

The Influence of Work Engagement, Work-Life Balance, Job Satisfaction and Creativity on Employee Performance at the Semarang Gypsum Company

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Abstract

This study aims to analyze the influence of work engagement, work-life balance, job satisfaction, and creativity on employee performance at the Semarang Gypsum Company in responding to manufacturing productivity challenges. Using a quantitative approach with a purposive sampling technique, 100 out of 110 employees participated as respondents. Model evaluation and hypothesis testing were analyzed using Partial Least Squares (PLS-SEM) version 4.1.1.8. Based on Social Exchange Theory, the analysis results prove that work engagement, work-life balance, job satisfaction, and creativity have a positive and significant effect on employee performance, with an Adjusted R-Square value of 56.9% (moderate category). The practical implications suggest that management strengthen emotional support, implement flexible work policies, and create a conducive environment to trigger innovation. The novelty of this study lies in the integration of creativity variables as the main determining factor along with work engagement, work-life balance, and job satisfaction to evaluate employee performance in the high-pressure gypsum manufacturing sector.

INTRODUCTION

Human resource management has a major impact in determining how well employees perform in the field. Employee performance is the result of efforts, which demonstrates the level of expertise in completing roles with responsibility for the work mandated by the company (Andina et al., 2025). In the Semarang Gypsum manufacturing company located in Sampang, Karang Tengah, employee performance is one of the company's successes, because the production process is highly dependent on the effectiveness and efficiency of the workforce. Effective human resource management is a key factor for companies in encouraging increased employee performance and work productivity, due to increasing demand. (Pradana, 2022). Thus, work performance is one of the key priorities for an industry to use quality human resources to achieve goals (Riskayanti et al., 2026). The gypsum industry plays a vital role in manufacturing and infrastructure development in Indonesia

thanks to its advantages of being lightweight, fire-resistant, and soundproof. Facing high production targets, time pressures, and quality standards at Semarang Gypsum, companies are required to manage human resources optimally. Therefore, focusing on improving employee performance through *work engagement*, *work-life balance*, job satisfaction, and creativity is crucial.

The current phenomenon in gypsum companies shows that increasing infrastructure and property development has led to a demand for gypsum products, requiring increased productivity and product quality to compete in the industrial world. High production targets, work time pressures, and product quality demands have made effective human resource management a key factor for companies in optimizing employee contributions to organizational goals. However, in practice, various issues related to employee performance remain. Some employees are deemed unable to perform optimally in achieving company targets. This can be seen from a lack of employee engagement with their work, low work morale, and the ongoing imbalance between work and personal life, which leads to decreased productivity. Furthermore, employee job satisfaction is also a concern because the work environment and high production pressure can impact employee performance. The data presented below is a recapitulation of a preliminary study, which serves as the basis for initial identification of employee performance levels within the company environment.

Work engagement explains that employees with high levels of engagement tend to contribute beyond task expectations, so they are able to achieve more optimal productivity performance. (Putri, 2025) *Work engagement* is important because employees who have a high level of attachment to their work tend to be more productive, have high loyalty and are able to work optimally with an employee's commitment to their work and the company. (Pangestu et al., 2024). The results of previous research from (Balalimbu et al., 2023, Gojali et al., 2025, Sinuraya et al., 2025) confirms that *work engagement* has a positive and significant influence on employee performance. However, this finding is inconsistent with research Latifah et al., (2023), which confirms that *work engagement* has a negative or insignificant effect on employee performance.

Work -life balance is a condition where a person is able to manage time, energy, and responsibilities in a balanced manner between work, personal life, family, and other activities outside of work (Nurasyifa et al., 2025). A lack of balance between work and personal life has various consequences for employees, ranging from impaired physical and mental health, decreased motivation, to increased errors at work and reduced organizational commitment (Mutiarra et al., 2025). Results from previous research (Larasati et al., 2026, Nuraningsih & Ismail, 2024, Sinuraya et al., 2025) indicating that *work-life balance* has a positive and significant effect on employee performance. However, this finding is inconsistent with research from Sutanto et al., (2024), which indicates that the relationship between *work-life balance* and employee performance is not statistically significant.

Job Satisfaction, which describes the positive feelings of employees towards their work. Satisfaction is an important variable in the scope of the organization, considering its significant impact on employee performance productivity and work morale (Nur et al., 2025). Employees who feel satisfied with their work, usually have high motivation and contribute maximally so that it greatly helps increase company productivity (Widya Nastiti, 2022). This is supported by a number of previous studies, including research conducted by (Fajri et al., 2022, Ningrum & Sudiro, 2024)from Lazuardi et al., 2024the results of this study showed a positive and significant influence of job satisfaction on employee performance, this finding is not in line with previous literature, especially research produced by Ernawati et al., (2025),which confirms that job satisfaction does not have a significant effect on employee performance. This condition shows how important job satisfaction is in boosting employee performance, because a high level of satisfaction directly supports the achievement of optimal employee performance on motivation and loyalty as a whole further increasing(Aliya & Ardila, 2024).

Creativity is also an important factor in manufacturing companies, especially to encourage innovation in work processes, which has a positive impact on employee performance and productivity. Having creative abilities will always produce new ideas that can increase company profitability (Sadewa & Yulianti, 2024). Therefore, every employee needs to have creativity to improve the performance of their respective responsibilities (Maharani et al., 2026). An employee who has innovative behavior will improve the company's condition, because employees can have thoughts and actions on sustainable innovation. Previous research conducted by (Sari & Azizah, 2023, Simarmata et al., 2026, Sonata & Hasibuan, 2022)which confirmed that creativity has a positive and significant influence on employee performance. However, this study is not in line with previous research Tias et al., (2026), which revealed that creativity has no effect on employee performance.

The existence of a research *gap* in previous literature is the main thing in implementing the study. In addition, this study includes variables in previous studies Imawan & Lesmana, (2024)and the novelty is in the creativity variable in accordance with Resa Andhika et al., (2022)the statement that the creativity variable proves that the results of the study have a positive and significant impact on employee performance , the Semarang gypsum company was chosen as a research location because it is relevant to analyze the factors that influence employee performance, the urgency of this research lies in high productivity within the Semarang gypsum company so that research is conducted to improve employee performance, considering that employee performance is an important factor in the effectiveness and efficiency of the Semarang gypsum company.

RESEARCH METHODS

Social Exchange Theory

The theory that is most relevant to this research is *Social Exchange Theory* is often integrated into conceptual frameworks as a primary instrument for interpreting individual behavior in the work environment. (Cropanzano & Mitchell, 2005) This way of interaction is generally viewed as a reciprocal relationship of give and take towards the actions of others (Blau, 1964). With this theory, there is a mutually beneficial exchange mechanism in the relationship between the company and its workforce. With one of the most basic principles of *Social Exchange Theory* is that the relationship between owners and workers develops over time into a mutually trusting, loyal, and reciprocal commitment to each other.

In human resource management studies, social exchange theory is often used to analyze and strengthen the relationship between employees and their companies. When individuals receive benefits, whether in the form of economic rewards or social and emotional support, they tend to feel a responsibility to reciprocate through positive work attitudes and behaviors toward the company (Cropanzano & Mitchell, 2005). When employees perceive good and fair behavior from the company, they will perceive the exchange relationship as more of a social exchange than an economic one. Furthermore, they will exert more effort in their work and assigned responsibilities.

The Influence of Work Engagement on Employee Performance

According Kahn, (1990) to the original founder of the concept of *work engagement*, employee engagement is a condition in which individuals are fully involved in their work, physically, mentally, and emotionally. He Bakker & Demerouti, (2008) explains that *work engagement* plays a significant role in influencing employee performance. Based on *Social Exchange Theory*, employees with high levels of engagement tend to be more productive and make maximum contributions to company goals. This view is supported by (Badrianto & Suwandi, 2025, Putri, 2025, Balalimbu et al., 2023, Gojali et al., 2025 Sinuraya et al., 2025) revealed in their article that work engagement significantly influences employee performance. Based on these results, the main assumptions made in this study are:

H1: *Work Engagement* has a positive effect on employee performance.

The Influence of Work-Life Balance on Employee Performance

According to Greenhaus & Beutell, (1985) the study, work-life balance can minimize inter-role conflict. This positive effect allows employees to manage their energy and focus more effectively, significantly improving employee performance. Based on *Social Exchange Theory*, company support for employee work-personal balance creates positive reciprocal relationships, thus spurring increased employee performance and productivity. This is supported by (Krisnamurthy et al., 2025, Maisaroh & Muslikhah, 2024, Larasati et al., 2026, Nuraningsih & Ismail, 2024, Sinuraya et al., 2025) yang menyatakan *work-life balance* berpengaruh signifikan terhadap kinerja karyawan. Berdasarkan penjelasan ini, asumsi utama yang dibangun dalam penelitian ini adalah:

H2: *Work-Life Balance* has a positive effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

defined Mangkunegara & Octorend, (2015) as an emotional state that reflects the extent to which an employee feels happy or unhappy with their job. This feeling is related to *Social Exchange Theory*, how individuals evaluate their jobs and the fit between personal expectations and the conditions experienced in the work environment. As evidenced by (Kamsidik & Darmadi, 2025, Rosani & Daengs, 2025, Fajri et al., 2022, Lazuardi et al., 2024, Ningrum & Sudiro, 2024) suggests that job satisfaction contributes significantly to employee performance. Based on this argument, the following assumptions can be drawn:

H3: Job satisfaction has a positive effect on employee performance.

The Influence of Creativity on Employee Performance

According to him, Dama & Ogi, (2018) creativity is one of the skills employees must possess to see how to solve problems with creative thinking. When employees possess such high levels of creativity, it can increase their productivity. This relates to *Social Exchange Theory*, where giving and receiving creates a strong social connection between employees and their superiors, which fosters creativity and can improve employee performance. This perspective is supported by (Gunawan et al., 2025, Banin & Kinasih, 2023, Sari & Azizah, 2023, Simarmata et al., 2026, Sonata & Hasibuan, 2022) whose findings indicate that creativity significantly influences employee performance. Based on these results, the main assumptions are:

H4: Creativity has a positive effect on employee performance.

Framework

The above explanation forms a conceptual framework that is mapped into the following model:

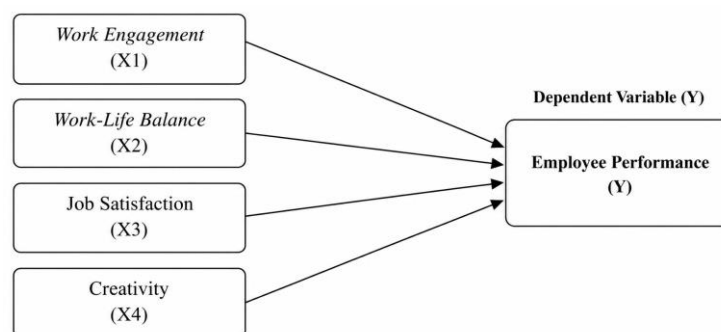


Figure 1. Framework of thought

Study This use approach quantitative For test hypothesis, With population research involving 110 people. The sampling sample done with technique *purposive sampling* with criteria, employees who have work at least one year. Based on Slovin's formula with level 5% error obtained sample as many as 87 respondents. However in distribution questionnaire get response from respondents as many as 100 so that response the used all of it as sample research. Research data originate from primary data obtained through questionnaire with

use scale Likert 1 – 5. Data analyzed use Partial Least Squares Structural Equation Modeling (PLS-SEM) technique through device soft SmartPLS 4.1.1.8 method analysis includes validity testing , reliability testing and testing hypothesis.

Primary data in studies This collected with spread questionnaire to respondents, namely Employees at the Semarang Gypsum company. Questionnaire the distributed digitally using Google Form link for facilitate the filling process.

RESULTS AND DISCUSSION

Table 1. Respondent Characteristics

Category	Frequency	Percentage
Gender		
Man	94	94
Woman	6	6
Amount	100	100
Age		
20-30 years	20	20
31-40 years	76	76
41-50 years	4	4
Amount	100	100
Length of work		
1-10 years	100	100
11-20 years	0	0
>20 years	0	0
Position		
Cashier	2	2
Office Employees	6	6
Worker	92	92
Amount	100	100

Source: Data processing, 2026.

Table 1 shows that this study involved 100 respondents, most of whom were male (94% or 94 people), reflecting that the workforce is dominated by men who generally have high levels of energy, strength, and interpersonal skills. The majority of respondents are also in the productive age group of 31–40 years (76% or 76 people), indicating that the workforce is in a phase with high work energy, good adaptability, and strong motivation to develop. In addition, the majority have a work period of 1–10 years (100% or 100 people), indicating a good level of loyalty and a strong understanding of work culture and procedures. Respondents' work placements are dominated by workers (92% or 92 people), meaning that most have direct responsibility for heavy work in the field.

Descriptive Analysis Results

Table 2. Descriptive Analysis Results

No	Statement	N	Min	Max	Mean	Mean Meaning (Likert Scale)
1	Employee performance	100	1	5	3.09	Neutral
2	Work Engagement	100	1	5	3.09	Neutral
3	Work-Life Balance	100	1	5	3.37	Neutral
4	Job satisfaction	100	2	5	3.92	Close to Agreeing
5	Creativity	100	1	5	3.25	Neutral

Source: Processed primary data, 2026.

Analysis results statistics descriptive show that majority respondents give sufficient assessment Good to variables *work engagement*, *work-life balance*, satisfaction work, and creativity. In general special, variable satisfaction Work record highest mean value compared to variables others. This indicates that respondents feel level fulfillment needs and comfort very optimal work. Very positive perception to satisfaction Work This become driver the main thing that is direct forming and strengthening performance employee in a way overall.

Evaluation of Measurement Model (Outer Model)

According to Hair et al., (2021), an indicator is considered to meet the convergent validity criteria if its outer loading value exceeds 0.70. The higher the outer loading result, the more effective the indicator is in explaining the construct being measured. Table 3 shows that all indicators have values above 0.70, so all these results are considered valid and meet the convergent validity requirements.

Table 3. Outer loading results

Variables	Item	Outer loading
Work Engagement	(X1.1) I feel full of energy at work.	0.815
	(X1.2) The work I do is full of meaning and purpose.	0.804
	(X1.3) Time seems to fly by when I'm working.	0.877
	(X1.4) I feel excited when I work.	0.832
	(X1.5) I don't give up easily even though there are obstacles and difficulties at work.	0.811
	(X1.6) I can work long hours at any time.	0.803
	(X1.7) I have strong mental resilience when working.	0.819
	(X1.8) I have focus when I work.	0.846

	(X1.9)	Fully concentrate on my work.	0.814
	(X1.10)	I feel happy when I work seriously.	0.835
	(X1.11)	I am very involved in my work.	0.820
Work-Life Balance	(X2.1)	Provide a salary that matches my performance.	0.832
	(X2.2)	Give bonuses according to my performance.	0.838
	(X2.3)	Can divide responsibilities between family and work.	0.783
	(X2.4)	Give me opportunities for promotion or promotion.	0.791
	(X2.5)	Can set aside time outside of work for family.	0.845
	(X2.6)	Can set aside time outside of work for friends.	0.802
	(X2.7)	Grant me leave rights according to existing regulations.	0.784
	(X2.8)	I can divide between family and work responsibilities.	0.804
	(X2.9)	I think family commitment is important.	0.812
	(X2.10)	My family has always supported my career and work.	0.830
	(X2.11)	Have a transparent compensation system.	0.842
Job satisfaction	(X3.1)	I am satisfied with my current job.	0.859
	(X3.2)	I am satisfied with the supervision by my superiors.	0.826
	(X3.3)	My superior control works effectively.	0.826
	(X3.4)	I am satisfied with the salary.	0.775
	(X3.5)	I am satisfied with the career path opportunities available.	0.864
	(X3.6)	The company gave me the opportunity to use my skills.	0.876
	(X3.7)	My boss has the competence and expertise to make the right decisions.	0.812
	(X3.8)	I feel satisfied doing things that do not conflict with my heart.	0.858

Creativity	(X4.1)	I have a great curiosity about something in work.	0.827
	(X4.2)	I'm always looking for the unknown.	0.855
	(X4.3)	I am able to realize the ideas given for innovative things.	0.803
	(X4.4)	I have a high imagination.	0.834
	(X4.5)	Don't run out of ideas for solving problems.	0.829
	(X4.6)	By discovering new ideas, I can see their long-term impact on the organization.	0.876
	(X4.7)	Using my free time for skill development.	0.844
	(X4.8)	Dare to face the risks of every change made.	0.855
	(X4.9)	I dare to try to realize the ideas given.	0.863
	(X4.10)	I adapt easily to internal work environment.	0.882
	(X4.11)	Easily adapt to conditions outside the work environment.	0.829
	(X4.12)	Able to see everything in the complete context of cause and effect.	0.846
	(X4.13)	I am able to select ideas that are worthy of being presented to the organization.	0.844
Employee performance	(Y1)	Able to handle criticism of work involving company targets.	0.874
	(Y2)	Able to effectively reorganize work to accommodate changing conditions.	0.890
	(Y3)	Can share responsibilities according to the individual KPI (<i>Key Performance Indicators</i>) targets determined.	0.849
	(Y4)	Can complete work with a specified priority scale.	0.859
	(Y5)	Able to meet deadlines given by superiors.	0.885
	(Y6)	I feel that professionalism is always a benchmark in work.	0.861
	(Y7)	I feel capable of completing the work given.	0.887
	(Y8)	I always arrive at the office on time.	0.835

Source: Processed data (2026)

Validity and Reliability Test

Table 4. Validity and Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	AVE
Satisfaction	0.939	0.949	0.702
Performance	0.953	0.961	0.753
Creativity	0.967	0.970	0.715
Work Engagement	0.953	0.959	0.681
Work-Life Balance	0.950	0.956	0.664

Source: Processed data (2026)

Based on the test results in Table 4, all variables showed an Average Variance Extracted (AVE) value above 0.50. This proves that each construct can explain a significant portion of the variance in the indicators used, thus meeting convergent validity criteria. Furthermore, Cronbach's Alpha and Composite Reliability values for all variables were also above 0.70, indicating that the research instrument has a good and consistent level of reliability (Hair et al., 2021). Thus, this research construct has been proven to meet convergent validity and reliability criteria, making it suitable for testing the structural model.

Discriminant Validity Test

Table 5. Results of Heterotrait-monotrait ratio (HTMT)

Variables	Satisfaction	Performance	Creativity	WE	WLB
Satisfaction					
Performance	0.529				
Creativity	0.119	0.434			
WE	0.162	0.314	0.085		
WLB	0.080	0.315	0.119	0.188	

Source: Processed data (2026)

Based on the test results in Table 5, the discriminant test was conducted using the Heterotrait-Monotrait Ratio (HTMT) criteria, indicating that all pairs of latent variables had HTMT values below the threshold of 0.90 (Hair et al., 2021). The highest HTMT value was indicated by the relationship between Performance and Satisfaction at 0.529, while the relationships between other variables ranged from 0.080 to 0.434. This proves that all constructs in this study have good discriminant validity.

Evaluation of Measurement Model (Inner Model)

R-Square Test

Table 6. R-square Test Results

Variables	R Square	R Square Adjusted
Employee performance	0.586	0.569

Source: Processed data (2026)

Based on the test results in Table 6, the *Adjusted R-Square value* was obtained at 0.569. The independent variables in this study contributed 56.9% to employee performance, with the remaining 43.1% explained by other variables not included in the model. According to Hair et al. (2021), the *Adjusted R-Square value* for the employee performance variable (0.569) indicates that the research model has moderate predictive ability, so that the variables work engagement, work-life balance, job satisfaction, and creativity are able to explain most of the variation in employee performance.

Hypothesis Testing

Table 7. Results of Direct Effect & Indirect Effect

Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Description
Job Satisfaction -> Employee Performance	0.412	0.410	0.055	7,461	0.000	Accepted
Creativity-> Employee Performance	0.406	0.406	0.059	6,828	0.000	Accepted
Work Engagement-> Employee Performance	0.288	0.290	0.064	4,473	0.000	Accepted
Work-Life Balance-> Employee Performance	0.373	0.375	0.066	5,684	0.000	Accepted

Source: Processed data (2026)

The analysis was conducted to evaluate the direction and significance of the relationship between variables in the structural model. The criteria for accepting the hypothesis were a P value <0.05 or a T statistic >1.96 , referring to Hair et al., (2021). Based on the analysis results (Table 7), hypotheses H1 to H4 were accepted, as evidenced by the Original Sample values showing a positive direction and P values less than 0.05, as well as statistical significance values that met the specified threshold. Therefore, all independent variables showed a positive and significant influence on employee performance. Thus, *work engagement*, *work-life balance*, job satisfaction, and creativity were proven to significantly influence employee performance.

Discussion

Study This done For analyze influence *work engagement*, *work-life balance*, satisfaction work and creativity to performance employees at the Semarang Gypsum company . Based on the results end testing using PLS-SEM, it was found that all over hypothesis study accepted with direction influence positive and significant . Research results This give proof strong empirical that variables management source Power man the is predictor key for

achievement performance employees in the sector manufacturing. Research result This describe comprehensive about factors important thing that drives performance employees in the company Semarang Gypsum manufacturing. Research model This show that variables *work engagement*, *work-life balance*, satisfaction work and creativity own influence significant in explain variation performance employees. In theoretical, findings This strengthen *Social Exchange Theory*, which emphasizes existence reciprocal relationship that is between companies and employees so that create connection social.

Influence *Work Engagement* On Employee Performance

Result of variables *work engagement* influential positive and significant to performance employees. In context manufacturing that demands production targets high, employees who have level attachment tall No just Work as fulfillment obligations , but rather as form from proof self. The most prominent indicator of the variable This is feeling that time passed so fast moment work, which is accompanied by with focus and concentration full moment operate tasks, as well as have a strong sense of mental resilience and not easy give up although face obstacle although behavior *work engagement* among employees No classified as high (table 2) but in research This *work engagement* can push performance employees. Through principle exchange social, attachment This appear Because employee feel appreciated by the company , so that they respond with give more effort big , strong sense of ownership , and mental resilience in face challenge production in accordance with (Kahn, 1990) employees involved full in work No only Work Because obligations , but Because a sense of belonging and involvement in work . In context company Semarang Gypsum, employees who feel bound in a way emotional with company will tend give business more For achieve high production targets in accordance with statement findings This in harmony with (Balalimbu et al., 2023, Gojali et al., 2025,Sinuraya et al., 2025) influential positive and significant to performance employee.

Influence *Work-Life Balance* On Employee Performance

Variables *work-life balance* proven influential positive and significant to performance employees . Considering Semarang Gypsum company has demands quality and pressure very intense time , balance between role work and life personal become crucial For prevent conflict role , the strongest indicator form balance This is allocation sufficient time outside of working hours For gather together family , supported by the provision of fair and appropriate bonuses with performance, as well as transparency in the system compensation company , even though employee own perception *work-life balance* No classified as high (table 2) but study This *work-life balance* can push performance employees . Based on framework *Social Exchange Theory*, when company give room for employee For balance not quite enough answer personal and professional , employees will feel supported in a way humane . Response come back from employee in the form of improvement consistent loyalty and productivity is proof that balance role capable minimize risk fatigue work that can lower performance , so that employee still own sufficient energy For maintain quality work output. This according to with

view Greenhaus & Beutell, (1985) that balance between role work and life personal capable minimize conflict frequent roles experienced by the workforce Work manufacturing consistent with study (Larasati et al., 2026, Nuraningsih & Ismail, 2024, Sinuraya et al., 2025) show that *work-life balance* influential positive and significant to performance employee.

Influence Satisfaction On Employee Performance

Job satisfaction variables have been proven to be the most dominant driving factor in improving employee performance. Mangkunegara & Octorend, (2015) satisfaction Work is reflection condition emotional employee to job . The results show that job satisfaction is the variable with the most positive perception level among all the study variables. Specifically, the most dominant outcome shaping this satisfaction is the opportunity provided by the company for employees to optimally utilize all their skills and technical abilities in their daily work, followed by clarity of career path prospects and the effectiveness of control and supervision from superiors. In table 2, job satisfaction achieved the highest score in this evaluation, indicating that employee satisfaction levels are key to driving overall company performance improvement. From a *Social Exchange Theory perspective* , when companies provide a platform for employees to demonstrate their skills and provide an effective and supportive supervisory structure, employees feel their existence and potential are professionally valued. In return for fulfilling these psychological and professional needs, employees respond by demonstrating high performance, characterized by the ability to complete work on time *and accurately achieve their performance targets*. This job satisfaction acts as a primary emotional foundation that reduces manufacturing work pressure, thereby directly triggering performance improvements. This in accordance with (Fajri et al., 2022, Lazuardi et al., 2024, Ningrum & Sudiro, 2024) which interprets that satisfaction Work influential positive and significant to performance employee.

Influence Creativity On Employee Performance

Variables creativity show influence positive and significant to performance employees at the Semarang Gypsum company, ability employee For think creative in finish problem technical very relevant production for gypsum industry which has demands quality tall as well as productivity variables creativity complete dynamics This with give contribution in the form of innovation in the work process. According to Dama & Ogi, (2018) which states that creativity is asset in solution problems that occur , in the middle height demands industry manufacturing, creativity No Again just ability additional , but asset strategic For solve problem technical production and creation efficiency. In terms of theoretical , creativity develop in environment supportive work, when company facilitate place supportive work innovation , employees will brave provide new ideas , even though employee own perception creativity Which No classified as high (table 2) but study This creativity can push performance employees. Creative employees capable see every constraint as challenge For increase effectiveness work , which in the end give impact direct to improvement productivity for Semarang Gypsum Company. Creativity allows employee For do innovation which can

provide good output for company in the work process those who ultimately increase efficiency. In line with study previously (Sari & Azizah, 2023, Simarmata et al., 2026, Sonata & Hasibuan, 2022) which mentions that creativity influential positive and significant to performance employee.

CONCLUSIONS AND SUGGESTIONS

Based on the results of data testing that has been presented by *work engagement*, *Work-life balance*, job satisfaction, and creativity have a positive and significant impact on performance at the Semarang Gypsum company. This study contributes, both theoretically and practically. This study expands the human resource management literature by confirming the significance of the role of *work engagement*, *work-life balance*, job satisfaction, and creativity have a significant impact and can improve performance to maintain productivity so that employees can produce quality output.

This study has several limitations that need to be considered. The research respondents were limited to a small sample size and the need for further expansion has led to the study's results not being fully robust to all employees of the Semarang Gypsum company. Furthermore, the *Adjusted R value* for the employee performance variable is still relatively moderate, indicating that the employee performance variable cannot be fully explained by the variables of work engagement, work-life balance, job satisfaction, and creativity, and is still influenced by other factors outside the research model. Based on these results, the findings in this study are suspected to be influenced by the unique characteristics of the sample and the specific conditions of the organization where the research was conducted.

Therefore, future researchers are advised to expand the scope of their research and involve a more diverse range of respondents to increase the representativeness of their results. Furthermore, developing the model by adding additional independent variables is also recommended to gain a more comprehensive understanding of the determinants of employee performance.

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