

The Effect of Perceived Organizational Support and Work-Life Balance on Employee Performance through Employee Engagement as a Mediating Variable among Private-Sector Employees in Samarinda City

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ABSTRACT

This study examines the effects of Perceived Organizational Support (POS) and Work-Life Balance (WLB) on Employee Performance, with Employee Engagement serving as a mediating variable among private-sector employees in Samarinda City. A quantitative explanatory research design was employed, involving 100 respondents selected through purposive sampling. Primary data were collected using a five-point Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results demonstrate that Perceived Organizational Support has a positive and significant effect on Employee Performance ($\beta = 0.296$; $p < 0.001$), while Work-Life Balance also has a positive and significant effect on Employee Performance ($\beta = 0.265$; $p = 0.001$). Furthermore, Employee Engagement significantly mediates the effect of Perceived Organizational Support on Employee Performance ($\beta = 0.104$; $p = 0.011$) and the effect of Work-Life Balance on Employee Performance ($\beta = 0.133$; $p = 0.001$). Both mediation pathways indicate complementary partial mediation, suggesting that POS and WLB enhance employee performance both directly and indirectly through Employee Engagement. The model explains 55.2% of the variance in Employee Performance and 42.8% of the variance in Employee Engagement. These findings highlight Employee Engagement as an important psychological mechanism through which organizational support and work-life balance are translated into improved performance. The study provides practical implications for private-sector organizations by emphasizing the importance of integrating organizational support, work-life balance initiatives, and employee engagement strategies to promote sustainable employee performance.

INTRODUCTION

Human resources play a strategic role in determining organizational success, particularly in an increasingly dynamic and competitive business environment. Organizations are not only expected to achieve their strategic objectives but also to establish working conditions that sustain employee productivity and engagement. Within this context, employee performance constitutes a critical aspect of human resource management, as it reflects an individual's ability to contribute effectively to the achievement of organizational goals. Employee performance is influenced not only by individual capabilities but also by organizational conditions and employees' experiences in performing their work. Therefore, organizations need to understand the factors that encourage employees to achieve optimal levels of performance.

One factor that may influence employee performance is perceived organizational support (POS), which refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Organizational support may be reflected in attention to employees' needs, recognition of their contributions, supervisory support, development opportunities, and adequate working conditions. When employees perceive a high level of organizational support, they are more likely to demonstrate positive work attitudes and behaviors as a form of reciprocity toward the organization. (Mufarrikhah et al., 2020) demonstrated that perceived organizational support plays an important role in fostering work engagement, while (Diana & Frianto, 2021) found that perceived organizational support and employee engagement are associated with employee performance.

In addition to organizational support, work-life balance (WLB) has become an increasingly important issue in human resource management. Employees are responsible not only for fulfilling work-related obligations but also for managing their roles in family, social, and personal life. An imbalance between work demands and personal life may deplete employees' energy and reduce their concentration in performing work-related tasks. Conversely, an appropriate balance between work and personal life enables employees to manage their time and resources more effectively, thereby contributing to more positive psychological conditions and work outcomes. (Waworuntu et al., 2022) demonstrated that work-life balance is an important factor in understanding employee satisfaction and performance, particularly among Millennials and Generation Z employees.

However, empirical findings concerning the relationship between work-life balance and employee performance remain inconsistent. Kinanti and Hermiati (2023) found that work-life balance did not have a significant direct effect on employee performance, suggesting that its influence may operate through certain psychological mechanisms. In contrast, (Kurniawati & Mulyanto, 2024) demonstrated that employee engagement plays an important role in bridging the relationship between work-life balance and employee performance. Similarly, (Eddy Madiono Sutanto et al., 2024) integrated work-life balance, employee engagement, job satisfaction, and employee performance within the context of Indonesian employees. These

divergent findings suggest that the relationship between work-life balance and employee performance cannot be fully explained through a direct-effect mechanism alone.

In this study, employee engagement is positioned as a psychological mechanism that may explain the relationships between perceived organizational support, work-life balance, and employee performance. Highly engaged employees tend to demonstrate greater energy, enthusiasm, dedication, and involvement in performing their work. When employees perceive adequate organizational support and are able to maintain a healthy balance between their work and personal lives, these conditions may strengthen their engagement with their work, which may subsequently enhance their performance. (Prafitriandini et al., 2022) identified a relationship among work-life balance, employee engagement, and employee performance, while (Nugraha & Kharismasyah, 2024) highlighted the importance of perceived organizational support in explaining the relationship between employee engagement and employee performance.

Theoretically, these relationships can be explained through Social Exchange Theory (SET) and the Job Demands–Resources (JD-R) Model. From a social exchange perspective, organizational support may encourage employees to reciprocate the organization's favorable treatment by demonstrating greater engagement and making stronger contributions to organizational goals. Meanwhile, the JD-R perspective suggests that resources available to employees can help them cope with job demands while simultaneously facilitating motivational processes that foster employee engagement and performance. Accordingly, perceived organizational support can be conceptualized as an organizational resource, whereas work-life balance represents a condition that enables employees to preserve and effectively manage the resources required to fulfill both their work and personal responsibilities.

Despite the growing body of research examining perceived organizational support, work-life balance, employee engagement, and employee performance, an important research gap remains. Previous studies have generally examined perceived organizational support and work-life balance within separate research models, while empirical evidence regarding the direct effect of work-life balance on employee performance remains inconclusive. This highlights the need for an integrated model that simultaneously incorporates both factors and examines employee engagement as a mediating mechanism. The present study conceptualizes perceived organizational support as an organizational resource, work-life balance as a condition that facilitates the preservation of individual resources, and employee engagement as a psychological mechanism through which these resources may be translated into improved employee performance.

The context of private-sector employees in Samarinda City provides a relevant setting for examining these relationships, as employees across different private-sector industries operate under diverse job characteristics, performance targets, human resource management practices, and work-life balance policies. Examining employees across various private-sector

organizations is expected to provide a broader understanding of how organizational support and work-life balance shape employee engagement and, ultimately, employee performance. The novelty of this study lies in integrating perceived organizational support and work-life balance as two antecedents of employee engagement within a single mediation model to explain employee performance among private-sector employees in Samarinda City.

Based on the aforementioned arguments, this study aims to analyze the effects of perceived organizational support and work-life balance on employee performance through employee engagement as a mediating variable among private-sector employees in Samarinda City. The findings are expected to contribute to the development of human resource management literature, particularly regarding the mechanisms through which organizational and individual resources influence employee performance. From a practical perspective, the findings may also provide valuable insights for organizations in developing organizational support and work-life balance policies that effectively strengthen employee engagement and improve employee performance.

Previous Studies

Table 1. *Previous Studies*

No .	Author(s) & Year	Research Title	Research Variables	Analytical Method	Sample	Findings
1	Diana & Frianto (2021)	<i>The Effect of Perceived Organizational Support and Employee Engagement on Employee Performance</i>	POS, Employee Engagement, Employee Performance	Multiple Linear Regression, SPSS 24	45 employees of UD. Zacyndo	POS had no significant effect on performance, while employee engagement had a positive and significant effect.
2	Gemilang & Riana (2021)	<i>The Effect of Perceived Organizational Support on Employee Engagement and Employee Performance</i>	POS, Employee Engagement, Employee Performance	SEM-PLS	49 respondents	POS and employee engagement had positive and significant effects on employee performance.
3	(Prakitriandini et al., 2022)	<i>The Effectiveness of the Work-From-Home System in Supporting</i>	Work From Home, Work-Life Balance, Employee Engagement	PLS/SmartPLS	67 employees of PT Asuransi Adira Dinamika	WLB positively affected employee engagement and

		<i>Work-Life Balance, Employee Engagement, and Employee Performance</i>	, Employee Performance			performance , while engagement positively affected performance .
4	(Suwarno et al., 2023)	<i>Perceived Organization Support and Work Engagement toward Employee Performance with Motivation as Mediating Variable</i>	POS, Work Engagement , Motivation, Employee Performance	SEM-PLS, SmartPLS 3.2.9	33 employees of PT Pos Indonesia Lubuklingga u	POS positively affected performance , while motivation mediated the effect of work engagement on performance .
5	(Kurniawati & Mulyanto, 2024)	<i>The Role of Employee Engagement in Mediating the Effects of Job Satisfaction and Work-Life Balance on Employee Performance</i>	Job Satisfaction, Work-Life Balance, Employee Engagement , Employee Performance	SmartPLS	35 employees of Binaa Enterprise	Employee engagement mediated the effects of job satisfaction and WLB on employee performance .
6	Imawan et al. (2024)	<i>Work-Life Balance, Work Engagement and Employee Performance: An Examining the Mediating Role of Job Satisfaction</i>	Work-Life Balance, Work Engagement , Job Satisfaction, Employee Performance	SEM-PLS	98 employees of Pelindo Multi Terminal, Belawan Sub-Branch	WLB, work engagement, and job satisfaction had positive and significant effects on employee performance .
7	Sutanto et al. (2024)	<i>Work-Life Balance, Employee Engagement, Job Satisfaction, and Indonesian</i>	Work-Life Balance, Employee Engagement , Job Satisfaction, Employee Performance	SEM-PLS/SmartPLS	207 respondents	WLB had no significant direct effect on performance , while employee engagement

		<i>Employees' Performance</i>				and job satisfaction had significant effects.
8	Ali et al. (2024)	<i>The Influence of Work Life Balance and Employee Engagement on Employee Performance (Case Study at PT. Pegadaian Branch Palopo)</i>	Work-Life Balance, Employee Engagement, Employee Performance	SmartPLS	94 employees of PT Pegadaian Palopo Branch	WLB positively affected employee engagement, which subsequently improved employee performance.

Source: Data processed by the authors, 2026

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among perceived organizational support, work-life balance, employee engagement, and employee performance. The study was conducted among private-sector employees working in Samarinda City. Primary data were collected through questionnaires distributed to the respondents. All constructs were measured using a five-point Likert scale, ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, to 5 = strongly agree.

The population of this study consisted of employees working in private-sector organizations in Samarinda City, with a total sample of 100 respondents. The respondents were selected using purposive sampling based on specific criteria aligned with the objectives of the study. The eligibility criteria required respondents to: (1) be employed by a private-sector organization in Samarinda City; (2) be at least 18 years old; and (3) have worked for their current organization for at least six months. The minimum employment period was established to ensure that respondents had sufficient organizational experience to provide informed assessments of perceived organizational support, work-life balance, employee engagement, and their perceived performance at work.

The research model comprised four constructs: Perceived Organizational Support (X1) and Work-Life Balance (X2) as exogenous variables, Employee Engagement (Z) as the mediating variable, and Employee Performance (Y) as the endogenous variable. The research instrument was developed by adapting measurement indicators from previous literature relevant to each construct. Prior to the structural model analysis, the data were screened to ensure the completeness of respondents' answers and their suitability for further analysis.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4 (Sarstedt et al., 2020). PLS-SEM was selected because it is

appropriate for examining predictive relationships among latent constructs and is capable of estimating models involving both direct and indirect, or mediating, relationships. According to Sarstedt et al. (2020), PLS-SEM evaluation involves two primary stages: assessment of the measurement model (outer model) and assessment of the structural model (inner model).

The measurement model was assessed to establish construct validity and reliability. Convergent validity was evaluated based on outer loadings and Average Variance Extracted (AVE), with outer loading values generally expected to be ≥ 0.708 and AVE values ≥ 0.50 . Construct reliability was assessed using Cronbach's alpha and composite reliability, with values ≥ 0.70 indicating satisfactory internal consistency (Hair et al., 2022). Discriminant validity was subsequently assessed using the Heterotrait-Monotrait Ratio (HTMT) to ensure adequate empirical distinctiveness among the constructs.

Once the measurement model met the required validity and reliability criteria, the analysis proceeded to the structural model assessment. The structural model was evaluated by examining collinearity using the Variance Inflation Factor (VIF), the coefficient of determination (R^2), effect size (f^2), and path coefficients to determine the direction and strength of the relationships among the constructs. Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. Bootstrapping is a nonparametric procedure used to obtain standard errors, t-values, p-values, and confidence intervals for the model estimates. For the final analysis, bootstrapping was performed using 10,000 subsamples to obtain stable and robust estimates.

Hypotheses were tested at a 5% significance level ($\alpha = 0.05$) using a two-tailed test. A relationship was considered statistically significant when the p-value was < 0.05 or when the bootstrap confidence interval did not include zero. In addition to examining direct effects, this study assessed specific indirect effects to determine the mediating role of employee engagement in the relationships between perceived organizational support and employee performance, as well as between work-life balance and employee performance. Accordingly, PLS-SEM was employed to simultaneously examine both the direct relationships and the mediation mechanisms specified in the research model.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2. *Respondent Characteristics*

Respondent Characteristics	Category	Frequency (Respondents)	Percentage (%)
Gender	Male	54	54%
	Female	46	46%
Age	18–25 years	27	27%
	26–35 years	39	39%
	36–45 years	23	23%
	> 45 years	11	11%

Highest Education Level	Senior High School/Vocational High School or equivalent	25	25%
	Diploma	14	14%
	Bachelor's Degree (S1)	52	52%
	Postgraduate Degree (S2/S3)	9	9%
Length of Service	6 months–2 years	25	25%
	> 2–5 years	34	34%
	> 5–10 years	27	27%
	> 10 years	14	14%
Job Level	Staff/Employee	62	62%
	Supervisor/Coordinator	23	23%
	Manager/Department Head	12	12%
	Other Leadership Positions	3	3%
Company Sector	Trade/Retail	24	24%
	Services	28	28%
	Banking/Finance	15	15%
	Construction/Mining	13	13%
	Hospitality/F&B	11	11%
	Other Private-Sector Industries	9	9%

Source: Data processed by the authors, 2026

Based on the respondent characteristics, this study involved 100 private-sector employees in Samarinda City. In terms of gender, 54% of the respondents were male and 46% were female. Regarding age, the largest proportion of respondents was between 26 and 35 years old (39%), followed by those aged 18–25 years (27%), 36–45 years (23%), and over 45 years (11%). In terms of educational attainment, the majority of respondents held a Bachelor's degree (S1), accounting for 52% of the total sample.

Regarding length of service, the largest proportion of respondents had worked for more than 2 to 5 years (34%). In terms of job level, the majority were staff or employees (62%). The respondents also represented a diverse range of private-sector industries, with the largest proportion working in the service sector (28%), followed by trade/retail (24%), banking/finance (15%), construction/mining (13%), hospitality/F&B (11%), and other private-sector industries (9%). Overall, the diversity of respondent characteristics provides a broad representation of private-sector employees in Samarinda City and supports the examination of perceived organizational support, work-life balance, employee engagement, and employee performance across different employee backgrounds.

Outer Model

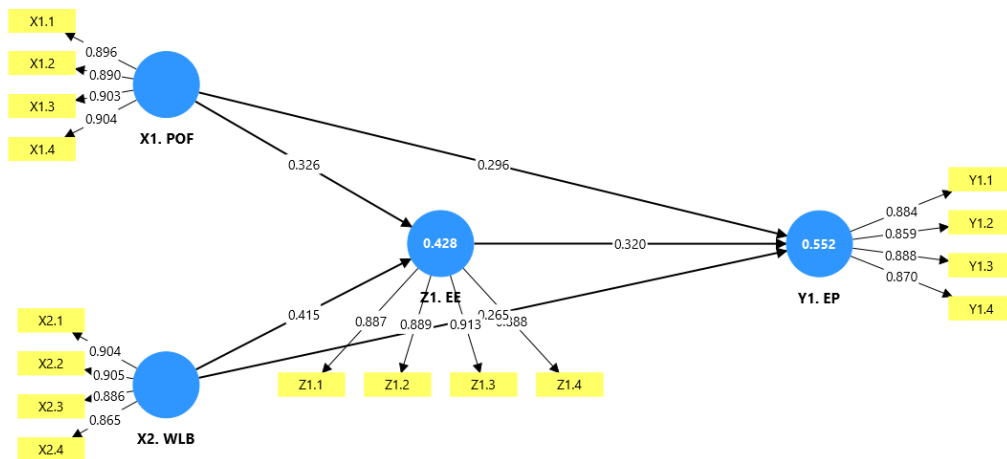


Figure 1. Output Outer Model SmartPLS 4, 2026

Uji Validitas Konvergen

Tabel 3. Outer Loading Assessment

	X1. POF	X2. WLB	Y1. EP	Z1. EE
X1.1	0.896			
X1.2	0.890			
X1.3	0.903			
X1.4	0.904			
X2.1		0.904		
X2.2		0.905		
X2.3		0.886		
X2.4		0.865		
Y1.1			0.884	
Y1.2			0.859	
Y1.3			0.888	
Y1.4			0.870	
Z1.1				0.887
Z1.2				0.889
Z1.3				0.913
Z1.4				0.888

Source: Data processed using SmartPLS 4, 2026.

Based on the outer loading results presented in Table 3, all indicators used to measure Perceived Organizational Support (X1), Work-Life Balance (X2), Employee Performance (Y1), and Employee Engagement (Z1) exceeded the recommended minimum threshold of 0.70, with values ranging from 0.859 to 0.913. The highest outer loading was observed for indicator Z1.3 (0.913), whereas the lowest was recorded for indicator Y1.2 (0.859). These results indicate that all indicators strongly reflect their respective constructs and satisfy the criteria for convergent validity. Therefore, no indicators were required to be eliminated from

the measurement model. Accordingly, all 16 indicators were considered valid and retained for subsequent measurement and structural model assessments using PLS-SEM (Hair et al., 2022).

Table 4. *Construct Reliability and Validity Assessment*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1. POF	0.920	0.924	0.944	0.807
X2. WLB	0.913	0.913	0.939	0.793
Y1. EP	0.898	0.899	0.929	0.766
Z1. EE	0.917	0.919	0.941	0.800

Source: Data processed using SmartPLS 4, 2026.

Based on the convergent validity and reliability results presented in Table 4, all constructs in the research model, namely Perceived Organizational Support (X1.POS), Work-Life Balance (X2.WLB), Employee Performance (Y1.EP), and Employee Engagement (Z1.EE), satisfied the established criteria for construct reliability and convergent validity. Cronbach's alpha values ranged from 0.898 to 0.920, composite reliability (rho_a) values ranged from 0.899 to 0.924, and composite reliability (rho_c) values ranged from 0.929 to 0.944, all of which exceeded the recommended threshold of 0.70. Furthermore, the Average Variance Extracted (AVE) values ranged from 0.766 to 0.807, exceeding the minimum criterion of 0.50. Perceived Organizational Support recorded the highest AVE value (0.807), whereas Employee Performance had the lowest (0.766). These findings indicate that all constructs demonstrate satisfactory internal consistency and explain more than 50% of the variance in their respective indicators. Therefore, all constructs can be considered reliable, demonstrate adequate convergent validity, and are suitable for subsequent stages of model assessment (Hair et al., 2019).

Discriminant Validity Assessment

Table 5. *Cross-Loading Assessment*

	X1. POF	X2. WLB	Y1. EP	Z1. EE
X1.1	0.896	0.443	0.577	0.446
X1.2	0.890	0.509	0.598	0.570
X1.3	0.903	0.497	0.524	0.453
X1.4	0.904	0.519	0.516	0.510
X2.1	0.474	0.904	0.525	0.539
X2.2	0.470	0.905	0.552	0.533
X2.3	0.488	0.886	0.559	0.556
X2.4	0.522	0.865	0.563	0.487
Y1.1	0.551	0.538	0.884	0.518

Y1.2	0.502	0.564	0.859	0.558
Y1.3	0.574	0.546	0.888	0.605
Y1.4	0.538	0.516	0.870	0.561
Z1.1	0.464	0.483	0.544	0.887
Z1.2	0.506	0.579	0.629	0.889
Z1.3	0.483	0.553	0.543	0.913
Z1.4	0.526	0.505	0.571	0.888

Source: Data processed using SmartPLS 4, 2026.

Based on the cross-loading results presented in Table 5, all indicators exhibited higher loadings on their respective constructs than on any other constructs in the model. Specifically, indicators X1.1–X1.4 showed loadings ranging from 0.890 to 0.904 on Perceived Organizational Support (X1.POS), while indicators X2.1–X2.4 recorded loadings ranging from 0.865 to 0.905 on Work-Life Balance (X2.WLB). Similarly, indicators Y1.1–Y1.4 exhibited loadings ranging from 0.859 to 0.888 on Employee Performance (Y1.EP), whereas indicators Z1.1–Z1.4 showed loadings ranging from 0.887 to 0.913 on Employee Engagement (Z1.EE). All of these values were higher than the corresponding cross-loadings on the other constructs. These findings indicate that each indicator represents its intended construct more strongly than the other constructs in the model. Therefore, all 16 indicators satisfy the discriminant validity criterion based on the cross-loading assessment and can be retained in the research model (Hair et al., 2019).

Table 6. *Fornell–Larcker Criterion Assessment*

	X1. POF	X2. WLB	Y1. EP	Z1. EE
X1. POF	0.898			
X2. WLB	0.549	0.890		
Y1. EP	0.619	0.618	0.875	
Z1. EE	0.554	0.594	0.641	0.894

Source: Data processed using SmartPLS 4, 2026.

Based on the discriminant validity assessment using the Fornell–Larcker criterion presented in Table 6, all constructs in the research model satisfied the required discriminant validity criterion. The square roots of the Average Variance Extracted (AVE), represented by the diagonal values, were 0.898 for Perceived Organizational Support (X1.POS), 0.890 for Work-Life Balance (X2.WLB), 0.875 for Employee Performance (Y1.EP), and 0.894 for Employee Engagement (Z1.EE). Each of these values was higher than the corresponding inter-construct correlations, which ranged from 0.549 to 0.641.

For instance, the square root of the AVE for Employee Performance was 0.875, exceeding its correlations with Perceived Organizational Support (0.619), Work-Life Balance (0.618), and Employee Engagement (0.641). These results demonstrate that each construct shares greater variance with its own indicators than with other constructs in the model.

Therefore, all constructs satisfy the Fornell–Larcker criterion for discriminant validity and are considered appropriate for subsequent stages of analysis.

Reliability Assessment

Table 7. *Cronbach's Alpha Assessment*

	Cronbach's alpha
X1. POF	0.920
X2. WLB	0.913
Y1. EP	0.898
Z1. EE	0.917

Source: Data processed using SmartPLS 4, 2026.

Based on the reliability assessment using Cronbach's alpha presented in Table 7, all constructs demonstrated a high level of internal consistency. Perceived Organizational Support (X1.POS) recorded a Cronbach's alpha value of 0.920, followed by Employee Engagement (Z1.EE) at 0.917, Work-Life Balance (X2.WLB) at 0.913, and Employee Performance (Y1.EP) at 0.898. All values exceeded the recommended minimum threshold of 0.70 for assessing construct reliability in PLS-SEM (Hair et al., 2022). These findings confirm that the indicators within each construct demonstrate satisfactory internal consistency. Therefore, all constructs can be considered reliable and suitable for subsequent model assessment.

Table 8. *R-Square Assessment*

	R-square	R-square adjusted
Y1. EP	0.552	0.538
Z1. EE	0.428	0.416

Source: Data processed using SmartPLS 4, 2026.

Based on the R-square (R^2) results presented in Table 8, Employee Performance (Y1.EP) had an R^2 value of 0.552 and an adjusted R^2 value of 0.538. These results indicate that 55.2% of the variance in Employee Performance can be explained by Perceived Organizational Support (X1.POS), Work-Life Balance (X2.WLB), and Employee Engagement (Z1.EE) within the research model, while the remaining 44.8% is attributable to other factors outside the model.

Inner Model

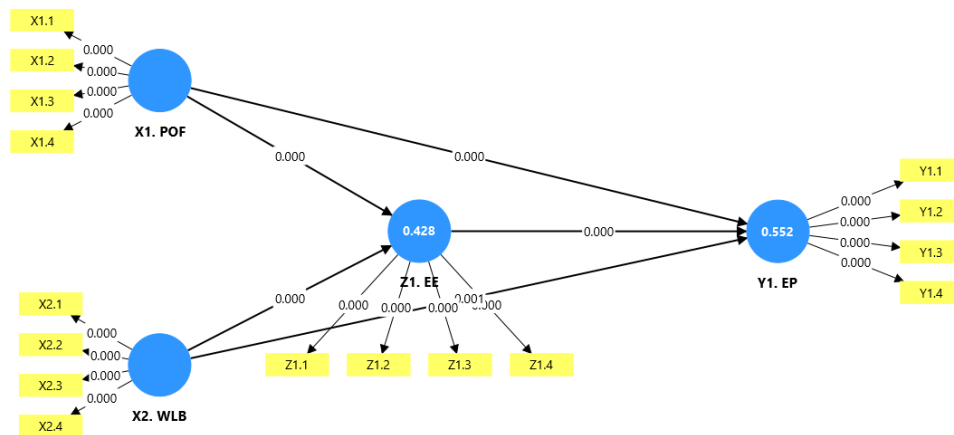


Figure 2. Output Inner Model SmartPLS 4, 2026

Direct Effect Assessment

Table 9. Direct Effect Results (Path Coefficients)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. POF -> Y1. EP	0.296	0.292	0.074	3.976	0.000
X2. WLB -> Y1. EP	0.265	0.263	0.078	3.397	0.001

Source: Data processed using SmartPLS 4, 2026.

Based on the direct effect results (path coefficients) presented in Table 9, Perceived Organizational Support (X1.POS) had a positive and significant effect on Employee Performance (Y1.EP), as indicated by a path coefficient (original sample) of 0.296, a t-statistic of 3.976 (> 1.96), and a p-value of < 0.001 . This finding indicates that higher levels of perceived organizational support are associated with higher levels of employee performance. Similarly, Work-Life Balance (X2.WLB) had a positive and significant effect on Employee Performance (Y1.EP), with a path coefficient of 0.265, a t-statistic of 3.397 (> 1.96), and a p-value of 0.001 (< 0.05). This result suggests that employees who are better able to maintain a balance between their work and personal lives tend to demonstrate higher levels of performance. Overall, both direct relationships were statistically significant. Based on the magnitude of the path coefficients, Perceived Organizational Support ($\beta = 0.296$) demonstrated a relatively stronger direct effect on Employee Performance than Work-Life Balance ($\beta = 0.265$). Therefore, the hypotheses concerning the direct effects of $X1.POS \rightarrow Y1.EP$ and $X2.WLB \rightarrow Y1.EP$ were supported at the 5% significance level.

Indirect Effect Assessment

Table 10. *Specific Indirect Effect Results*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. POF -> Z1. EE -> Y1. EP	0.104	0.106	0.041	2.554	0.011
X2. WLB -> Z1. EE -> Y1. EP	0.133	0.133	0.039	3.449	0.001

Source: Data processed using SmartPLS 4, 2026.

Based on the specific indirect effect results presented in Table 10, Employee Engagement (Z1.EE) significantly mediated the relationship between Perceived Organizational Support (X1.POS) and Employee Performance (Y1.EP). The indirect effect coefficient was 0.104, with a t-statistic of 2.554 (> 1.96) and a p-value of 0.011 (< 0.05), indicating a positive and statistically significant indirect effect.

Similarly, Employee Engagement significantly mediated the relationship between Work-Life Balance (X2.WLB) and Employee Performance, as indicated by an indirect effect coefficient of 0.133, a t-statistic of 3.449 (> 1.96), and a p-value of 0.001 (< 0.05). These findings indicate that higher levels of perceived organizational support and work-life balance enhance employee engagement, which subsequently contributes to improved employee performance.

Furthermore, the previously examined direct effects of Perceived Organizational Support on Employee Performance ($\beta = 0.296$; $p < 0.05$) and Work-Life Balance on Employee Performance ($\beta = 0.265$; $p < 0.05$) were both positive and significant. Since the corresponding indirect effects through Employee Engagement were also positive and significant, Employee Engagement can be classified as a complementary partial mediator in both relationships. Thus, the mediation hypotheses concerning $X1.POS \rightarrow Z1.EE \rightarrow Y1.EP$ and $X2.WLB \rightarrow Z1.EE \rightarrow Y1.EP$ were supported.

Discussion

The overall findings demonstrate that the proposed research model exhibits satisfactory measurement quality. All indicators recorded outer loading values ranging from 0.859 to 0.913, while the Average Variance Extracted (AVE) values for all constructs exceeded the recommended threshold of 0.50. In addition, Cronbach's alpha and composite reliability values were above 0.70, confirming satisfactory internal consistency and construct reliability. The cross-loading and Fornell-Larcker criterion assessments further demonstrated adequate discriminant validity, indicating that each construct was empirically distinct from the other constructs in the model. Taken together, these results confirm that the measurement indicators reliably and validly represent Perceived Organizational Support, Work-Life Balance, Employee Engagement, and Employee Performance.

Regarding the structural model, the R^2 value of 0.552 for Employee Performance indicates that Perceived Organizational Support, Work-Life Balance, and Employee Engagement collectively explain 55.2% of the variance in Employee Performance. Meanwhile, the R^2 value of 0.428 for Employee Engagement indicates that Perceived Organizational Support and Work-Life Balance explain 42.8% of the variance in Employee Engagement. These findings suggest that the proposed model demonstrates adequate explanatory power in explaining employee engagement and performance among private-sector employees in Samarinda City.

The Effect of Perceived Organizational Support on Employee Performance

The results demonstrate that Perceived Organizational Support has a positive and significant effect on Employee Performance, with a path coefficient of 0.296, a t-statistic of 3.976, and a p-value of < 0.001 . This finding indicates that higher levels of perceived organizational support are associated with better employee performance. Such support may be reflected in organizational recognition of employee contributions, concern for employee well-being, assistance in addressing work-related difficulties, and responsiveness to employee needs. When employees genuinely perceive these forms of organizational support, they are more likely to reciprocate by contributing greater effort and demonstrating higher levels of work quality and performance.

This finding can be explained through Social Exchange Theory, which suggests that the relationship between employees and organizations develops through reciprocal exchanges. When employees receive favorable treatment and support from their organization, they are more likely to reciprocate through positive attitudes and behaviors that benefit the organization, including improved performance. The present finding is consistent with (Anggraini et al., 2021) who reported that perceived organizational support had a significant effect on employee performance. However, it differs from (Diana & Frianto, 2021) who found that perceived organizational support did not significantly affect employee performance in their research context. This inconsistency suggests that the performance consequences of organizational support may vary depending on organizational settings and employee characteristics. In the context of private-sector employees in Samarinda City, perceived organizational support appears to be an important organizational resource that contributes to improved employee performance.

The Effect of Work-Life Balance on Employee Performance

The results demonstrate that Work-Life Balance has a positive and significant effect on Employee Performance, with a path coefficient of 0.265, a t-statistic of 3.397, and a p-value of 0.001. This finding indicates that employees' ability to maintain an appropriate balance between work demands and personal life contributes to improved performance. Employees who are able to allocate their time, attention, and energy more effectively across work and personal domains are likely to retain sufficient resources to fulfill their job responsibilities and perform more effectively.

From the perspective of the Job Demands–Resources (JD-R) Model, work-life balance can help employees preserve the physical and psychological resources required to cope with job demands. A healthy balance between work and personal life may reduce conflicts between these two domains, allowing employees to maintain greater concentration, energy, and capacity to contribute effectively at work. In this regard, work-life balance can function as a favorable condition that enables employees to manage their available resources more effectively and translate them into improved work performance. However, the present finding differs from (Eddy Madiono Sutanto et al., 2024) who reported that work-life balance did not have a significant direct effect on employee performance among Indonesian employees, whereas employee engagement and job satisfaction significantly influenced performance. This difference provides an important empirical insight, suggesting that the effect of work-life balance on employee performance may vary across organizational and employment contexts. Among private-sector employees in Samarinda City, work-life balance appears to contribute not only indirectly through psychological mechanisms but also directly to improved employee performance. Thus, maintaining an appropriate balance between work and personal life represents an important condition for supporting employee performance in the private-sector context.

The Mediating Role of Employee Engagement in the Effect of Perceived Organizational Support on Employee Performance

The specific indirect effect results demonstrate that Employee Engagement positively and significantly mediates the effect of Perceived Organizational Support on Employee Performance, with an indirect effect coefficient of 0.104, a t-statistic of 2.554, and a p-value of 0.011. This finding indicates that organizational support contributes to employee performance not only directly but also indirectly by fostering employee engagement. When employees perceive that their organization values their contributions, cares about their well-being, and provides adequate support for their needs, these positive experiences can foster greater energy, dedication, enthusiasm, and involvement in their work. Such engagement, in turn, encourages employees to invest greater effort in accomplishing their tasks and achieving higher levels of performance.

This finding is supported by (Mufarrihah et al., 2020) who demonstrated that perceived organizational support positively contributes to work engagement and predicts variations in employees' levels of work engagement. Similarly, (Claudianty & Suhariadi, 2021) found a positive and significant effect of perceived organizational support on employee engagement. Furthermore, (Anggraini et al., 2021) demonstrated that perceived organizational support influences employee performance both directly and indirectly through employee engagement as an intervening variable. Taken together, these findings reinforce the view that organizational support can generate more favorable performance outcomes when such support successfully fosters employees' psychological engagement with their work.

The mediation results further demonstrate that the direct effect of Perceived Organizational Support on Employee Performance remained positive and significant ($\beta = 0.296$; $p < 0.05$), while the indirect effect through Employee Engagement was also positive and significant ($\beta = 0.104$; $p < 0.05$). This pattern indicates complementary partial mediation, suggesting that Employee Engagement serves as an important mechanism through which Perceived Organizational Support contributes to Employee Performance, while not representing the only pathway through which this relationship occurs. In other words, organizational support can enhance employee performance both directly and indirectly by strengthening employee engagement.

The Mediating Role of Employee Engagement in the Effect of Work-Life Balance on Employee Performance

The results further demonstrate that Employee Engagement positively and significantly mediates the effect of Work-Life Balance on Employee Performance, with an indirect effect coefficient of 0.133, a t-statistic of 3.449, and a p-value of 0.001. Notably, the magnitude of this indirect effect was greater than that of Perceived Organizational Support on Employee Performance through Employee Engagement ($\beta = 0.104$). This finding highlights the important role of employee engagement as a psychological mechanism through which a favorable balance between work and personal life is translated into improved employee performance.

Conceptually, employees who are able to maintain an appropriate balance between work demands and their personal lives are better positioned to recover their energy and preserve psychological resources. Such conditions enable employees to approach their work with greater energy, concentration, and enthusiasm. Consequently, higher levels of engagement encourage employees to invest greater effort and perform their tasks more effectively. This finding is consistent with Sutanto et al. (2024), who highlighted the important role of employee engagement in explaining employee performance in the Indonesian employment context and demonstrated that the direct effect of work-life balance on performance is not always significant. Thus, the present findings provide additional empirical support for the importance of employee engagement as a psychological mechanism through which work-life balance contributes to improved employee performance.

The direct effect of Work-Life Balance on Employee Performance remained positive and significant ($\beta = 0.265$; $p = 0.001$), while its indirect effect through Employee Engagement was also positive and significant ($\beta = 0.133$; $p = 0.001$). This pattern indicates complementary partial mediation, suggesting that work-life balance contributes to employee performance through two simultaneous pathways: directly and indirectly through enhanced employee engagement. From a practical perspective, this finding implies that organizations should not merely implement policies designed to support employees' work-life balance but should also ensure that such policies foster positive work experiences that strengthen employee engagement. Therefore, work-life balance initiatives are likely to generate greater

performance benefits when they enable employees to remain energized, dedicated, and actively engaged in their work.

Implications of the Research Findings

Overall, the findings of this study demonstrate that employee performance among private-sector employees in Samarinda City is determined not only by organizational conditions and work-life balance independently, but also by the extent to which these conditions foster employee engagement. Perceived Organizational Support exhibited a relatively stronger direct effect on Employee Performance ($\beta = 0.296$) than Work-Life Balance ($\beta = 0.265$). However, in terms of the indirect effects, Work-Life Balance through Employee Engagement demonstrated a larger coefficient ($\beta = 0.133$) than Perceived Organizational Support through Employee Engagement ($\beta = 0.104$). These findings suggest that organizational support plays a particularly important direct role in enhancing employee performance, whereas the benefits of work-life balance become increasingly meaningful when they are translated into higher levels of employee engagement.

From a practical perspective, these findings suggest that private-sector organizations in Samarinda City should develop integrated human resource management (HRM) practices that combine organizational support, work-life balance, and initiatives aimed at strengthening employee engagement. Organizational support can be reinforced through recognition of employee contributions, effective communication and supervisory support, opportunities for professional development, and greater responsiveness to employee needs. At the same time, organizations can promote work-life balance by maintaining reasonable workloads and working hours, providing flexibility appropriate to job characteristics, and respecting employees' personal lives. These initiatives should be designed not merely to improve employees' comfort and well-being at work, but also to foster greater energy, dedication, and involvement in their work, thereby contributing to sustainable improvements in employee performance.

Concluding Discussion

Overall, the findings provide empirical support for an integrated model in which Perceived Organizational Support and Work-Life Balance serve as antecedents of Employee Performance, with Employee Engagement functioning as a mediating mechanism. The complementary partial mediation identified in both pathways demonstrates that employee engagement is not merely an outcome of favorable work conditions but also represents an important psychological mechanism through which organizational support and work-life balance are translated into improved employee performance. These findings also provide further insight into the inconsistencies reported in previous studies, particularly regarding the direct relationship between work-life balance and employee performance, by demonstrating the important role of employee engagement in explaining the mechanism underlying this relationship.

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