

THE EFFECT OF *EMPLOYEE ENGAGEMENT* , *WORK LIFE BALANCE* AND *WORK ENVIRONMENT* IN IMPROVING *EMPLOYEE* *PERFORMANCE* IN THE WORKFORCE IN LAMONGAN DISTRICT

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Article Info	ABSTRACT
Keywords: <i>Employee engagement; work life balance; work environment; employee performance, workforce</i>	Nowadays, human resources have an important role in an organization, where every organization tries to improve the excellence of its workforce in the national and international arena. Because superior human resources will help the organization in achieving its goals. Therefore, the workforce is considered an important asset in the organization. The purpose of this study is to determine the influence of <i>employee engagement</i> , <i>work life balance</i> and <i>work environment</i> partially and simultaneously in improving <i>employee performance</i> on the workforce in Lamongan Regency, and to find out which variables are the most dominant from <i>employee engagement</i> , <i>work life balance</i> and <i>work environment</i> in improving <i>employee performance</i> on the workforce in Lamongan Regency. Data collection in this study was carried out by distributing to 100 respondents who are formal workers in Lamongan Regency. The data analysis technique used in this study uses the SPP ver 25 statistical program. The results of this study indicate that <i>employee engagement</i> , <i>work life balance</i> and <i>work environment</i> have a partial and simultaneous positive and significant effect on improving <i>employee performance</i> in Lamongan Regency. And among the three variables, <i>employee engagement</i> is the most dominant variable or has the most effective impetus in improving <i>employee performance</i> in the workforce in Lamongan Regency.

INTRODUCTION

Nowadays, human resources have an important role in an organization, where every organization strives to improve the excellence of its workforce in the national and international arena. Because superior human resources will help the organization achieve its goals. Therefore, the workforce is considered an important asset in the organization. Good performance and involvement of the workforce in the organization are things that are sought by an organization. The ability of the workforce also needs to be prioritized, because if the workforce does not work according to its potential, it will have an impact on the quality of performance. This phenomenon is currently often found in an organization where the workforce becomes increasingly frustrated with work and causes a decline in

employee performance . The workforce who are working certainly experience their own pressure from work. Especially in the current era, work is always demanded to be higher and without being balanced with wages that are equivalent to the workload given.

When a worker is involved in a commitment to the organization, then he will realize his responsibility in the organization's goals and will motivate his co-workers to achieve the organization's goals. Therefore, workers must involve themselves in the organization in order to increase productivity, increase employee retention, and improve *employee performance* . In addition, workers must also be able to balance work with personal life. Because *work life balance* will make workers feel happier, satisfied, free from stress and have better physical health. In addition to workers, organizations need to pay attention to *the work environment* in the workplace such as facilities that will help workers in completing their tasks. Because in today's developing workplace environment, individuals are becoming increasingly frustrated and alienated from work and should seek opportunities for self-expression.

One of the efforts to improve *employee performance* requires *employees engagement* , *work life balance* and *work environment* . However, this still requires an empirical explanation regarding the significance of the relationship between variables, so this is a problem of the current study. Therefore, this study was conducted in an effort to answer the phenomenon that occurred, therefore this study focused on *employee performance* . Actually, research related to *employee performance* has been studied by previous studies. However, the problem arose when researchers found a conflicting relationship between *employee engagement* and *employee performance variables* . It can be concluded that there are still role models in previous studies. Each study focuses on the problems of each object observed. So there is still no strong opinion regarding the factors that form employee performance. Finally, this study conceptualizes *employee performance* as a dependent variable, while *employee engagement* , *work life balance* and *work environment* as independent variables.

The purpose of this study is to determine the effect of *employee engagement* , *work life balance* and *work environment* partially in improving *employee performance* in workers in Lamongan Regency, to determine the effect of *employee engagement* , *work life balance* and *work environment* simultaneously in improving *employee performance* in workers in Lamongan Regency, and to determine which variables are the most dominant from *employee engagement* , *work life balance* and *work environment* in improving *employee performance* in workers in Lamongan Regency. The theoretical benefits of this study are expected in the future to be something new and of course as an analysis of existing theories and the practical benefits of this study are in improving employee performance in workers in Lamongan Regency will become a developer in the world of economics

Based on the explanation above, the researcher is interested in studying the discussion of this thesis with the title "The Influence of *Employee Engagement* , *Work Life Balance* , and *Work Environment* in Improving *Employee Performance* in Workforce in Lamongan Regency"

RESEARCH METHODS

This type of research is quantitative research with a descriptive approach, this is because this research is related to numbers, statistical figures, numerical scoring, the number of samples determined based on the existing population. The method used is the survey method. The survey method is directed to find out and study data from samples taken from the population. The population in this study is the formal workforce in Lamongan Regency. Furthermore, this study emphasizes that the workforce selected as respondents is the formal workforce in Lamongan Regency with a total of 317,062. In this study, the author took samples from the object of the formal workforce population in Lamongan Regency which focused on the workforce in the government sector with a sample collection technique, namely *stratified purposive sampling* . The sample in this study can be found using the Slovin formula, and the results found that the number of samples was 99.96 but rounded up to 100.

In this study, using the collection technique and using purposive sampling technique, namely the sampling method carried out by selecting samples based on research objectives and certain criteria. In this study the author took samples from the population of formal workers in Lamongan Regency

which focused on workers in the government sector. The data analysis technique used in this study used the SPP statistics program ver 25.

RESULTS AND DISCUSSION

Based on research that has been conducted on formal workers in Lamongan Regency by distributing to 100 respondents who have been processed using SPSS 25 *software* using several data quality tests including, validity test and reliability test. In addition, there are 3 classical assumption tests, namely, normality test, multicollinearity test and also heteroscedasticity test. And finally there is a hypothesis test, namely by using multiple linear regression test, determination coefficient test, t test and f test, the following results are obtained:

Validity Test Results

This test is done by comparing r_{count} and r_{table} , if the average $r_{\text{count}} > 0.05 r_{\text{table}}$ then the questionnaire in the study can be declared valid using a significance value of 0.05 or 5%. And in this study, r_{table} was obtained at 0.196, this value was obtained using the data formula ($n = 100$, $df = n - 2$, ($df = 100 - 2 = 98$) using a significance value of 0.05.

Table 1 Validity Test Results

Variables	Question	r_{count}	r_{table}	Information
<i>Employee Engagement (X₁)</i>	X1.1	0.766	0.196	Valid
	X1.2	0.753	0.196	Valid
	X1.3	0.811	0.196	Valid
	X1.4	0.636	0.196	Valid
	X1.5	0.790	0.196	Valid
	X1.6	0.724	0.196	Valid
<i>Work Life Balance (X₂)</i>	X2.1	0.677	0.196	Valid
	X2.2	0.670	0.196	Valid
	X2.3	0.670	0.196	Valid
	X2.4	0.835	0.196	Valid
	X2.5	0.822	0.196	Valid
	X2.6	0.743	0.196	Valid
<i>Work Environment (X₃)</i>	X3.1	0.779	0.196	Valid
	X3.2	0.734	0.196	Valid
	X3.3	0.840	0.196	Valid
	X3.4	0.735	0.196	Valid
	X3.5	0.700	0.196	Valid
	X3.6	0.777	0.196	Valid
<i>Employee Performance (Y)</i>	Y1	0.853	0.196	Valid
	Y2	0.831	0.196	Valid
	Y3	0.831	0.196	Valid
	Y4	0.802	0.196	Valid
	Y5	0.784	0.196	Valid
	Y6	0.622	0.196	Valid

Based on the data in the table above, it can be concluded that the four variables show that $r_{\text{count}} > r_{\text{table}}$ so that each question item in the *employee engagement*, *work life balance*, *work environment* and *employee performance variables* can be declared valid.

Reliability Test Results

To find out the consistency of the research questionnaire, a reliability test is needed based on the Cronbach Alpha value > 0.60 . The results of the reliability test of this study are shown in the following table:

Table 2 Reliability Test Results

Variables	Cronbach's Alpha	Information
<i>Employee Engagement (X₁)</i>	0.839	Reliable
<i>Work Life Balance (X₂)</i>	0.826	Reliable
<i>Work Environment (X₃)</i>	0.852	Reliable
<i>Employee Performance (Y)</i>	0.849	Reliable

From the data presented in the table above, it can be concluded that the four variables studied show *Cronbach Alpha* > 0.60, so it can be defined that all indicators that have been used in each variable can be used as a measuring tool or the results are declared reliable. Because it is greater than the minimum value of *Cronbach Alpha* that has been determined.

Normality Test Results

The normality test is a test used to test the normal distribution of a regression or residual model. In this study, the normality test uses the Kolmogorov-Smirnov test by comparing Asymptotic Significance with $\alpha = 5\%$ and can be shown as follows:

Table 3 Normality Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.91882838
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.042
Test Statistics		.075
Asymp. Sig. (2-tailed)		.186 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the test results listed in the table above, it can be concluded that the research data has been normally distributed. This is indicated by the Asymp. Sig. (2-tailed) value of 0.186. This means that with a fixed or significant value of 0.05, it can be concluded that $0.186 > 0.05$.

Multicollinearity Test Results

To find out whether or not multicollinearity symptoms occur in a study, a multicollinearity test can be used which is based on research if the *tolerance value* is > 0.10 or the VIF value is < 10 then it can be said to be free from multicollinearity. The results of the multicollinearity test can be shown in the table below as follows:

Table 4 Multicollinearity Test Results			
Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Employee engagement	.457	2.186
	Work life balance	.518	1,929
	Work environment	.405	2,467

a. Dependent Variable: Employee performance

Based on the test results in the table above, it can be concluded that the three independent variables (*employee engagement* , *work life balance* and *work environment*) used in this study did not show a symptom of multicollinearity. Because the test results on the independent variables show a tolerance value > 0.10 and a VIF value < 10.

Heteroscedasticity Test Results

The heteroscedasticity test is a test used to test a regression model in which there are similarities or dissimilarities in variance between one observation and another. The heteroscedasticity test in this study uses a *scatterplot graph* as shown in the image below:

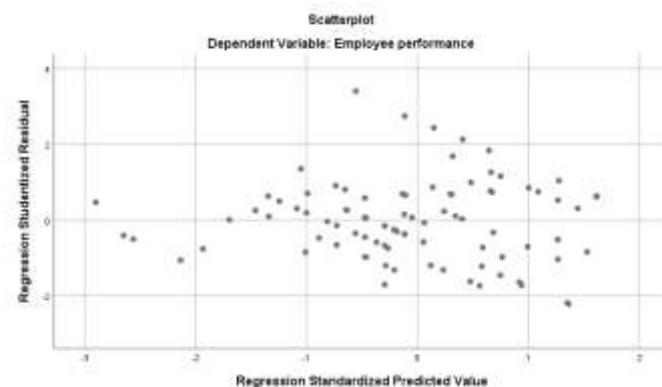


Figure 1 Scatterplot Heteroscedasticity Test Results

Through the *scatterplot graph* presented in the image above, it can be seen that there is no symptom of heteroscedasticity because the points on the scatterplot graph are spread randomly and are spread both above and below the number 0 on the Y axis.

Multiple Linear Regression Analysis Test Results

The results of a multiple linear regression calculation are used to predict the magnitude of a relationship between the dependent variable, namely *employee performance* (Y) with the independent variables, namely *employee engagement* (X1), *work life balance* (X2), *work environment* (X3). The results of the calculation can be shown in the table below:

Table 5 Results of Multiple Linear Regression Analysis Test

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	4.144	1,743		2.377
	Employee engagement	.422	.094	.426	4.477
	Work life balance	.201	.076	.236	2,637
	Work environment	.199	.094	.214	2.123
					Sig.
					.019
					.000
					.010
					.036

a. Dependent Variable: Employee performance

From the results of these calculations, the multiple linear regression equation is shown as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 4.144 + 0.422X_1 + 0.201X_2 + 0.199X_3$$

From the analysis results in the table above, multiple linear regression can be interpreted as follows:

The constant value of 4.144 can be interpreted as if the independent variable has a value of 0 (constant) then the dependent variable has a value of 4.144. This is a situation when the dependent variable has not been affected by the independent variable. The regression coefficient X1 (*employee engagement*) has a positive value of 0.422, so it can be interpreted that if *employee engagement* increases by 1 unit, there will be an increase in *employee performance* of 0.422 and vice versa, if *employee engagement* decreases by 1 unit, there will be a decrease in *employee performance* of 0.422. The regression coefficient X2 (*work life balance*) has a positive value of 0.201, so it can be interpreted that if *work life balance* increases by 1 unit, there will be an increase in *employee performance* of 0.201

and vice versa, if *work life balance* decreases by 1 unit, there will be a decrease in *employee performance* of 0.201. The regression coefficient X3 (*work environment*) has a positive value of 0.199, which means that if *the work environment* increases by 1 unit, there will be an increase in *employee performance* of 0.199 and vice versa, if *the work environment* decreases by 1 unit, *employee performance* will also decrease by 0.199.

Results of Determination Coefficient Test

The determination coefficient test is conducted to determine the percentage of the ability of an independent variable in giving its influence to the dependent variable which is done by looking at the R square value. The results of the determination coefficient test can be explained in the following table:

Table 6 Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.603	.591	1,949
a. Predictors: (Constant), Work environment, Work life balance, Employee engagement				

The value of R Square for the independent variables *employee engagement* , *work life balance* , *work environment* , and *employee performance* obtained a value of 0.603 or 60.3%. So it can be concluded that employee engagement, *work life balance* , *work environment* have an influence of 60.3% on *employee performance* , while the other 39.7% is influenced by other independent variables not discussed in this study.

Partial Test Results

To find out whether an independent variable individually or partially has an influence on a dependent variable or not, a hypothesis test is carried out by comparing the significant value <0.05 . In addition to comparing the significance value, this test can also be done by comparing the t_{table} with the t_{table} . The results of the partial test can be known and explained in the table below:

Table 7 Partial Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	4.144	1,743		2.377
	Employee engagement	.422	.094	.426	4.477
	Work life balance	.201	.076	.236	2,637
	Work environment	.199	.094	.214	2.123

a. Dependent Variable: Employee performance

In this study, a t_{table} was obtained using the formula $df = n - k$ with a significance value of 5%, where (n) is the number of respondents = 100, and (k) is the number of variables = 4. So $df = 100 - 4 = 96$, thus obtaining a t_{table} of 1.984. From the hypothesis testing based on the table presented above, it can be concluded that *employee engagement* has a significant influence on *employee performance* because the significant value is $0.000 < 0.05$ and the t value shows $4.477 > 1.984$, so it can be concluded that $H_{1\text{is}}$ is accepted and $H_{0\text{is}}$ is rejected, *Work life balance* has a significant influence on *employee performance* because the significant value is $0.010 < 0.05$ and the t value shows $2.637 > 1.984$, so it can be concluded that $H_{2\text{is}}$ is accepted and $H_{0\text{is}}$ is rejected, *work environment* has a significant influence on *employee performance* because the significant value is $0.036 < 0.05$ and the t value shows $2.123 > 1.984$, so it can be concluded that $H_{3\text{is}}$ is accepted and $H_{0\text{is}}$ is rejected.

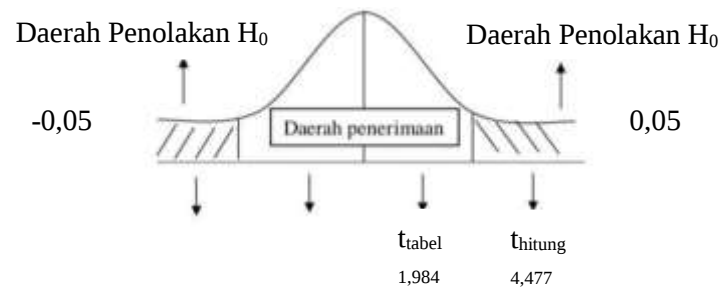


Figure 2 Acceptance Region Curve of t-Test X_1

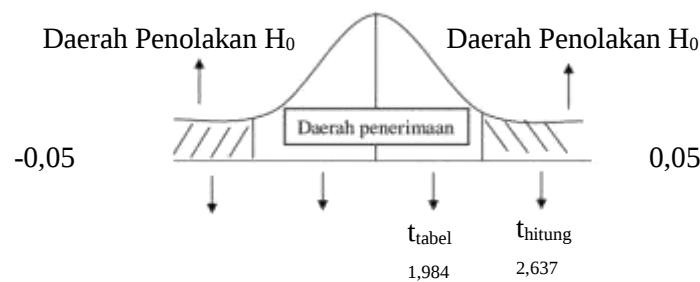


Figure 3 Acceptance Area Curve of t-Test X_2

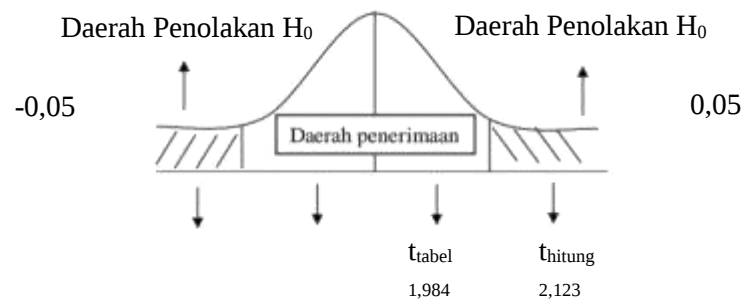


Figure 4 Acceptance Region Curve of t-Test X_3

Simultaneous Test Results

To find out whether or not there is a significant influence between independent variables simultaneously on the dependent variable, a simultaneous test or f test is carried out. There are two ways to conduct an f test, namely the first by comparing the significant value <0.05 and the second way is to compare the calculated f with the f table. The results of the f test can be shown as follows:

Table 8 Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	553,492	3	184,497	48,591	.000 ^b
	Residual	364,508	96	3,797		
	Total	918,000	99			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work environment, Work life balance, Employee engagement

In the table above, it can be seen that the significance value is 0.000. So $\text{sig } 0.000 < 0.05$ means that the statement H_0 is rejected and H_1 is accepted. Then to determine the f_{tabel} , the calculation of df_1 and df_2 is carried out with a significance of 0.05. The value of df_1 is obtained through the formula for the number of variables (k) - 1, which is $4-1 = 3$, then df_2 is obtained using the formula for the number of samples (n) - the number of variables, which is $100-4 = 96$. From this calculation, the $f_{\text{tabel}} = 2.69$ is obtained, so that $f_{\text{count}} > f_{\text{table}}$ is $48.591 > 2.69$. These results indicate that the statement H_0 is rejected and H_4 is accepted. So in the end it can be concluded that *employee engagement*, *work life balance*, and *work environment* together or simultaneously affect *employee performance*.

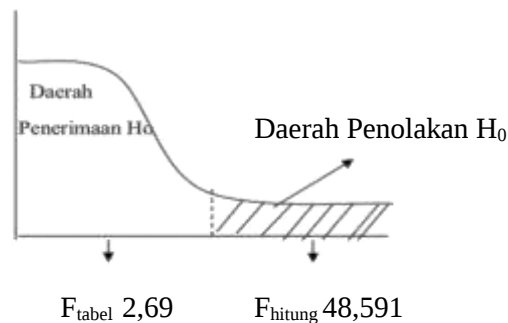


Figure 5 Acceptance and Rejection Region Curves of the f-Test

CONCLUSION

The conclusion of this study is that *employee engagement*, *work life balance* and *work environment* have a partial and simultaneous influence in improving *employee performance* in workers in Lamongan Regency. These results are based on the f test and t test which have a positive and significant influence. However, of the three variables, the *employee engagement* variable is the most dominant variable or has the most effective motivation in improving *employee performance* in workers in Lamongan Regency. This is because the involvement of a worker in doing his work will have a very good impact on his work productivity and is very important for the development of the company in global competition.

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