The Effect of Work-Life Balance on Work Engagement Mediated by Job Satisfaction and Life Satisfaction: Study on Balai Pemasyarakatan Kelas I Denpasar’s Employee

I Gusti Ngurah Agung Aditya Pramana a
Made Surya Putra b

Abstract

This study aims to examine the effect of work-life balance on Work engagement mediated by job satisfaction and life satisfaction in BAPAS Class I Denpasar employees. The sample size used in this study was 50 people with the method of determining the sample, namely saturated sampling. The data were analyzed by using the PLS-based SEM analysis technique. The results showed that work-life balance had an insignificant negative effect on work engagement, job satisfaction had a significant positive effect on work engagement, life satisfaction had a positive and insignificant effect on work engagement, the work-life balance had a significant positive effect on job satisfaction, and work-life balance had a significant positive effect on work engagement. Significantly positive on life satisfaction, job satisfaction mediates the effect of work-life balance on work engagement, and life satisfaction does not mediate the effect of work-life balance on work engagement. It is recommended that companies understand the needs of work-life balance, job satisfaction and employee life satisfaction so as to increase Work engagement.

Keywords:
job satisfaction; life satisfaction; work engagement; work satisfaction; work-life balance;

International research journal of management, IT and social sciences © 2022. This is an open access article under the CC BY-NC-ND license (https://creativecommons.org/licenses/by-nc-nd/4.0/).

Corresponding author:
I Gusti Ngurah Agung Aditya Pramana,
Economics and Business Faculty, Udayana University (UNUD) – Bali, Indonesia.
Email address: adityapramanna@gmail.com

a Economics and Business Faculty, Udayana University (UNUD) – Bali, Indonesia
b Economics and Business Faculty, Udayana University (UNUD) – Bali, Indonesia
1 Introduction

Every company tries to manage its human resources well so that employees feel that they are involved with their work area to express ideas and develop their capabilities. This sense of attachment makes employees feel valued and motivated to make a positive contribution to improving their performance and company performance. Work engagement is a condition that shows the attachment of workers in achieving maximum performance (Hayuningtyas & Helmi, 2015). Work engagement is seen as an important element in the long-term development of a company as well as having a positive impact on individual and company performance (Bertolomeus & Putrianti, 2018). Work engagement has an important role in improving employee performance, especially for civil servants (Hidayat, 2018). In carrying out their duties in each government agency, civil servants are expected to have optimal, professional, and high-integrity performance in their work (Hidayat, 2018). An organization needs employees who are energetic and dedicated to their work, namely with a good sense of engagement with their work (Iswanto & Agustina, 2017).

Work engagement is also a concern for one of the government agencies, namely the Correctional Center (BAPAS). BAPAS is an institution under the Ministry of Law and Human Rights which has the task and function of carrying out some of the main tasks of the Directorate General of Corrections in providing guidance to correctional clients in the regions (Halim & Heryjanto, 2021; Hewitt, 2015; Homans, 1958; Hudson, 2005; Huebner, 1991). BAPAS in Bali Province is divided into 2, namely BAPAS Class I in Denpasar City and BAPAS Class II in Amlapura City. However, in this study, researchers focused on BAPAS Class I Denpasar. The selection of BAPAS Class I Denpasar as the research location was due to the greater workload on mentoring and administration programs for correctional clients in Bali Province. BAPAS seeks to synergize with its employees in carrying out their duties as an institution that provides guidance to correctional clients so that the performance of the institution can be improved. Based on the results of a pre-survey of 30 BAPAS Class I Denpasar employees, it is known that employees are not yet attached to their work so employee work engagement is not optimal. Work engagement is an important issue because it has an influence on employee performance. This is reinforced by the results of a pre-survey of 30 BAPAS Class I Denpasar employees (Gibson et al., 1993; Grzywacz & Carlson, 2007; Hair Jr et al., 2021).

Table 1

<table>
<thead>
<tr>
<th>No</th>
<th>Question Items</th>
<th>SR</th>
<th>R</th>
<th>CT</th>
<th>T</th>
<th>ST</th>
<th>Total Score</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees are always enthusiastic when working.</td>
<td>0</td>
<td>4</td>
<td>7</td>
<td>14</td>
<td>5</td>
<td>110</td>
<td>3.67</td>
</tr>
<tr>
<td>2</td>
<td>Employees are able to work for very long periods of time at certain times.</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>22</td>
<td>0</td>
<td>107</td>
<td>3.57</td>
</tr>
<tr>
<td>3</td>
<td>Employees are always enthusiastic about the work they do.</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>14</td>
<td>3</td>
<td>104</td>
<td>3.46</td>
</tr>
<tr>
<td></td>
<td><strong>Total Vigor Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>10,70</strong></td>
<td><strong>3.57</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Average Vigor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>3.57</strong></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Employees are proud of the work done in the company.</td>
<td>0</td>
<td>6</td>
<td>9</td>
<td>11</td>
<td>4</td>
<td>103</td>
<td>3.43</td>
</tr>
<tr>
<td>5</td>
<td>The work that employees do is very challenging.</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>17</td>
<td>2</td>
<td>110</td>
<td>3.67</td>
</tr>
<tr>
<td>6</td>
<td>Employees feel happy when working for long periods of time.</td>
<td>0</td>
<td>1</td>
<td>15</td>
<td>11</td>
<td>3</td>
<td>106</td>
<td>3.53</td>
</tr>
<tr>
<td>7</td>
<td>Employees provide ideas for the progress of the company.</td>
<td>0</td>
<td>3</td>
<td>5</td>
<td>17</td>
<td>5</td>
<td>114</td>
<td>3.80</td>
</tr>
<tr>
<td></td>
<td><strong>Total Dedication Value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>14,43</strong></td>
<td><strong>3.61</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Average Dedication</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>3.61</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Employees feel time passes quickly when working.</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>18</td>
<td>4</td>
<td>111</td>
<td>3.70</td>
</tr>
</tbody>
</table>

IRJMIS Vol. 9 No. 5, September 2022, pages: 735-748
Employees are always persistent even when facing difficulties at work.

Employees always enjoy the atmosphere while working.

<table>
<thead>
<tr>
<th>Total Absorption Value (Absorption)</th>
<th>Average Absorption</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>0 5 5 14 6 111 3,70</td>
</tr>
<tr>
<td>10</td>
<td>0 5 11 9 5 104 3,47</td>
</tr>
</tbody>
</table>

Total Number of Work engagement

Average Work engagement

Source: primary data processed, 2022

The results of the pre-survey on work engagement as a whole have an average value of 3.6 which indicates the level of work engagement in BAPAS Class I Denpasar employees is relatively high. Although all indicators show relatively high results, there are still some employees who feel less attached to their work (Fisher et al., 2009; Ganapathi, 2016; Gani, 2020). This phenomenon is evidenced by the lowest value on the vigor dimension which explains that employees seem less enthusiastic (vigor) in doing work for a very long period of time at certain times because the work division system is not optimal, considering that in the midst of a pandemic situation like now, there is a policy limiting the number of employees working in the office so that some employees work from home or work from home. The lowest score on the dedication dimension shows that employees seem less proud of the work done in the company which is influenced by a high workload considering that the main job at BAPAS Class I Denpasar is to provide assistance and guidance to correctional clients (Huebner, 1991; Idulfilastri, 2020; Indati et al., 2019). The lowest value on the dedication dimension shows that employees do not seem to enjoy the atmosphere when doing work because several jobs are carried out simultaneously both online and offline and are supported by a lack of supporting facilities and infrastructure for employees such as computers and counselling room so that some jobs become less than optimal because of limited facilities and supporting infrastructure (Raziq & Maulabakhsh, 2015; Sy et al., 2006).

Work-life balance is defined as a measure of effective management of work and other activities that are important to oneself (Noor, 2011). Work-life balance is explained as an individual's management of the time he has so that he has a balance in his work time and time with his personal life, such as spending time with family members, getting free time to relax, having good communication with colleagues, and being able to complete his work efficiently. good (Vyas & Shrivastava, 2017). Good work-life balance practices are carried out as an effort to direct employees and companies to get benefits such as less stress and happier both at work and at home (Mendis & Weerakkody, 2017). Job satisfaction is a person's feelings towards his work which is produced by his own efforts and is supported by external things such as work conditions, work results, and work itself (Sinambela, 2016). Job satisfaction is important because employees in a company are the most dominant factor in determining the success or failure of organizational activities (Rondonuwu et al., 2018). Employee job satisfaction is strived for as much as possible so that morale and discipline in work increase (Rondonuwu et al., 2018). Life satisfaction is defined as the overall assessment of a person's quality of life-based on personal criteria and matters related to one's behavior (Cassoni et al., 2017).

Life satisfaction is a person's ability to enjoy his experience accompanied by a level of joy. In addition, the individual's level of success when solving important problems in his life also affects happiness and determines the individual's life satisfaction (Hurlock et al., 1900). Life satisfaction consists of two components, namely subjective well-being and cognitive judgments of a person about his life (Dagli & Baysal, 2017). The theory used in this study is social exchange theory, which explains how the desire to achieve a balance between what is obtained and what is desired, with a sense of engagement in work is considered a form of reciprocity of employees for what they receive from the organization. Blau, 1964). Employees know that their work meets their needs, they will take more initiative to improve their quality in performing tasks and demonstrate the desired values, behaviors, and service attitudes (Jauhar et al., 2017).

Previous research has shown that there is an effect of work-life balance on Work engagement mediated by job satisfaction at the head office of PT. Antam Tb (Sayekti, 2019). Other research supports the effect of work-life balance on Work engagement mediated by life satisfaction in students in Finland (Innanen et al., 2014). Job satisfaction and life satisfaction also act as mediators on the effect of work-life balance on work engagement among university lecturers. higher than Austria, Croatia, Czech Republic, Germany, Serbia, and Slovenia (Znidarsic & Maric, 2021). Based on the description of the problems and previous research, the following research hypotheses can be drawn: H1: Work-life balance has a positive and significant effect on work engagement; H2: Job satisfaction has a positive and
significant effect on work engagement, H3: Life satisfaction has a positive and significant effect on work engagement, H4: Work-life balance has a positive and significant effect on job satisfaction, H5: Work-life balance has a positive and significant effect on life satisfaction, H6: Job satisfaction mediates the effect of work-life balance on work engagement, and H7: Satisfaction life mediates the effect of work-life balance on work engagement (Kanten & Sadullah, 2012; Palmer et al., 2002).

2 Research Methods

This research was conducted at the Class I Penitentiary (BAPAS) Denpasar, which is located at Jalan Ken Arok No. 4 Denpasar. The selection of BAPAS Class I Denpasar as the research location because there are problems related to work engagement which is influenced by work-life balance, job satisfaction and life satisfaction. The population in this study were all BAPAS Class I Denpasar employees, totalling 66 people (Emerson, 1987; Evalyna, 2020; Fatma et al., 2020). The sample in this study was the entire population at BAPAS Class I Denpasar, amounting to 66 people. In this study, the Head of BAPAS Class I Denpasar was not included as a respondent because of the questionnaire statement items related to job satisfaction which led to an assessment of the Head of BAPAS Class I Denpasar. The technique used is a sampling technique using saturated sampling (census) which is a sampling technique with all members of the population used as samples (Sugiyono, 2019). The selection of saturated samples is expected to be able to show the perception of employees as a whole without discriminating between them. Data collection methods used in this study used structured interviews and questionnaire surveys. The questionnaire data was tested by instrument testing through validity and reliability tests to ensure the feasibility of the data. Furthermore, the data were analyzed using the Structural Equation Modeling (SEM) method using Partial Least Square (PLS). The data obtained from the research results will be tested and analyzed using SmartPLS software (Welsch, 2007; Maricuțoiu et al., 2017).

3 Results and Discussions

<table>
<thead>
<tr>
<th>No</th>
<th>Characteristics</th>
<th>Classification</th>
<th>Number of people</th>
<th>Percentase (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
<td>Man</td>
<td>33</td>
<td>66.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Woman</td>
<td>17</td>
<td>34.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amount</td>
<td>50</td>
<td>100.00</td>
</tr>
<tr>
<td>2</td>
<td>Age (Years)</td>
<td>18-25</td>
<td>2</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>26-35</td>
<td>19</td>
<td>38.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35-50</td>
<td>18</td>
<td>36.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;50</td>
<td>11</td>
<td>22.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amount</td>
<td>50</td>
<td>100.00</td>
</tr>
<tr>
<td>3</td>
<td>Last education</td>
<td>SMA/SMK/equivalent</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Diploma (D 1/2/3/4)</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bachelor degree</td>
<td>35</td>
<td>70.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Postgraduate (S2)</td>
<td>15</td>
<td>30.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amount</td>
<td>50</td>
<td>100.00</td>
</tr>
<tr>
<td>4</td>
<td>Marital status</td>
<td>Not married yet</td>
<td>4</td>
<td>8.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>married</td>
<td>46</td>
<td>92.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amount</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: primary data processed, 2022

Data was collected through the distribution of online questionnaires to BAPAS Class I Denpasar employees starting on June 20, 2022, until June 22, 2022. The distribution of distributed questionnaires consisted of 65 respondents with a questionnaire return rate of 76.23%, so the respondents used in this study as many as 50 people (Merissa, 2018; Mighfar, 2015; Muliana & Rahmi, 2019; Nabawi, 2020; Ningsih & Rijanti, 2021). Some of the reasons related to
The results of the validity test showed that all items of the research instrument had a correlation coefficient value greater than 0.30. Based on age characteristics, it can be seen that most of the respondents in this study were aged 26-35 years as many as 19 people or 38 percent. Most of the respondents in this study had the latest education Strata 1 (S1) as many as 35 people or 70 percent. Based on the characteristics of marital status, it can be seen that married respondents are more dominant, namely 46 people or 92 percent. Meanwhile, only 4 people or 8 percent are unmarried. Unmarried status in this study is classified as respondents who are single parents, divorced, or the backbone of the family, so they are still included in this study. The research instrument was measured using validity and reliability tests which aimed to measure whether each item of the research instrument used was valid and reliable (Lent & Brown, 2006; Pavalache-Ilie, 2014).

A valid instrument can be used to measure the extent to which the data that has been collected does not deviate from the actual data (Schaufeli & Bakker, 2004; Schaufeli et al., 2006; Shin & Johnson, 1978). The instrument can be said to be valid if it has a correlation coefficient between the questions and the total score in the instrument which produces a positive value \( r > 0.30 \). The results of the validity test showed that all items of the research instrument had a value greater than 0.30 so that it was feasible to use. Testing the reliability or reliability of the instrument shows the extent to which a measurement can provide consistent results when repeated measurements are made with the same symptoms (Rahyuda, 2017). A construct or variable is said to be reliable if it gives Cronbach's Alpha value \( > 0.60 \) (Ghozali, 2018). The results of the reliability test show that all research instruments have a Cronbach's Alpha coefficient value of more than 0.60. All variables can be declared to have met the reliability requirements so that they can be used to conduct further research (Beauregard & Henry, 2009; Le et al., 2020).

The work-life balance variable was measured using 4 dimensions with 12 statement indicators. Based on the distribution of respondents' answers, the indicator that has the highest average value on the work-life balance variable is the indicator that reads "employees feel proud to be BAPAS Class I Denpasar employees". The indicator that has the lowest average value is the indicator that reads "employees' work environment supports each other's activities". Work engagement variable was measured using 3 dimensions with 12 statement indicators (Blau, 1964; Blau & Boal, 1987; Brown et al., 2005). Based on the distribution of respondents' answers, the indicator that has the highest average value on the Work engagement variable is the indicator that reads "employees feel that the work they do has a purpose for the nation and state". The indicator that has the lowest average value is the indicator that reads "employees have a very strong mentality at work". The job satisfaction variable was measured using 6 dimensions with 18 statement indicators. Based on the distribution of respondents' answers, the indicator that has the highest average value on the job satisfaction variable is the indicator that reads "employees are satisfied with the policies of all employees who have the same opportunity to optimize their performance" (Dezfuli et al., 2013; Diener & Ryan, 2009; Diener, 2009). The indicator that has the lowest average value is the indicator that reads "Employees feel the company always evaluates employees for performance improvement". The life satisfaction variable was measured using 4 dimensions with 10 statement indicators. Based on the distribution of respondents' answers, the indicator that has the highest average value on the life satisfaction variable is the indicator that reads "Employees have a great desire to help the environment and people in need". The indicator that has the lowest average score is the indicator that reads "Employees receive support from friends or other people under any circumstances" (Pidada & Saputra, 2021; Margunayasa, 2018).

Evaluation of the measurement model or the outer model is carried out to determine the validity and reliability of the indicators and latent variables of the study. This evaluation uses three criteria, namely convergent validity, discriminant validity and composite reliability. Validity is tested by measuring the value of convergent validity as seen from the value of the loading factor and the value of Average Variance Extracted (AVE), while discriminant validity is seen from the value of Cross Loadings. Reliability was tested by measuring the value of Cronbach's Alpha and composite reliability (Octorini et al., 2021; Pangemanan et al., 2017; Pavot & Diener, 2009; Pioh & Tawas, 2016; Pujiono, 2020).
The evaluation of the structural model test (inner model) aims to see the relationship between the construct, significance value and R-square of the research model. Goodness of fit model is measured using R-square predictive relevance for endogenous latent variables (Macey & Schneider, 2008; Mache et al., 2014; Manullang & Wardini, 2021; McDonald et al., 2005). Q-square predictive relevance in the structural model measures how well the observed values are generated by the model and also the estimated parameters. The structural model in this study has two mediating variables (job satisfaction and life satisfaction) and one dependent variable (Work engagement).

Testing the direct effect using Partial Least Square (PLS) analysis to test the research hypothesis. Hypothesis testing is done by using the t-statistics value and looking at the p-value. If the t-statistics value t-table value (1.96) or p-value <0.05, then Ho is rejected and the research hypothesis is accepted (Dariyo, 2016; Blau, 1964; Davies, 2001; Delobelle et al., 2011; Dewantara & Wulanyani, 2019).
Table 3
Test Results of Direct Effects Between Variables

<table>
<thead>
<tr>
<th>No</th>
<th>Construct</th>
<th>Path Coefficient</th>
<th>T-Statistics</th>
<th>P-Values</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work-Life Balance (X) -&gt; Work engagement (Y)</td>
<td>-0.373</td>
<td>1.360</td>
<td>0.174</td>
<td>Not significant</td>
</tr>
<tr>
<td>2</td>
<td>Job Satisfaction (Z1) -&gt; Work engagement (Y)</td>
<td>0.927</td>
<td>3.927</td>
<td>0.000</td>
<td>significant</td>
</tr>
<tr>
<td>3</td>
<td>Life Satisfaction (Z2) -&gt; Work engagement (Y)</td>
<td>0.280</td>
<td>1.555</td>
<td>0.120</td>
<td>Not significant</td>
</tr>
<tr>
<td>4</td>
<td>Work-Life Balance (X) -&gt; Job Satisfaction (Z1)</td>
<td>0.829</td>
<td>18.815</td>
<td>0.000</td>
<td>significant</td>
</tr>
<tr>
<td>5</td>
<td>Work-Life Balance (X) -&gt; Life Satisfaction (Z2)</td>
<td>0.793</td>
<td>18.874</td>
<td>0.000</td>
<td>significant</td>
</tr>
</tbody>
</table>

Source: primary data processed, 2022

The results of the analysis show that the relationship between work-life balance and Work engagement has a path coefficient value of -0.373 and a p-value of 0.174, which shows that there is a negative and insignificant effect between the work-life balance on work engagement (Cahyati & Qomariyah, 2019; Cropanzano & Mitchell, 2005; Cropanzano et al., 2017). The higher the level of employee work-life balance, it does not necessarily increase employee Work engagement significantly. Based on this analysis, hypothesis 1 which reads "work-life balance has a positive and significant effect on work engagement" is not supported. The relationship between job satisfaction and work engagement has a path coefficient value of 0.927 and a p-value of 0.000, which shows that there is a positive and significant effect between job satisfaction and work engagement. The higher the level of employee job satisfaction, the level of employee Work engagement also increases. Based on this analysis, hypothesis 2 which reads "job satisfaction has a positive and significant effect on work engagement" is supported. The relationship between life satisfaction and Work engagement has a path coefficient value of -0.280 and a p-value of 0.120, which shows that there is a positive and insignificant effect between the work-life balance on work engagement (Bakker & Leiter, 2010; Barkhowa et al., 2021; Bhammadyo & Sawitri, 2021). A higher level of employee life satisfaction does not necessarily increase employee work engagement significantly. Based on this analysis, hypothesis 3 which reads "life satisfaction has a positive and significant effect on work engagement" is not supported. The relationship between work-life balance and job satisfaction has a path coefficient value of 0.829 and a p-value of 0.000, which shows that there is a positive and significant effect between work-life balance on job satisfaction. The higher the level of employee work-life balance, the level of employee job satisfaction also increases. Based on this analysis, hypothesis 4 which reads "work-life balance has a positive and significant effect on job satisfaction" is supported. The relationship between work-life balance and life satisfaction has a path coefficient value of 0.793 and a p-value of 0.000, which shows that there is a positive and significant effect between work-life balance on life satisfaction. The higher the level of work-life balance of employees, the level of employee life satisfaction also increases. Based on this analysis, hypothesis 5 which reads "work-life balance has a positive and significant effect on life satisfaction" is supported (Aliya & Saragih, 2020; Anitha, 2014; Hamali, 2016).

Table 4
Indirect Effects Bootstrapping Test Results

| No | Variable Mediation | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|----|---------------------|---------------------|-----------------|----------------------------|-----------------|----------|
| 1  | Work-Life Balance (X) -> Job Satisfaction (Z1) -> Work engagement (Y) | 0.768 | 0.751 | 0.194 | 3.963 | 0.000 |
| 2  | Work-Life Balance (X) -> Life Satisfaction (Z2) -> Work Engagement (Y) | 0.222 | 0.257 | 0.148 | 1.504 | 0.133 |

Source: primary data processed, 2022

Testing mediation with Structural Equation Modeling (SEM) using Partial Least Square (PLS) through indirect effects bootstrapping PLS-SEM analysis (Juhar et al., 2017; Kuhn, 1990; Kang, 2013; Kashyap et al., 2016). The magnitude of the parameter coefficient on the work-life balance variable (X) on Work engagement (Y) through job satisfaction (Z1) is 0.768 and the p-value obtained is 0.000 < 0.05 so that H0 is rejected and H1 is accepted, which means that there is a significant effect. positive and significant between work-life balance (X) on Work engagement (Y) through job satisfaction (Z1). The higher the level of work-life balance, the more Work engagement through job satisfaction will also increase. Based on this analysis, hypothesis 6 which reads "job satisfaction mediates the effect of work-life balance on work engagement" is supported. The magnitude of the parameter coefficient on the work-life balance variable (X) on Work engagement (Y) through life satisfaction (Z2) is 0.222 and the p-value obtained is 0.133 > 0.05 so that H0 is accepted and H1 is rejected, which means that there is a significant effect (Larasati & Hasanati, 2019; Linsiya, 2015; Liu et al., 2019), positive but not significant between work-life balance (X) on Work engagement (Y) through life satisfaction (Z2). The higher the level of work-life balance, it does not necessarily mean that Work engagement through life satisfaction will increase. Based on this analysis, hypothesis 7 which reads "life satisfaction mediates the effect of work-life balance on work engagement" is not supported (Adiningtiyas & Mardhatillah, 2016; Afifah, 2020; Albrecht et al., 2018).

4 Conclusion and Suggestions

Based on the results of the discussion, it can be concluded that work-life balance has a negative and insignificant effect on the Work engagement of BAPAS Class I Denpasar employees. These results explain that the higher the work-life balance of employees, it does not guarantee an increase in the Work engagement of BAPAS Class I Denpasar employees. Job satisfaction has a positive and significant effect on the Work engagement of BAPAS Class I Denpasar employees. These results explain that the higher the job satisfaction of employees, the higher the Work engagement of BAPAS Class I Denpasar employees (Sholihin & Ratmono, 2021; Sidin & Herno Della, 2021; Simanjuntak, 2020). Life satisfaction has a positive and significant effect on the Work engagement of BAPAS Class I Denpasar employees. These results explain that the higher the life satisfaction of employees, the higher the Work engagement of BAPAS Class I Denpasar employees. Work-life balance has a positive and significant effect on the job satisfaction of BAPAS Class I Denpasar employees. These results explain that the higher the work-life balance of employees, the higher the job satisfaction of BAPAS Class I Denpasar employees. Work life balance has a positive and significant effect on the life satisfaction of BAPAS Class I Denpasar employees (Ramya, 2014; Rene & Wahyuni, 2018; Rifadha & Sangaranendiya, 2015; Risna et al., 2017). These results explain that the higher the work-life balance of employees, the higher the life satisfaction of BAPAS Class I Denpasar employees. Job satisfaction is able to partially mediate the effect of work-life balance on the Work engagement of BAPAS Class I Denpasar employees. These results explain that the higher the job satisfaction of employees, the impact of increasing work-life balance on Work engagement. Life satisfaction has not been able to mediate the effect of work-life balance on the Work engagement of BAPAS Class I Denpasar employees. These results explain that the higher the employee's life satisfaction, it does not guarantee an increase in work-life balance on Work engagement (Sopyan, 2018; Suryani, 2020; Thibaut & Kelley, 2017; Trisyanti et al., 2020).

Based on the lowest respondents' answer points on the Work engagement variable, it is recommended that BAPAS Class I Denpasar pay attention to employees to pay attention to preparation for their future careers, develop new skills of workers, hold outings and outbounds every 1 year, family gatherings every 2 years, and creating a positive work environment so that workers are more enthusiastic and enthusiastic about their work (Stephen, 2019; Robbins & Judge, 2015; Rohaedi et al., 2021). With this, employees will increasingly feel that they are cared for by the company and have more Work engagement so as to reduce employee burnout. Based on the lowest respondents' answer points on the work-life balance variable, it is recommended that BAPAS Class I Denpasar manage the division of the work system more effectively, provide health insurance for employees and their families, create a more comfortable work environment and be able to support each other's activities so that employees can work better and minimize the demands of work deadlines so that employees do not need to work outside working hours and can have time for family and other personal interests. Based on the lowest respondents' answer points on the job satisfaction variable, it is recommended that BAPAS Class I Denpasar periodically evaluate employees, then provide adequate facilities and infrastructure and develop service innovations to improve performance and accelerate programs that have been planned by BAPAS Class I Denpasar. Based on the lowest respondents' answer points on the life satisfaction variable, it is recommended that BAPAS Class I Denpasar maximize their potential by participating in positive activities and activities such as carrying
out social activities and various company activities outside office hours so as to create good social relationships from friends or other people. in any condition (Waluyo & Revianti, 2019; Widodo, 2015; Williamson & Geldenhuys, 2014; Wulansari, 2020).

Future research can be carried out in different areas, at different times and in different institutions or agencies to be able to add empirical evidence regarding the relationship between the work-life balance on work engagement mediated job satisfaction and life satisfaction (Sapari, 2018; Sari et al., 2020; Sarikit, 2017; Satriansyah, 2019). This research can then use other variables such as work environment, work-family conflict, and self-efficacy. The researcher hopes that further research will be able to explain the factors that affect Work engagement in BAPAS Class I Denpasar employees in more depth and can obtain better results (Udin, 2015; Umar, 2017; Vorina, 2013; Zoller & Muldoon, 2018).

Conflict of interest statement
The authors declared that they have no competing interests.

Statement of authorship
The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

Acknowledgments
We are grateful to two anonymous reviewers for their valuable comments on the earlier version of this paper.
References


Konteks Psikologi Industri/Organisasi.


