value
Cronbach's Alpha	0.895
N of Items	20

The results of the reliability test in Table 2 show a Cronbach's Alpha value of 0.895. This value is greater than the minimum limit set at 0.60, so it can be concluded that this research instrument is reliable. Based on general interpretation, a Cronbach's Alpha value between 0.80 and 0.90 indicates a good level of reliability, meaning that the items in the questionnaire have high internal consistency in measuring each variable.

The purpose of this normality test is to check or find out whether the research data is normally distributed. If the graph forms a bell shape and has a peak in the middle so that the left and right sides of the graph have a symmetrical shape, then it can be said that the research data has a normal data distribution.



**Figure 2.** Results of Data Normality Test with Histogram

The test results in Figure 2 show a distribution pattern that resembles a bell-shaped curve with a peak in the middle. The graph also shows that the left and right sides have a symmetrical shape, indicating that the data is evenly distributed around the mean value. This pattern indicates that the data in this study are normally distributed. Thus, it can be concluded that the assumption of normality has been met,

so that the data is worthy of further analysis using parametric statistical analysis techniques such as linear regression.

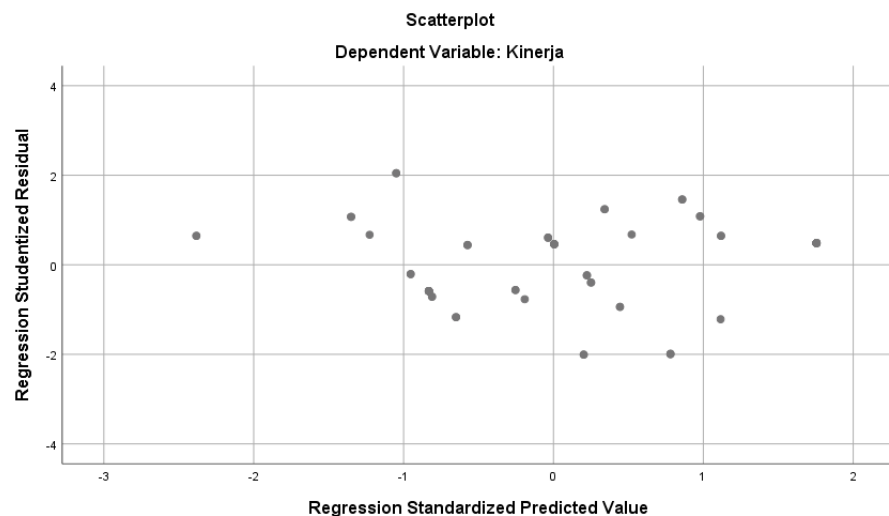
Multicollinearity Test aims to test whether there is a correlation between independent variables in the regression or not, a good model should not have a high correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model can be seen from the tolerance value and the Variance Inflation Factor (VIF) value, where if the VIF value is greater than 10, then multicollinearity occurs. The results of the multicollinearity test in this study, namely:

**Table 3.** Multicollinearity Test Results

Variable	Tolerance	VIF
Activity Based Workplace	0.687	1.456
Work Life Balance	0.857	1.166
Employee Engagement	0.727	1.375

The test results show in Table 3 showing the VIF value for the Activity Based Workplace variable of 1.456, Work Life Balance of 1.166, and Employee Engagement of 1.375. All VIF values are below 10 which is the general tolerance limit to indicate the absence of multicollinearity. A low VIF value indicates that each independent variable does not have a high correlation with each other in the regression model. Thus, it can be concluded that there is no multicollinearity problem in this study and all independent variables can be used together in the regression analysis without affecting the validity of the estimation results.

The heteroscedasticity test is conducted to determine whether there is inequality of residual variance in the regression model, which is one of the important assumptions in classical regression analysis. One method used to test heteroscedasticity is to look at the distribution pattern on the scatterplot graph between the residual value and the predicted value (fitted value). If the Scatterplot forms a pattern (spread), then the regression does not experience heteroscedasticity interference and vice versa.



**Figure 3.** Heteroscedasticity Test Results

The test results in Figure 3 scatterplot show that the residual points are randomly distributed and form a distribution pattern or pattern, without forming a certain pattern such as tapering, narrowing, or forming a line pattern. This random distribution shows that the residual variance is constant (homoscedasticity), so there is no heteroscedasticity problem in the regression model used. Thus, the regression

model in this study has met the assumption of homoscedasticity and is suitable for use in further analysis.

**Table 4.** Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	166.736	3	55.579	183.174	0.000
Residual	16.385	54	0.303		
Total	183.121	57			

The test results in table 5 obtained a significance value of 0.000 and an Fcount value of 183.174, while the Ftable value was 2.770. Because the Fcount value is greater than the Ftable ( $183.174 > 2.770$ ) and the significance value is smaller than the significance level of 0.05 ( $0.000 < 0.05$ ), it can be concluded that simultaneously the variables Activity Based Workplace (X1), Work Life Balance (X2), and Employee Engagement (X3) have a significant effect on Employee Performance (Y). Thus, the three independent variables together are able to explain the variations that occur in employee performance variables at KPP Madya Dua West Jakarta.

The determination coefficient test aims to determine how much the independent variable is able to explain the dependent variable in a regression model. Where the determination coefficient or R<sup>2</sup> value is  $0 < R^2 < 1$ , the closer to 1 the determination coefficient value (R<sup>2</sup>) is, the stronger the contribution of the independent variable's influence on the dependent variable, and vice versa.

**Table 5.** Results of the Determination Coefficient Test

Model	Value
R	0.954
R Square	0.906
Adjusted R Square	0.906
Std. Error of the Estimate	0.55084

The results of the study in Table 5 show an R Square value of 0.911 or 91.1%. This value indicates that 91.1% of the variations or changes that occur in the Employee Performance variable (Y) can be explained by the three independent variables, namely Activity Based Workplace (X1), Work Life Balance (X2), and Employee Engagement (X3). While the remaining 8.9% is explained by other factors outside this research model. The partial test in this study was to determine the effect of Activity Based Workplace, Work Life Balance, and Employee Engagement partially on Employee Performance at KPP Madya Dua, West Jakarta.

**Table 6.** Partial Test Results

Model	Unstd. Coef.	Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	0.829			3.161	0.003
Activity Based Workplace	0.039		0.432	8.805	0.000
Work Life Balance	0.026		0.172	3.923	0.000
Employee Engagement	0.037		0.574	12.035	0.000

The test results in table 6 partial in this study are the Activity Based Workplace Variable has a t value of 8.805 greater than the t table of 2,000 and a significance value of  $0.000 < 0.05$ . Thus, Activity Based Workplace has a partial significant effect on Employee Performance. The Work Life Balance variable has a t value of 3.923 greater than the t table of 2,000 and a significance value of  $0.000 < 0.05$ . Thus, Work

Life Balance has a partial significant effect on Employee Performance. The Employee Engagement variable has a t value of 12.035 also much greater than the t table of 2,000 and a significance value of 0.000 < 0.05. Thus, Employee Engagement has a partial significant effect on Employee Performance.

## **5. Discussion**

Activity Based Workplace, Work Life Balance, and Employee Engagement simultaneously affect Employee Performance which is empirically accepted. The Fcount value which is much larger than Ftable indicates that the three independent variables together have a significant influence on the dependent variable. In addition, the very small significance value (0.000) strengthens the conclusion that Activity Based Workplace, Work Life Balance, and Employee Engagement simultaneously affect Employee Performance (Purnakara & Erlina, 2023). The R Square value of 0.911 or 91.1% indicates that 91.1% of changes or variations in employee performance can be explained by the variables Activity Based Workplace, Work Life Balance, and Employee Engagement. This result is higher than similar studies in the local government environment by Sitompul et al. (2024) and Sawitri (2024) which only achieved R<sup>2</sup> 0.85, indicating that the specific context of KPP Madya Dua has unique characteristics.

Activity Based Workplace has a significant partial effect on Employee Performance at KPP Madya Dua, West Jakarta. The positive regression coefficient value (0.340) indicates that the better the implementation of Activity Based Workplace, the higher the employee performance. This shows a positive relationship between Activity Based Workplace and increased employee performance. As a real example at KPP Madya Dua, West Jakarta, the implementation of the Activity Based Workplace concept can be seen in the existence of different work areas that are adjusted to the type of work being done (Ekstrand & Damman, 2016). For example, employees who need high focus may work in a quieter and more private area, while employees who work in teams can collaborate in an open area or meeting room. By providing various work spaces that support different activities, employees feel more comfortable and productive (Skogland, 2017). This can improve their performance, which is reflected in the test results that show a positive effect of Activity Based Workplace on employee performance.

Work Life Balance has a significant partial effect on Employee Performance. The positive regression coefficient value (0.104) indicates that the better the Work Life Balance felt by employees, the higher the level of employee performance. As a real example at KPP Madya Dua West Jakarta, management has carried out employee gathering activities, easily accessible annual leave, and strict overtime limits are also real forms of support for Work Life Balance (Kurnia & Widigdo, 2021; Dwitanti et al., 2023). With this policy, employees feel more appreciated and supported in their personal lives, so they can work more focused and productively while in the office, which is then reflected in their increased performance (Aisyah et al., 2023).

Employee Engagement has a significant partial effect on Employee Performance. The positive regression coefficient value (0.441) indicates that the higher the Employee Engagement, the higher the employee performance. This shows that statistically, employee engagement does have a significant effect on their performance. As a real example at KPP Madya Dua West Jakarta, the level of employee engagement is shown through active participation in internal activities such as team discussions, service innovation, and involvement in unit work programs voluntarily (Anitha, 2014). Employees also show high enthusiasm in completing tasks, even outside the routine workload. In addition, there is an internal reward system for outstanding employees that strengthens the sense of belonging to the agency (Sendawula et al., 2018). These practices strengthen engagement and create

a productive and supportive work atmosphere, thus having a direct impact on improving employee performance.

## 6. Conclusion

This study confirms that Activity Based Workplace, Work-Life Balance, and Employee Engagement significantly improve employee performance at KPP Madya Dua, West Jakarta. The analysis shows that these three factors can explain 91.1% of the variation in performance, with Employee Engagement as the strongest predictor ( $\beta=0.441$ ). These findings support previous studies while introducing a new perspective on ABW implementation in Asian bureaucracies that require a step-by-step approach. Practical implications include recommendations to improve ABW adaptation training, strengthen KPI-based reward systems, and develop more structured work flexibility policies. The main limitation lies in the scope of the study, which is limited to one tax office, so further research is recommended with a wider area coverage and the addition of variables such as leadership style or organizational culture. A longitudinal approach is also needed to measure the long-term impact of the recommended interventions. These findings not only provide a roadmap for improving performance at KPP Madya Dua, but also a theoretical contribution in developing a more contextual public sector HR management model.

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***Ethical Approval and Originality Statement***

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

***Data Disclosure Statement***

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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