

Influence Work-Life Balance And Work Environment Towards Work Engagement Through Job Satisfaction As An Intervening Variable

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Abstract

This study aims to analyse the influence of work-life balance and work environment towards work engagement through job satisfaction as an intervening variable for employees of the Public Housing and Settlement Areas Service of Banten Province. The research was motivated by the declining trend of work-life balance, job satisfaction, and work engagement along with increasing work demands, digitalization of administration, and the need for a more conducive work environment to support the quality of public services. The study used a quantitative approach with a survey method. The study population was all employees of the Public Housing and Settlement Areas Agency of Banten Province. Data collection was conducted using a questionnaire with a Likert scale, while data analysis used Structural Equation Modelling-Partial Least Squares (SEM-PLS) through testing. outer model, inner model, as well as direct and indirect influence tests. The results of the study indicate that all constructs have met the validity and reliability criteria. The coefficient of determination value indicates that job satisfaction can be explained by work-life balance and work environment by 75.9%, while work engagement can be explained by work-life balance, work environment, and job satisfaction by 81.2%. All hypothesis tests prove that work-life balance and the work environment have a positive and significant influence on job satisfaction and work engagement. In addition, job satisfaction has been proven to have a positive influence on work engagement and is able to significantly mediate the influence of work-life balance and work environment towards work engagement. This study concludes that the increased work engagement employees are not only influenced by work-life balance and a conducive work environment, but are also strengthened through increased job satisfaction. These findings provide practical implications for the Banten Province DPRKP to develop policies that support work-life balance, improve the quality of the work environment, and enhance job satisfaction to strengthen employee engagement and support the quality of public services.

Keywords: work-life balance, work environment, job satisfaction, work engagement, SEM-PLS.

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INTRODUCTION

In today's modern era, increasingly demanding jobs often cause employees to experience work pressure, affecting their work-life balance. This situation requires organizations to pay attention to this aspect. work life balance. Work life balance is an

individual's ability to balance work life with personal, family, and social life (Meulen et al., 2026). A good work-life balance can help employees reduce work stress, improve psychological well-being, and increase motivation and work engagement (Liu et al., 2026).

Work-life balance is how a person divides their time between work and other activities outside of work. This individual behavior can be a source of personal conflict and a source of energy. Work-life balance is crucial for employees, as it can increase productivity (Shehata et al., 2025). A balance between work and work life can lead to happier employees. This sense of happiness leads to greater productivity and innovation for improved performance (Jackson et al., 2026).

Research conducted by Sayekti and Suhartini (2022) shows that work life balance has a positive influence on employee job satisfaction and performance. The results of this study indicate that the better the work-life balance, the higher the level of job satisfaction experienced by employees (Romanus et al., 2026).

Besides work life balance the work environment is also a crucial factor that can influence employee engagement. The work environment encompasses both the physical and non-physical conditions surrounding employees while they work (Chamika et al., 2026). A comfortable, safe, harmonious, and supportive work environment will create a conducive work atmosphere, thereby increasing employee motivation. Conversely, a less-than-ideal work environment can lead to discomfort, workplace conflict, and even decreased employee morale (Wahba et al., 2026). In this context, human resources (HR) are a valuable asset for an agency or organization, requiring complex management. Poor decisions regarding HR issues within the agency will negatively impact employee performance and make achieving the agency's goals increasingly difficult. Therefore, several factors that can impact employee performance require attention (Yimsook & Theerakosonphong, 2026).

Research by Melvina Halim and Hery Winoto (2023) states that the work environment and work-life balance influences employee job satisfaction. A good work environment can increase employee comfort, making them more satisfied with their work (Sae et al., 2026).

Then, besides the importance of work life balance, work engagement is also an important factor in organizational life. According to Yudianti, (2021) Work engagement is a condition where employees feel connected, satisfied, and enthusiastic about their work.

Employees with high engagement feel passionate and deeply connected to their work (Grace et al., 2026).work engagement it is important for the organization that the author can see from the employees who are still there to postpone work, chat about various things outside of work, lack of commitment to work (Work engagement) in completing work (Doran et al., 2026).

Job satisfaction is one of the important factors that influences work engagement Employees who are satisfied with their jobs will have high work morale, be loyal to the organization, and demonstrate greater engagement in their work. Conversely, job dissatisfaction can lead to low motivation, increased work stress, and even decreased employee productivity (Lin et al., 2026).

The Banten Province Public Housing and Settlement Agency is a government agency that plays a strategic role in the development of housing and settlement areas in Banten Province. To carry out its duties and functions, this agency requires employees with a high level of expertise. Work engagement high levels of competence are essential for optimal public service delivery. However, in practice, employees often face various challenges, such as high workloads, program completion targets, administrative pressure, and ever-increasing demands for public service (Fontes & Gaio, 2026).

These conditions can affect employees' work-life balance and perceived job satisfaction. Furthermore, a less-than-conducive work environment can also impact employee comfort (Cahya et al., 2026). If these conditions are not managed properly, they can lead to a decline in employee performance. Work engagement employees who have an impact on the effectiveness of organizational work (Gaspar et al., 2026).

The phenomenon that occurs among government sector employees, especially at the Public Housing and Settlement Areas Service of Banten Province, shows that job demands, public service targets, administrative digitalization, and the increasing workload in recent years have the potential to influence work-life balance, work environment, job satisfaction, and work engagement (Chhajer et al., 2026).

In the 2023–2025 period, the issue of work-life balance will increasingly become a concern in the public sector. Many employees face high work pressure, overtime, digital administrative demands, and limited time with family. These conditions can reduce employee job satisfaction and engagement with their work. (Gounaris & Almoraish, 2026).

Various studies in government agencies show that work-life balance and the work environment have an influence on job satisfaction and work engagement Employees. Research on civil servants and government agencies found that the better the work-life balance and work environment, the higher the employee job satisfaction and engagement (Nagata, 2026). Furthermore, the development of digitalization of public services post-pandemic has blurred the boundaries between work and personal life (Huang et al., 2026). work engagement Employees tend to experience a decline due to reduced job satisfaction and increased work pressure (Apaza-tarqui & Huanca, 2026).

The above phenomenal data illustrates that in the 2023–2025 period there is a downward trend. Work-life balance, job satisfaction, and work engagement employees in government agencies (Bao, 2026). This situation is influenced by increasing work demands, changes to digital-based work systems, and a work environment that does not fully support employee comfort and well-being. If this situation is not handled properly, it can impact productivity, loyalty, and the quality of public services (Odin, 2026).

This phenomenon reinforces the importance of research on the influence work-life balance and work environment towards work engagement through job satisfaction as an intervening variable for employees of the Public Housing and Settlement Areas Service of Banten Province (Lin et al., 2026). Based on the description, the problem formulation in this research includes: 1) Is it work-life balance influence on employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province?, 2) Does the work environment influence employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province?, 3) Does work-life balance have an impact on work engagement employees at the Public Housing and Settlement Areas Service of Banten Province?, 4) Does the work environment influence work engagement employees at the Public Housing and Settlement Areas Service of Banten Province?, 5) Does job satisfaction have an effect on work engagement employees at the Public Housing and Settlement Areas Service of Banten Province?, 6) Is job satisfaction able to mediate the influence work life balance to work engagement employees at the Public Housing and Settlement Areas Service of Banten Province?, 7) Is job satisfaction able to mediate the influence of the work environment on work engagement employees at the Public Housing and Settlement Areas Service of Banten Province?

METHODOLOGY

Study design

This research is causal associative using a quantitative approach. Causal associative research is research that aims to examine the influence between two or more variables, namely to find the cause and effect between the independent and dependent variables. This research aims to examine the influence work-life balance and work environment towards work engagement through job satisfaction as an intervening variable for employees of the Public Housing and Settlement Areas Service of Banten Province. The data collection technique was a questionnaire given to respondents to be filled out according to their actual situation.

Population and sample

The population in this study was all employees at the Public Housing and Settlement Areas Service of Banten Province with a total of 215. The sampling technique in this study used probability sampling with a simple random sampling method with a total of 140.

Data collection technique

Data collection in this study was conducted through questionnaires, observations, and personal interviews. The scale used in the questionnaire ranged from 1 to 5. A score of 1 is the condition where the respondent approaches “Strongly Disagree” up to a score of 5 with the respondent in the “Strongly Agree” condition.

Data Analysis Thechnique

Data analysis techniques are divided into two categories: descriptive analysis and statistical or inferential analysis. Descriptive analysis describes respondents, while statistical analysis analyzes the results. Inferential analysis is conducted through the SEM PLS testing phase.

RESULT AND DISCUSSION

The results of the inferential test using SEM PLS were first tested using the outer model analysis using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure each variable. The validity test was conducted using three parameters, namely convergent validity, Average Variance Extracted (AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, namely composite reliability (CR) and Cronbach's Alpha. The results of the PLS Algorithm drawing can be seen in Figure 1 and Table 1 below:

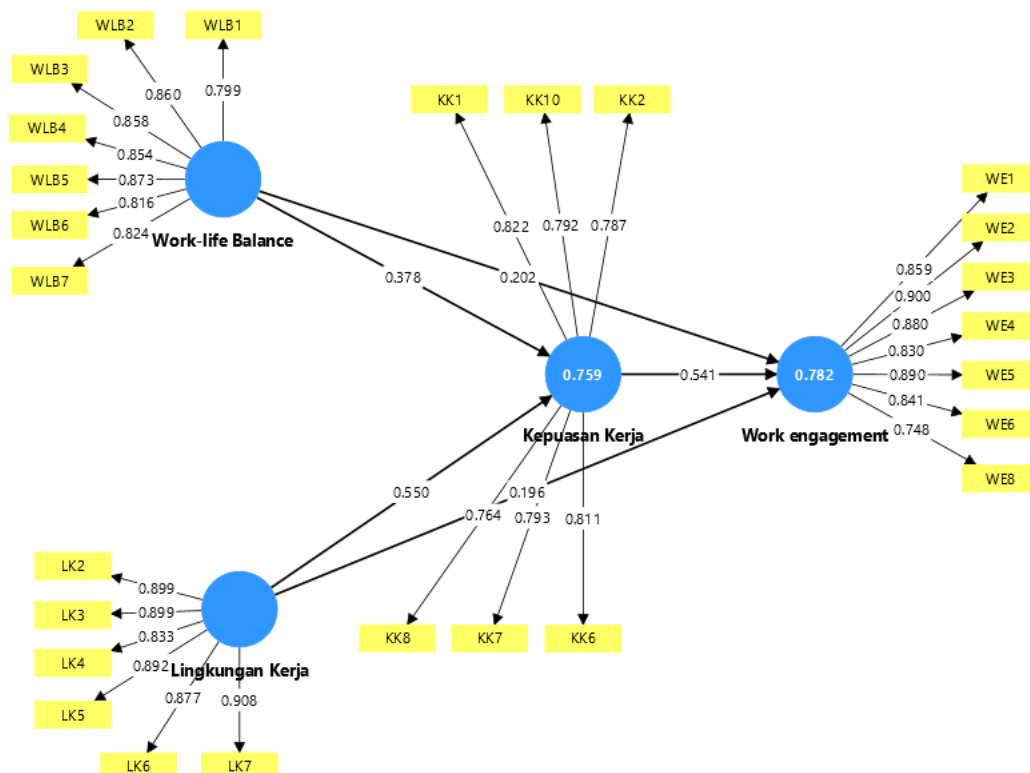


Figure 1 Outer Model Analysis Results (PLS Algorithm)

Tabel 1 Average Variance Extracted (AVE, composite reliability dan Cronbach's alpha

	(AVE)	Composite reliability	Cronbach's alpha
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		(rho_c)	
Job satisfaction	0,632	0,911	0,884
Work environment	0,783	0,956	0,944
Work engagement	0,724	0,948	0,936
Work-life Balance	0,707	0,944	0,931

Source: SEM PLS data processing results (2026)

Based on Table 1 test results outer analysis From the three parameters that have been carried out, all of them are valid and reliable, so the SEM PLS test can be continued to inner analysis because all indicators are able to measure their respective Latin variables.

Next, test the hypothesis to see the relationship between each variable and the significance of the influence, both directly and indirectly.

Table 2 Hypothesis Test

	Original sample (O)	mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P value	information
H1: Work-life balance -> job satisfaction	0,378	0,368	0,076	4,971	0,000	Significant
H2: work environment -> Job satisfaction	0,550	0,549	0,066	8,335	0,000	Significant
H3: Work-life balance -> Work engagement	0,202	0,201	0,076	2,649	0,008	Significant
H4: work environment -> Work engagement	0,196	0,197	0,088	2,224	0,026	Significant
H5: job satisfaction -> Work engagement	0,541	0,527	0,086	6,288	0,000	Significant
H6: Work-life balance - > job satisfaction -> Work engagement	0,171	0,167	0,045	3,780	0,000	Significant
H7: work environment -> job satisfaction -> Work engagement	0,248	0,250	0,058	4,314	0,000	Significant

Source: SEM PLS data processing results (2026)

H1: There is a significant influence work-life balance on employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province

Work-life balance has a significant effect on job satisfaction with a t-statistic value of $4.971 > 1.96$ and a p-value of $0.000 < 0.05$, thus the first hypothesis is accepted, meaning work-life balance proven to have a positive and significant influence on job satisfaction.

The research findings suggest that employee job satisfaction is not solely determined by job aspects such as salary, position, or work facilities, but is also influenced by the employee's ability to maintain a balance between work responsibilities and life outside of work. Employees who are able to fulfil their role as civil servants without sacrificing family life, rest time, or personal activities tend to have better psychological well-being. This makes them feel more comfortable, calmer, and enjoy their work more, thus increasing job satisfaction (Grace et al., 2026).

This is highly relevant to the characteristics of work at the Banten Province Public Housing and Settlement Agency. This agency has quite complex responsibilities, ranging from housing development planning, settlement area planning, managing the liveable housing program, to coordinating with district/city governments and various other stakeholders. In implementing these programs, employees are often faced with activity completion targets, preparing administrative reports, coordination meetings, and monitoring and evaluation activities in the field. During certain periods, especially towards the end of the fiscal year or during accelerated program implementation, work intensity usually increases, resulting in denser working hours. If this condition persists continuously without a balance between work and personal life, employees are potentially experiencing physical and emotional exhaustion, which can ultimately reduce job satisfaction (Shehata et al., 2026).

Conversely, when an organization is able to create conditions that support work-life balance, for example through proportional workload distribution, The results of the significance test (hypothesis) analysis presented in Table 2 yield a model that empirically demonstrates the seven estimated inter-variable influences. The results of the full model analysis show that all variables have a significant influence, thus confirming the hypothesis developed in this study.

flexibility in completing certain tasks, leadership support, and respect for employees' personal time, employees will perceive that the organization cares about their well-being. This feeling of appreciation will foster a positive attitude toward work, thereby increasing job satisfaction. In other words, work-life balance not only benefits employees personally but also foster positive perceptions of the organization they work for (Jackson et al., 2026).

This study also provides an overview that work-life balance is no longer simply an issue of employee welfare, but has become a strategic factor in human resource management in the public sector. Government organizations have traditionally focused more on achieving program targets and performance indicators. However, this study shows that achieving organizational targets needs to be balanced with attention to the quality of employees' work lives. Employees who have a good work-life balance tend to be more satisfied with their jobs, have a more stable psychological state, and are better able to maintain long-term performance (Sae et al., 2026).

From a human resource management perspective, these findings imply that improving job satisfaction cannot be achieved solely through compensation or career development. Organizations also need to develop policies that support work-life balance, such as realistic workload management, more effective work scheduling, optimizing the use of technology to improve administrative efficiency, and a work culture that values balance between work and personal life demands. These policies will help employees work healthier, be more motivated, and be more satisfied with their jobs, ultimately supporting improvements in the quality of public services provided by the Banten Province Public Housing and Settlement Agency (Apaza-tarqui & Huanca-l, 2026).

Thus, the main finding of this study is that employee job satisfaction is not only built on what the organization provides to employees, but also on the organization's ability to Influence Work-Life Balance And Work Environment Towards....

create working conditions that allow employees to balance their professional and personal lives. This makes work-life balance as one of the important factors that need to be prioritized in the human resource management strategy within the Banten Province Public Housing and Settlement Areas Service.

H2: There is a significant influence of the work environment on employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province.

Furthermore, it can be explained that the work environment has a significant effect on job satisfaction with a t-statistic value of $8.335 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, the second hypothesis is accepted, meaning that the work environment is proven to have a positive and significant effect on job satisfaction.

These results can be interpreted as indicating that the work environment is a crucial factor in shaping employee job satisfaction. In fact, compared to work-life balance, the work environment exerts a stronger influence on job satisfaction. This indicates that employees' experiences in the workplace are the most influential aspect in assessing their work. The work environment in question encompasses not only physical conditions such as workspace comfort, lighting, facilities, and security, but also non-physical aspects such as employee relationships, communication with management, teamwork, work atmosphere, and organizational support in completing work (Nagata, 2026).

These findings are highly consistent with the characteristics of work at the Banten Province Public Housing and Settlement Agency. Most employee tasks are carried out through intensive coordination, both within the organization and with other agencies, such as district/city governments, construction service providers, planning consultants, and program beneficiaries. The implementation of housing and settlement development programs also requires good communication between sections and cross-sectoral cooperation to ensure each stage of the work can proceed according to target. In such situations, a conducive work environment is a primary requirement because it will facilitate coordination, reduce obstacles in work, and create a comfortable working atmosphere. Conversely, if the work environment is less supportive, for example, poor communication, ineffective coordination between sectors, or less harmonious working relationships, employees will be more susceptible to work stress, which can ultimately reduce job satisfaction (Bao, 2026).

The significant influence of the work environment in this study also suggests that employee job satisfaction is more influenced by daily work experiences than by individual factors. Employees spend a significant portion of their time in the office, making the quality of interactions with coworkers, support from superiors, and the organizational climate a daily experience. If these experiences are positive, employees will feel valued, comfortable working, and motivated to contribute their best to the organization. Conversely, if the work environment is filled with conflict, lack of open communication, or ineffective coordination, job satisfaction will be more difficult to achieve, even if the organization provides various other forms of rewards (Chamika et al., 2026).

The results of this research also have strategic significance for human resource management in the public sector. Increasing job satisfaction has often been linked to financial aspects or promotion opportunities. However, the research shows that creating a healthy work environment can actually have a greater impact on employee job satisfaction. This means that organizations need to view the work environment as a long-term investment in improving the quality of human resources. A positive work environment not only makes employees feel comfortable but also increases motivation, strengthens organizational

commitment, reduces workplace conflict, and encourages better collaboration in achieving organizational goals (Gounaris & Almoraish, 2026).

From a human resource management perspective, the results of this study imply that efforts to increase job satisfaction should be prioritized through improving the quality of the work environment. The leadership of the Banten Province Public Housing and Settlement Agency needs to build a collaborative work culture, strengthen two-way communication between leaders and employees, improve cross-sector coordination, provide adequate work facilities, and create a mutually supportive organizational climate. These steps will make employees feel more comfortable at work, make it easier to complete tasks, and ultimately increase job satisfaction sustainably (Liu et al., 2026).

The primary finding of this study is that the work environment is the most dominant factor in shaping employee job satisfaction. This indicates that an organization's success in creating a safe, comfortable, communicative, and collaborative work environment will significantly contribute to increased employee job satisfaction. For the Banten Province Public Housing and Settlement Agency, this finding serves as the basis for understanding that improving the quality of public services depends not only on employee competence but also on the organization's ability to create a work environment that supports employees to perform optimally and feel satisfied with their work (Meulen et al., 2026).

H3: There is a significant influence *work-life balance* to *work engagement* at the Public Housing and Settlement Areas Service of Banten Province

The results of the hypothesis test above can be explained *work-life balance* has a significant impact on *work engagement* with a t-statistic value of $2.649 > 1.96$ and a p-value of $0.008 < 0.05$, thus the third hypothesis is accepted, meaning *work-life balance* proven to have a positive and significant influence on *work engagement*.

While this influence isn't as strong as the work environment's influence on job satisfaction, it still demonstrates that work-life balance is a key factor in helping employees maintain energy and enthusiasm for their work. This means that when employees are able to balance their time between work responsibilities and family life and personal activities, they come to work in better physical and mental condition. This in turn fosters enthusiasm, dedication, and a desire to fully engage in every task they are responsible for (Liu et al., 2026).

This phenomenon is quite understandable when considering the characteristics of work at the Banten Province Public Housing and Settlement Agency. The implementation of housing and settlement development programs often requires employees to coordinate across agencies, conduct field monitoring, prepare reports, and complete administrative tasks according to established schedules. During certain periods, especially when budget realization is entering its final stages, work intensity typically increases, resulting in more demanding work hours. In such situations, employees who are able to maintain a balance between work demands and their personal lives tend to have better psychological resilience than those who continually bring work pressure into their daily lives (Gounaris & Almoraish, 2026).

Interestingly, the results of this study show that *work engagement* Employee performance is not only shaped by factors originating from the organization, but also influenced by how employees manage themselves. Employees who receive adequate rest time, have the opportunity to spend time with family, and are able to separate work from personal life tend to be better prepared to face the demands of the next day's work. They are

not simply present to complete administrative obligations but also have a willingness to give their best effort in every task assigned (Chamika et al., 2026).

From a human resource management perspective, these findings convey the message that organizations need to look at *work-life balance* as part of a strategy to build employee engagement. So far, efforts to increase *work engagement* Programs often focus on motivation, training, or rewards. However, if employees are constantly exhausted due to the difficulty of balancing work and personal life, these programs will not produce optimal results. Therefore, proportional workload management, more effective activity scheduling, and a work culture that respects employees' personal time are equally important steps in building a successful work environment. *Work engagement* (Bao, 2026).

Thus, this study shows that employee engagement with their work grows not only because they love their jobs, but also because they have the space to maintain a quality of life outside of work. When this balance can be maintained, employees will work with more positive energy, be more focused on completing tasks, and be more willing to contribute their best to the success of the Banten Province Public Housing and Settlement Agency's programs.

H4: There is a significant influence of the work environment on *work engagement* at the Public Housing and Settlement Areas Service of Banten Province

The results of the hypothesis test above can be explained that the work environment has a significant influence on *work engagement* with a t-statistic value of $2.224 > 1.96$ and a p-value of $0.026 < 0.05$, thus the fourth hypothesis is accepted, meaning that the work environment is proven to have a positive and significant influence on *work engagement*.

Not all employees who work in a positive environment will immediately feel satisfied with their jobs, but they tend to be more fully engaged in their work. This is evident in the results of this study. Although the influence of the work environment on *work engagement* Although its influence on job satisfaction is not as significant, the relationship remains significant. A t-statistic of 2.224 with a p-value of 0.026 indicates that work environment quality still plays a role in building employee engagement with their work.

These results provide insight that employee engagement doesn't arise solely from personal character or an individual's sense of responsibility. The environment in which a person works also determines the amount of energy, attention, and commitment they put into completing their work. Employees who work in a supportive environment typically find it easier to concentrate, are more open to discussion, and are more enthusiastic about completing work as a team than those who work in environments with communication barriers or less harmonious working relationships (Nagata, 2026).

This situation is quite relevant to the activities of the Banten Province Public Housing and Settlement Agency. Most work is not completed individually, but through coordination between sections and across sectors. The preparation of planning documents, implementation of development programs, field monitoring, and even the preparation of accountability reports require continuous communication. In this process, a conducive work environment creates a space where collaboration can thrive. When communication is open, coworkers help each other, and leaders provide clear support, employees not only complete their work out of obligation but also feel part of the process of achieving organizational goals (Apaza-tarqui & Huanca-l, 2026).

Interestingly, the relatively small influence coefficient actually provides important information. This means that the work environment is indeed capable of improving *work*

engagement, but it's not the only factor shaping employee engagement. Engagement to work is a relatively complex psychological state. In addition to being influenced by the organizational environment, it is also influenced by job satisfaction, intrinsic motivation, the meaning of work, leadership style, and individual characteristics. In other words, creating a comfortable work environment is a necessary, but not sufficient, requirement for organizations to build *work engagement* which is really strong (Sae et al., 2026).

These findings offer an interesting perspective for human resource management in government agencies. Until now, improving the work environment has often been understood solely as providing physical facilities, such as more comfortable workspaces or complete office equipment. However, this study's findings suggest that non-physical dimensions have greater significance. Mutually respectful working relationships, open communication, smooth coordination, and support from leadership will make employees feel they are working in a psychologically safe environment. This feeling encourages them to take initiative, contribute, and be more actively involved in every organizational activity (Jackson et al., 2026).

From a practical point of view, the results of this study provide a message that increasing *work engagement* in the Banten Province Public Housing and Settlement Agency, training and performance targets alone are not sufficient. Organizations also need to build a collaborative work culture, strengthen cross-sector communication, and create a work climate that makes employees feel valued and supported in carrying out their duties. When such an environment is created, employee engagement with their work will grow naturally, not due to pressure, but because they feel comfortable being part of the organization (Shehata et al., 2026).

H5: There is a significant influence of job satisfaction on *work engagement* at the Public Housing and Settlement Areas Service of Banten Province

The results of the subsequent hypothesis test can be explained that job satisfaction has a significant influence on *work engagement* with a t-statistic value of $6.288 > 1.96$ and a p-value of $0.000 < 0.05$, thus the fifth hypothesis is accepted, meaning that job satisfaction is proven to have a positive and significant influence on *work engagement*.

There's one interesting thing about the results of this study. Employees who are satisfied with their jobs not only show feelings of happiness towards the organization but are also more willing to devote their energy, thoughts, and attention to their work. This relationship appears quite strong, as reflected in the t-statistic of 6.288 with a p-value of 0.000, thus proving that job satisfaction is one of the factors driving the formation of employee engagement. *Work engagement* to employees of the Public Housing and Settlement Areas Service of Banten Province.

Upon closer inspection, this situation actually makes sense. It's difficult to expect employees to be highly enthusiastic if they aren't satisfied with their work. Conversely, when work provides positive experiences, whether through harmonious working relationships, recognition for contributions, opportunities for development, or a sense of pride in the tasks performed, an internal drive arises to exert greater effort. Engagement in work ultimately grows not because of formal obligations as civil servants, but because employees feel their work is truly worth pursuing (Grace et al., 2026).

This situation can be seen in the daily activities of the Banten Province Public Housing and Settlement Agency. Much work must be completed through extensive coordination, from planning and implementing development programs, monitoring field activities, and compiling accountability reports. This process often requires precision and a

high level of commitment. Employees who enjoy their work typically not only complete tasks according to their job descriptions but also more actively seek solutions when faced with obstacles, collaborate more easily with colleagues, and are willing to make additional contributions to achieve organizational goals (Huang et al., 2026).

Interestingly, the results of this study show that job satisfaction has a much stronger influence on *work engagement* compared to the influence of the work environment and *work-life balance*. These findings suggest that the quality of employee engagement is shaped more by how they perceive their work than simply by the environment in which they work. A comfortable work environment is important, as is work-life balance, but if employees don't feel satisfied with their work, the engagement they develop tends to be short-lived. In other words, job satisfaction is the starting point that transforms employees from simply showing up to work to truly engaged individuals (Romanus et al., 2026).

From a human resource management perspective, these results provide a lesson that building *work engagement*. Motivation programs or organizational development activities are not sufficient. Organizations must first ensure that employees receive a satisfying work experience. Clear career management, fair distribution of tasks, performance recognition, good communication with management, and opportunities for development are some aspects that can strengthen job satisfaction. When these aspects are met, employee engagement will naturally develop because they feel they have a strong reason to contribute their best to the organization (Odin, 2026).

H6: There is a significant influence *work-life balance* to *work engagement* through employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province

The sixth hypothesis is an indirect influence, *work-life balance* has a significant impact on *work engagement* through job satisfaction with a t-statistic of $3.780 > 1.96$ and a p-value of $0.000 < 0.05$, so the sixth hypothesis is accepted. This means that job satisfaction significantly mediates *work-life balance* to *work engagement*. Therefore, job satisfaction has been shown to mediate this relationship. This finding suggests that work-life balance does not necessarily lead to employees immediately feeling highly engaged with their jobs. Before this engagement can develop, employees must first feel satisfied with their jobs.

This situation is quite relevant to the activities of employees at the Banten Province Public Housing and Settlement Agency, who are often faced with program completion targets, cross-sector coordination, and quite busy field activities. When employees are able to balance work demands with their personal lives, work pressure becomes more manageable, allowing them to work with a greater sense of comfort. This sense of comfort then develops into job satisfaction, ultimately encouraging employees to be more enthusiastic, focused, and more involved in completing organizational tasks (Wahba et al., 2026).

This finding means that job satisfaction is an important link between *work-life balance* and *work engagement*. In other words, policies that support work-life balance will be more effective if they can increase employee job satisfaction. Therefore, the Banten Province Public Housing and Settlement Agency need to not only focus on managing workloads and employee welfare, but also ensure that employees feel satisfied at work. When these two aspects work hand in hand, employee engagement with their jobs will grow stronger and more sustainable (Yimsook & Theerakosonphong, 2026).

H7: There is a significant influence of the work environment on *work engagement* through employee job satisfaction at the Public Housing and Settlement Areas Service of Banten Province

The seventh hypothesis, which is an indirect influence, the work environment has a significant influence on *work engagement* through job satisfaction with a t-statistic of $4.314 > 1.96$ and a p-value of $0.000 < 0.05$, so the seventh hypothesis is accepted. This means that job satisfaction significantly mediates the work environment towards *work engagement*.

These findings suggest that a positive work environment does not necessarily lead to a strong sense of employee engagement. The work environment first fosters a sense of comfort and satisfaction, which then, from that satisfaction, generates enthusiasm, dedication, and a desire to engage more fully in the work (Chhajer et al., 2026).

This phenomenon aligns with conditions at the Banten Province Public Housing and Settlement Agency, where most work is completed through inter-sectoral coordination, communication with various parties, and the completion of development program targets. When employees work in a supportive environment, with positive relationships with coworkers, open communication with management, and adequate work facilities, they feel more valued and more comfortable in carrying out their work. This sense of comfort develops into job satisfaction, which ultimately makes employees more enthusiastic about completing tasks and more willing to make their best contributions to the organization (Gaspar et al., 2026).

These findings show that job satisfaction is a key factor explaining how the work environment can improve *work engagement*. Therefore, efforts to create a conducive work environment should not only focus on providing facilities and infrastructure, but also on building harmonious working relationships, open communication, and a mutually supportive organizational culture (Fontes & Gaio, 2026). When the work environment can provide satisfaction for employees, their engagement with their work will grow stronger, thus supporting improved performance and service quality at the Banten Province Public Housing and Settlement Agency.

CONCLUSION

This study concludes that the increase *work engagement*. Employees are not only influenced by work-life balance and a conducive work environment, but are also strengthened through increased job satisfaction. These findings provide practical implications for the Banten Province DPRKP to develop policies that support work-life balance, improve the quality of the work environment, and enhance job satisfaction to strengthen employee engagement and support the quality of public services.

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