

Exploring the Influence of Work-Life Balance and Perceived Organizational Support on Employee Engagement: Job Satisfaction as a Mediator Among Millennials

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Abstract

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Work Life Balance, Perceived Organizational Support, Job Satisfaction, Employee Engagement

This study aims to analyze the influence of work life balance and perceived organizational support on employee engagement, with job satisfaction as a mediating variable, among Millennial employees at PT Semen Padang. The research employed a quantitative approach with an explanatory research design. Data were collected through an online survey distributed via Google Forms to 221 respondents. The data were analyzed using Partial Least Square – Structural Equation Modelling (PLS-SEM). The results indicate that work life balance has a positive and significant effect on both employee engagement and job satisfaction. Perceived organizational support does not have a direct effect on employee engagement but has a positive and significant effect on job satisfaction. Furthermore, job satisfaction significantly influences employee engagement and mediates the relationships between work life balance and employee engagement, as well as between perceived organizational support and employee engagement.

INTRODUCTION

The cement industry plays a pivotal role in national economic development, particularly in supporting infrastructure growth. In Indonesia, the escalating demand for cement has led to the emergence of numerous new players, thereby intensifying competition within the industry. According to the Association of Indonesian Cement Producers (2024), there are currently fourteen member companies operating in the sector, highlighting the increasing competitiveness faced by existing firms (Armi et al., 2022). In response to this pressure, cement companies must not only focus on innovation and production efficiency but also prioritize human capital development as a strategic asset for achieving long-term sustainability and competitive advantage.

Employees are widely recognized as one of the most critical resources that differentiate organizations. As argued by Aguinis (2019), without committed and engaged employees, other organizational resources such as capital, raw materials, and machinery cannot function optimally. Similarly, Sinambela (2020) emphasized that employee involvement and motivation are fundamental to organizational success. Organizations with engaged and proactive employees are more capable of outperforming competitors, even when the quality of products and services is

comparable. Hence, strengthening employee engagement becomes a vital component in organizational strategy.

Employee engagement refers to the level of enthusiasm, dedication, and psychological investment employees bring to their work (Aguinis, 2019). Engaged employees demonstrate a strong emotional connection to their organization, often resulting in increased productivity, loyalty, and performance quality (Jasmine & Utomo, 2024). To foster such engagement, organizations must adopt policies that prioritize employee well-being, promote inclusivity, support career development, and offer a collaborative and appreciative work environment.

Among the most significant factors influencing employee engagement are work life balance and perceived organizational support (POS). Work life balance describes the extent to which employees can effectively manage their professional and personal responsibilities, while POS refers to employees perceptions of how much their organization values their contributions and cares for their well-being (Eisenberger & Rhoades, 2002). When employees perceive that their organization supports them, they are more likely to reciprocate with increased loyalty, effort, and engagement. Research indicates that organizations that foster work life balance and demonstrate strong support for their employees tend to experience lower turnover rates, higher satisfaction levels, and greater overall organizational performance (Timms et al., 2015).

In addition to organizational factors, generational characteristics also play a crucial role in shaping employee engagement. Millennials those born between 1981 and 1996 currently make up a significant portion of the global and national workforce. This generation is known for its emphasis on meaningful work, digital connectivity, collaboration, career development, and, importantly, work life balance (Goh & Lee, 2018; He & Janney, 2022). According to the Deloitte Millennial Survey (2024), Millennials are emerging as key decision-makers and future leaders in organizations. In Indonesia, data from the IDN Research Institute (2024) indicates that Millennials comprise 25.87% of the population, second only to Generation Z (27.94%). Furthermore, demographic statistics from Statistics Indonesia (BPS, 2025) show a consistent increase in the Millennial population from 63.61 million in 2022 to 64.26 million in 2024 nationally, and from 1.24 million to 1.28 million in West Sumatra, with Padang City increasing from 212,465 to 222,808 within the same period. These trends underscore the importance of understanding and addressing Millennial expectations in the workplace.

Maslow's hierarchy of needs (1943) provides a useful framework for analyzing how organizational support and work life balance contribute to employee engagement. By fulfilling basic psychological and self-fulfillment needs such as safety, belonging, esteem, and self-actualization organizations can significantly enhance employee motivation and engagement. When

employees feel secure, valued, and empowered, they are more likely to become psychologically invested in their work, resulting in higher performance and retention.

PT Semen Padang, established in 1910, is the oldest cement company in Indonesia and a key subsidiary of PT Semen Indonesia (Persero) Tbk. Of its 1,057 employees, Millennials constitute the majority with 616 individuals, followed by Generation X with 436, and Generation Z with only 5 (PT Semen Padang, 2025). These figures clearly reflect the dominance of the Millennial generation within the company's workforce. An internal employee engagement survey conducted in 2024 revealed that 89.7% of employees were categorized as engaged, 9.5% as not engaged, and 0.8% as actively disengaged. However, further analysis of engagement dimensions indicated lower scores in areas such as autonomy, leadership inspiration, and growth–fit. This suggests that while general engagement levels appear high, there are underlying issues related to individual freedom, leadership effectiveness, and alignment between employees' potential and organizational roles.

Additional insights were drawn from company exit data, which showed that between 2020 and 2024, the most frequently cited reasons for resignation included starting a business (31 individuals), seeking new employment (10), and family-related reasons (9). These reasons align with the values commonly held by Millennials, such as a desire for independence, meaningful work, and family balance. Moreover, interviews with five Millennial employees at PT Semen Padang revealed challenges in maintaining focus, achieving work–life balance, receiving adequate organizational support, and feeling satisfied in their roles. Respondents specifically mentioned issues such as excessive workloads, ambiguous expectations, lack of appreciation, and unclear career paths, all of which are known to negatively affect engagement.

Despite the relatively high engagement percentages, these findings underscore the need to explore other variables that may mediate the relationship between organizational support structures and employee engagement. In particular, job satisfaction has emerged as a potentially significant intervening factor. Satisfied employees are more likely to be engaged, productive, and committed to their organizations (Aggarwal et al., 2022). However, the interrelationship between work–life balance, perceived organizational support, job satisfaction, and employee engagement especially within the context of Millennials in the cement industry remains underexplored. This gap necessitates further empirical investigation to provide a more comprehensive understanding and inform practical HR strategies.

Therefore, this study seeks to examine how work life balance and perceived organizational support influence employee engagement among Millennial employees at PT Semen Padang, with a particular focus on the mediating role of job satisfaction. By investigating these relationships, the

study aims to contribute both theoretically to the literature on employee engagement and practically to the development of more effective human resource policies in industrial settings.

THEORETICAL REVIEW AND HYPOTHESIS FRAMEWORK

Theory and Concept of Employee Engagement

Based on the Employee Engagement Theory proposed by Kahn (1990), employee engagement is defined as the state in which individuals physically, cognitively, and emotionally dedicate themselves to their work roles. This means that engaged employees are not only physically present, but also mentally and emotionally involved in the tasks they perform.

Pella (2020) describes employee engagement as the willingness of employees to support the company, demonstrating pride and alignment with the organization's values and objectives. Similarly, Dessler (2018) explains that employee engagement refers to the extent to which employees are psychologically involved, connected, and committed to completing their work.

According to Jiatong et al. (2022), employee engagement entails the investment of an individual's physical, cognitive, and emotional resources into assigned tasks, and it is positively associated with affective organizational commitment. Aguinis (2019) further defines employee engagement as a sense of involvement, commitment, enthusiasm, and empowerment felt by employees, which fosters innovative behavior and reflects active participation in supporting the organization. Moreover, employee engagement has been positively linked to key organizational outcomes, including increased shareholder returns, profitability, productivity, and customer satisfaction (Lee & Shin, 2023).

Work-Life Balance: Theory and Concept

Work-life balance refers to an individual's ability to effectively manage both personal and professional responsibilities. Jammaers and Williams (2021) define it as the satisfaction derived from functioning well in both personal and professional spheres. According to Maharani and Tamara (2024), achieving work-life balance is essential for employees' mental and emotional stability, which enhances productivity. Esguerra (2020) highlights that a supportive work environment enables employees to balance job demands with personal obligations, ultimately fostering loyalty and productivity. Sutanto et al. (2024) add that it contributes positively to employees' health, happiness, and overall success.

Ashforth et al. (2000) Boundary Theory emphasizes how individuals manage the psychological and behavioral boundaries between work and personal roles, which is crucial for reducing role conflict and enhancing well-being. In the Indonesian context, Law No. 13 of 2003

on Manpower ensures workers rights related to working hours, rest, leave, and well-being, supporting work life balance.

Fisher et al. (2009) identified four key dimensions of work-life balance: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. Influencing factors include individual traits, organizational support, and external environmental conditions (Wulansari, 2023; Esguerra, 2020).

Work-life balance refers to an individual's ability to effectively manage both work responsibilities and personal life without role conflict. Based on the Job Demands-Resources (JD-R) model, work-life balance functions as a job resource that fosters employee motivation and engagement (Demerouti et al., 2001). When employees experience flexibility in managing their work and personal lives, they are more likely to be focused, enthusiastic, and committed to their roles. Sutanto et al. (2024) found a significant and positive relationship between work-life balance and employee engagement. Likewise, Jasmine and Utomo (2024) emphasized that employees who feel capable of balancing work and personal demands demonstrate higher levels of engagement. This highlights the importance of flexibility and attention to personal well-being, especially among younger generations in modern work environments. Supporting this, Setiadi et al. (2024) reported that employees with a well-balanced work-life experience show greater involvement in their jobs, reinforcing the importance of work-life balance in driving engagement.

H1: Work-life balance has a positive and significant effect on employee engagement.

Perceived Organizational Support

According to Stinglhamber and Caesens (2021), perceived organizational support is defined as employees belief that the organization values their contributions and cares about their well-being. Ahmad et al. (2023) argue that Social Exchange Theory is a dominant framework for explaining workplace relationships, particularly concerning organizational commitment, employee engagement, and prosocial behavior. Within this theoretical perspective, perceived organizational support plays a critical role in fulfilling employees socio-emotional needs, such as the need for recognition and approval, which in turn enhances their psychological well-being.

Research by Lee and Shin (2023) demonstrates that perceived organizational support significantly increases employee engagement. Employees who perceive that their organization cares for their well-being, provides sufficient resources, and considers both their personal and professional needs tend to exhibit stronger affective commitment, greater enthusiasm, and a desire to contribute fully. Similarly, Sindhura (2022) found a positive and significant relationship between perceived organizational support and employee engagement, suggesting that emotional and

instrumental support from the organization enhances engagement levels. Supporting this, Imran et al. (2020) also reported that employees who feel supported cognitively, emotionally, and physically by the organization are more likely to be highly engaged in their work.

H2: Perceived organizational support has a positive and significant effect on employee engagement.

Job Satisfaction

Work-life balance refers to the state in which individuals optimally fulfill the demands of both their professional and personal lives. When employees perceive a balance between their work and personal life, they tend to experience greater job satisfaction. This notion aligns with the Job Demands-Resources (JD-R) theory, which posits that job resources such as flexible working hours and support for work-life integration enhance employee well-being and job satisfaction (Bakker & Demerouti, 2007).

Empirical evidence supports this theoretical framework. A study by Udin (2023) found that work life balance has a positive and significant effect on employee job satisfaction. The research indicates that employees who manage to balance their work and personal demands tend to report higher levels of job satisfaction. Similar findings were reported by CV and Pasupathi (2024), whose study demonstrated a significant positive relationship between work life balance and job satisfaction, suggesting that achieving balance between work and personal life increases employees' contentment with their jobs. Further supporting this conclusion, Inegbedion (2024) showed that work life balance significantly influences job satisfaction positively. The study revealed that the better employees perceive their work-life balance, the higher their job satisfaction levels tend to be.

These findings collectively underscore the importance of facilitating work life balance to promote employee satisfaction and overall well-being.

H3: Work-life balance has a positive and significant effect on job satisfaction.

Perceived organizational support refers to employees overall belief that their organization values their contributions and cares about their well-being (Stinglhamber & Caesens, 2021). When employees feel supported by the organization, they tend to experience greater security, respect, and trust in organizational fairness. This psychological climate fosters job satisfaction, defined as a positive evaluation of one's job and work environment. Research by Alam et al. (2022) found that perceived organizational support has a positive and significant effect on job satisfaction. Similarly, Mascarenhas et al. (2022) reported that this effect is stronger among male employees

than females, suggesting gender differences in emotional needs and responses to organizational support within the workplace.

H4: Perceived organizational support has a positive and significant effect on job satisfaction.

Job satisfaction is defined by Judge et al. (2001) as the positive feelings an individual has toward their job, arising from a subjective evaluation of various job characteristics. In other words, when employees perceive that their work meets their expectations and provides psychological and professional value, higher job satisfaction emerges. This satisfaction not only impacts individual well-being but also positively correlates with motivation, loyalty, productivity, and employee engagement.

Research by Lozano et al. (2023) demonstrates a significant positive relationship between job satisfaction and employee engagement. Employees who are satisfied with their jobs tend to exhibit higher engagement levels, reflected in longer tenure and willingness to recommend their company to others. This finding highlights the importance of creating a supportive work environment that prioritizes employee well-being to enhance engagement within organizations. Similarly, Marlita (2025) reports that job satisfaction significantly contributes to increased employee engagement, especially in the dynamic work environment of Industry 4.0. The study explains that job satisfaction not only boosts intrinsic motivation but also strengthens employees' emotional attachment to their organizations. When individuals feel satisfied with their work regarding recognition, social relationships, and career development, they are more likely to be actively engaged, loyal, and productive. Supporting this, Maslikha (2022) found that job satisfaction positively and significantly influences employee engagement, indicating that higher job satisfaction leads to greater employee involvement in their work.

H5: Job satisfaction has a positive and significant effect on employee engagement.

Work-life balance not only has a direct impact on employee engagement but also an indirect effect through job satisfaction. When employees are able to balance work demands with personal life, they tend to experience higher job satisfaction as their personal needs are acknowledged and valued. This job satisfaction then serves as an emotional foundation that strengthens employee engagement at work.

According to Liu et al. (2023), work-life balance is a core job resource that positively influences work engagement both directly and indirectly by enhancing job satisfaction. Research by Jannata and Perdhana (2022) demonstrated that work-life balance has a positive and significant effect on employee engagement mediated by job satisfaction. Their findings indicated that the

balance between work and personal life contributes to increased job satisfaction, which ultimately positively impacts employee engagement.

Further supporting this, Wibowo and Munir (2023) found that work-life balance significantly influences employee engagement through job satisfaction. Their study showed that improving work-life balance, such as balancing work with other activities like family time, leads to greater job satisfaction among teachers who participated as respondents. These results underscore the importance of supporting employees in maintaining a healthy work-life balance to foster both job satisfaction and engagement in their roles.

H6: Work-life balance has a positive and significant effect on employee engagement, mediated by job satisfaction.

Previous studies indicate that perceived organizational support not only directly affects employee engagement but also indirectly influences it through mediating variables such as job satisfaction. For instance, research by Siregar et al. (2024) found that perceived organizational support has a positive effect on employee engagement, with this effect being significantly mediated by job satisfaction. This means that when employees feel supported by their organization, they experience greater job satisfaction, which ultimately enhances their employee engagement. Similarly, Hidayati et al. (2025) reported that perceived organizational support positively and significantly impacts both job satisfaction and employee engagement. Furthermore, job satisfaction positively affects employee engagement and serves as a mediator between perceived organizational support and employee engagement. These findings underscore the importance of perceived organizational support in enhancing job satisfaction, which in turn strengthens employee engagement. Based on the explanation above, the following hypothesis can be formulated:

H7: Perceived organizational support has a positive and significant effect on employee engagement mediated by job satisfaction.

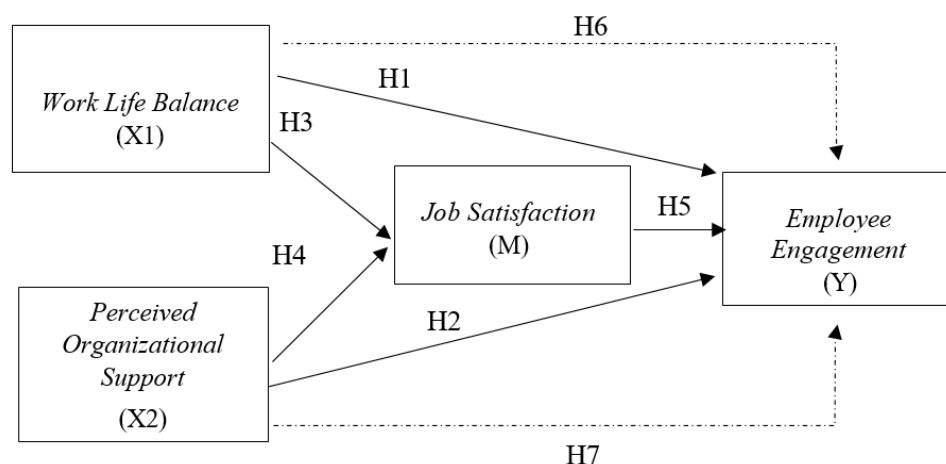


Figure 1. Research Framework

Methods

The research method used in this study is quantitative with an explanatory research approach, aimed at testing the relationships between the variables under investigation (Sekaran & Bougie, 2016). This study is cross-sectional, conducted at a single point in time without being influenced by future situational changes (Sekaran & Bougie, 2016). The research population consists of Millennial employees at PT Semen Padang, totaling 616 individuals spread across various departments, with a majority of males (86%) and the remainder females (14%). The sample was selected using Simple Random Sampling based on the criteria that respondents are Millennials born between 1981 and 1996, permanent employees of PT Semen Padang, and have a minimum tenure of one year. The sample size was determined according to the Isaac and Michael table, rounding the population to 600 and a sampling error level of 5%, resulting in a sample of 221 respondents (Sugiyono, 2019). Data sources include primary data obtained directly through online questionnaires via Google Forms and secondary data from literature such as journals, books, and supporting documents (Gupta et al., 2018). The questionnaire comprises two sections: demographic data and variable-related questions based on previously validated indicators. The variables studied include independent variables work-life balance and perceived organizational support; the dependent variable employee engagement; and the mediating variable job satisfaction (Sekaran & Bougie, 2016). Measurement employed a 5-point Likert scale to facilitate respondents responses to the statements provided (Sekaran & Bougie, 2016). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) due to its ability to handle complex models, non-requirement of normal data distribution, and suitability for moderate sample sizes (Hair et al., 2021). The analysis began with descriptive statistics to assess respondents responses based on the mean scores of each item, categorized from very low to very high levels (Sekaran & Bougie, 2016). Validity testing was performed through convergent validity, requiring an Average Variance Extracted (AVE) > 0.5 and outer loading > 0.7 , and discriminant validity assessed by Cross Loading, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT) with HTMT values below 0.9 (Hair et al., 2021; Henseler et al., 2014). Reliability testing used composite reliability and Cronbach's Alpha, both required to exceed 0.7 to ensure measurement consistency (Sekaran & Bougie, 2016). Subsequently, the structural model (inner model) analysis was conducted by examining the R-Square values of the dependent variables and testing the significance of path coefficients via bootstrapping, comparing T-Statistics to the critical T-value of 1.65 at a 5% significance level (Hair et al., 2021; Sekaran & Bougie, 2016). Mediation effects of job satisfaction on the relationship between independent and dependent variables were tested

based on three criteria: significant effects of the independent variable on the dependent variable, the independent variable on the mediator, and the mediator on the dependent variable (Hair et al., 2021). The magnitude of mediation was calculated using the Variance Accounted For (VAF) with thresholds of $VAF \geq 0.8$ indicating full mediation, $0.2 \leq VAF < 0.8$ partial mediation, and $VAF \leq 0.2$ suggesting no mediation (Hair et al., 2021). This procedure ensures the study produces valid, reliable, and scientifically accountable findings consistent with the standards of quantitative research in reputable journals.

RESULTS AND DISCUSSION

Result

Characteristics of Respondents

The respondents in this study consist of millennial employees working at PT Semen Padang. To provide a comprehensive understanding of the sample profile, the respondents are categorized based on several demographic and employment-related characteristics, including gender, age, educational background, years of service, marital status, job position, work unit (director), and monthly income. These characteristics are essential to contextualize the findings of this research, as they offer insights into the composition and diversity of the participants. The detailed breakdown of respondent demographics, as derived from the primary data collection, is presented in the following table.

Table 1. Characteristics of Respondents

Characteristic	Category	Number of Respondents	Percentage
Gender	Male	173	78%
	Female	48	22%
Age	28 – 32 Years	7	3%
	33 – 37 Years	75	34%
	38 – 42 Years	90	41%
	43 – 44 Years	49	22%
Last Education Level	Senior High School/Vocational School	51	23%
	Diploma (D3)	37	17%
	Bachelor's Degree (S1)	117	53%
	Master's Degree (S2)	16	7%
Years of Service	5 – 10 Years	35	16%
	11 – 15 Years	104	47%
	> 15 Years	82	37%
Marital Status	Single	6	3%
	Married	215	97%
Position	Band I (General Manager)	3	1%
	Band II (Senior Manager)	34	15%
	Band III (Manager)	46	21%
	Band IV (Supervisor)	69	31%

Characteristic	Category	Number of Respondents	Percentage
Work Unit (Directorate)	Band V (Associate)	69	31%
	Production	144	65%
	Non-Production	77	35%
Monthly Income	IDR 5,000,000 – 10,000,000	87	39%
	> IDR 10,000,000 – 15,000,000	61	28%
	> IDR 15,000,000	73	33%
Total		221	100%

Source: Primary Data Processing Results (2025)

The demographic profile of the respondents provides a comprehensive overview of the millennial workforce at PT Semen Padang, offering important context for interpreting the study's results. Based on gender distribution, the majority of respondents were male (78%), which is consistent with the industrial nature of the company that tends to employ more male workers in production-related roles. Age-wise, the dominant group fell within the 38–42 year range (41%), indicating a relatively mature millennial cohort with substantial professional experience.

In terms of educational attainment, most respondents held a Bachelor's degree (53%), suggesting a workforce that is generally well-educated and likely to possess the cognitive capacity to engage critically with workplace dynamics. Regarding tenure, a significant proportion had worked between 11–15 years (47%), followed closely by those with over 15 years of service (37%), reinforcing the notion of a seasoned employee base.

Marital status data showed that 97% of respondents were married, highlighting the potential for dual-role responsibilities (professional and domestic) that may influence perceptions of work-life balance and job satisfaction. The distribution of job positions revealed that most respondents occupied mid- to lower-level roles, with 31% each serving as Supervisors or Associates. This reflects the organizational structure where operational and technical roles are more prevalent.

Furthermore, 65% of respondents were employed in the Production Directorate, aligning with the company's core operational focus in cement manufacturing. Income distribution indicated that a substantial number of respondents earned between IDR 5,000,000 and IDR 10,000,000 per month (39%), although a notable segment (33%) also earned more than IDR 15,000,000, suggesting a diverse range of compensation levels linked to job grades and responsibilities.

Overall, the respondent profile demonstrates a heterogeneous yet experienced millennial workforce. This diversity in demographics and job characteristics is likely to enrich the findings, particularly in examining how variables such as work-life balance, perceived organizational support, job satisfaction, and employee engagement are perceived and manifested across different segments of the organization.

Data Analysis

Measurement Model Evaluation

Data analysis using SmartPLS 4.0 with Structural Equation Modeling (SEM) included validity and reliability tests, structural model evaluation, and hypothesis testing. The initial stage was the evaluation of the measurement model to assess construct quality and instrument validity

and reliability. According to Hair et al. (2021), validity indicates the extent to which an instrument measures the intended construct. Construct validity includes convergent validity and discriminant validity. Convergent validity is assessed from the outer loading and Average Variance Extracted (AVE), with outer loading values > 0.70 and $AVE \geq 0.50$ (Ghozali, 2015), indicating that the indicators have sufficient shared variance. High outer loading and AVE values support convergent validity, ensuring that the indicators measure the construct effectively and consistently. Discriminant validity is tested by cross-loading, ensuring that the indicators are more correlated with their own constructs than with other constructs.

Table 2. Outer Loading

	<i>Work Life Balance</i> (X1)	<i>Perceived Organizational Support</i> (X2)	<i>Job Satisfaction</i> (M)	<i>Employee Engagement</i> (Y)
X1.1	0,716			
X1.2	0,684			
X1.3	0,756			
X1.4	0,628			
X1.5	0,767			
X1.6	0,793			
X1.7	0,575			
X1.8	0,769			
X1.9	0,766			
X1.10	0,747			
X2.1		0,767		
X2.2		0,734		
X2.3		0,869		
X2.4		0,844		
X2.5		0,890		
X2.6		0,822		
X2.7		0,893		
X2.8		0,886		
X2.9		0,848		
X2.10		0,738		
M.1			0,823	
M.2			0,779	
M.3			0,831	
M.4			0,885	
M.5			0,866	
M.6			0,591	
M.7			0,793	
M.8			0,852	
M.9			0,888	
M.10			0,828	
M.11			0,878	
M.12			0,864	
M.13			0,844	
M.14			0,847	
M.15			0,801	

	<i>Work Life Balance</i> (X1)	<i>Perceived Organizational Support (X2)</i>	<i>Job Satisfaction</i> (M)	<i>Employee Engagement (Y)</i>
Y.1				0,855
Y.2				0,857
Y.3				0,762
Y.4				0,864
Y.5				0,888
Y.6				0,799
Y.7				0,809
Y.8				0,702
Y.9				0,758
Y.10				0,835

The outer loading values indicate the strength of the relationship between each indicator and its respective latent construct. Most indicators for Work Life Balance (X1) exhibit satisfactory loadings above 0.70, except for X1.7 (0.575), which may require further review due to its lower contribution. Perceived Organizational Support (X2) shows consistently strong loadings above 0.70, with some indicators exceeding 0.89, reflecting robust validity.

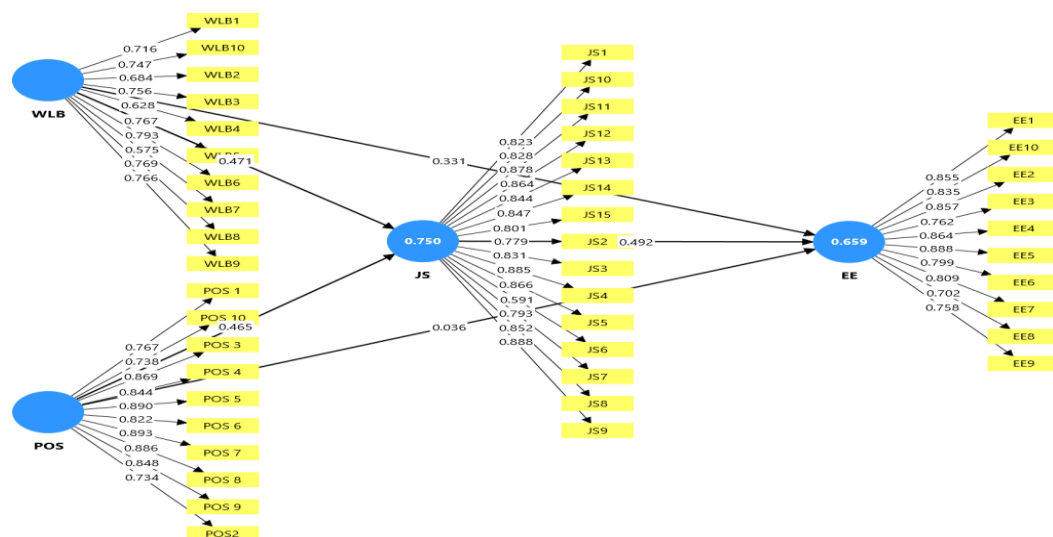


Figure 2. Outer Loading

Job Satisfaction (M) indicators generally have acceptable loadings above 0.70, except M.6 (0.591), which is slightly below the threshold but still potentially acceptable. Employee Engagement (Y) indicators uniformly demonstrate strong loadings above 0.70, indicating solid measurement quality. Overall, the outer loadings suggest that the measurement model has good convergent validity, with most indicators reliably representing their constructs, though a few may warrant further examination. Therefore, items with outer loading values below 0.70 should be removed from the research instrument. (X1. 2, X1. 4, X1.7, and M6).

Table 2. AVE and Fornell Larcker Criterion

Construct	AVE	Work Life Balance (X1)	Perceived Organizational Support (X2)	Job Satisfaction (M)	Employee Engagement (Y)
Work Life Balance (X1)	0,598	0,733	0,704	0,782	0,715
Perceived Org. Support (X2)	0,691		0,831	0,800	0,666
Job Satisfaction (M)	0,711			0,843	0,782
Employee Engagement (Y)	0,664				0,815

The table presents the Average Variance Extracted (AVE) values alongside the Fornell-Larcker Criterion for each latent construct. All constructs Work Life Balance (X1), Perceived Organizational Support (X2), Job Satisfaction (M), and Employee Engagement (Y) have AVE values exceeding the recommended threshold of 0.50, indicating good convergent validity. Additionally, the square root of each construct's AVE (highlighted on the diagonal) is greater than its correlations with other constructs, demonstrating satisfactory discriminant validity. This means each construct explains a greater portion of the variance in its own indicators compared to the variance shared with other constructs. Therefore, the measurement model meets the necessary criteria for both convergent and discriminant validity, confirming the constructs are distinct and accurately measured within the study.

Reliability Assessment and Structural Model Analysis

To ensure the robustness of the research instrument, the reliability of each construct was assessed using Cronbach's Alpha and Composite Reliability. Both indicators are widely accepted measures of internal consistency, with values above 0.70 indicating acceptable reliability (Sekaran, 2016). Table 4.20 presents the reliability results for Work Life Balance, Perceived Organizational Support, Job Satisfaction, and Employee Engagement, all of which exceed the recommended thresholds. Furthermore, the explanatory power of the structural model was evaluated through the R-square values of the dependent variables. According to Hair et al. (2021), R-square values categorize the strength of influence from independent variables as weak, moderate, or strong. Table 4.21 summarizes the R-square values, demonstrating the extent to which Work Life Balance and Perceived Organizational Support explain variations in Job Satisfaction and Employee Engagement among Millennials at PT Semen Padang.

Table 3. Reliability Assessment and Structural Model Analysis

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	R Square
Work Life Balance (X1)	0,887	0,889	0,912	-
Perceived Organizational Support (X2)	0,950	0,951	0,957	-
Job Satisfaction (M)	0,969	0,969	0,972	0,735
Employee Engagement (Y)	0,943	0,947	0,952	0,640

To ensure the quality of the measurement instruments used in this study, the reliability of each construct was evaluated through Cronbach's Alpha and Composite Reliability, with a threshold value of 0.70 as the minimum standard for acceptable reliability (Sekaran, 2016). Table 4.20 shows that all constructs Work Life Balance, Perceived Organizational Support, Job Satisfaction, and Employee Engagement demonstrated reliability values exceeding this threshold, indicating consistent and stable measurement. In addition, the explanatory power of the structural model was assessed using R-square values, which indicate the proportion of variance in the dependent variables explained by the independent variables. Based on Hair et al. (2021), R-square values above 0.50 represent moderate to strong effects. As shown in Table 4.21, Work Life Balance and Perceived Organizational Support collectively explain 64% of the variance in Employee Engagement and 73.5% of the variance in Job Satisfaction among Millennials at PT Semen Padang. These results confirm the adequacy of the measurement model and the significance of the relationships tested in this study.

Structural Model and Hypothesis Testing

This section details the hypothesis testing process used to evaluate the proposed relationships in the structural model. Utilizing SmartPLS 4.0, the analysis includes path coefficients and significance testing to verify whether the data supports the hypotheses. The results clarify the impact of key variables on job satisfaction and employee engagement.

Table 4. Path coefficient

Construct	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistiks (O/STDEV)</i>	<i>P Values</i>	Decision
WLB(X1) -> EE(Y)	0,254	0,258	0,080	3,187	0,001	Accepted
POS(X2) -> EE(Y)	0,057	0,055	0,091	0,626	0,531	Decline
WLB(X1) -> JS(M)	0,434	0,435	0,058	7,473	0,000	Accepted
POS(X2) -> JS(M)	0,495	0,495	0,051	9,691	0,000	Accepted
JS(M) -> EE(Y)	0,537	0,536	0,096	5,576	0,000	Accepted

The results of hypothesis testing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach in SmartPLS 4.0 provide insight into the strength and significance of the relationships between the studied variables. The evaluation was based on the t-statistic, p-values, and original sample estimates (path coefficients). The threshold for significance is set at a t-statistic greater than 1.65 (one-tailed test) and a p-value less than 0.05.

The analysis shows that work life balance has a positive and significant effect on employee engagement, as indicated by a t-statistic of 3.187, which exceeds the critical value of 1.65. The p-value of 0.001 is below the 0.05 threshold, and the original sample coefficient of 0.254 reflects a moderate positive relationship. These results support H1. Conversely, perceived organizational support does not significantly influence employee engagement. This is evidenced by a t-statistic of 0.626, which is below the critical value, and a p-value of 0.531, which exceeds the 0.05 threshold. The path coefficient of 0.057 also indicates a weak relationship, suggesting that H2 is not supported.

For job satisfaction, the results indicate that work life balance has a strong, positive, and significant influence, as reflected by a t-statistic of 7.473 and a p-value of 0.000. The original sample estimate of 0.434 further confirms a substantial positive relationship, supporting H3. Similarly, perceived organizational support has a significant and positive effect on job satisfaction. The t-

statistic is 9.691, the p-value is 0.000, and the path coefficient is 0.495, all of which indicate a strong relationship and provide support for H4.

Finally, job satisfaction significantly and positively influences employee engagement. This is supported by a t-statistic of 5.576, a p-value of 0.000, and a path coefficient of 0.537, all indicating a strong effect. As a result, H5 is supported.

Indirect Effect

Path analysis is conducted to assess both the direct and indirect effects of independent variables on the dependent variable. In addition to evaluating direct relationships, the bootstrapping method in SmartPLS also allows for the analysis of mediation effects to determine whether a mediating (intervening) variable transmits the effect of an independent variable to a dependent variable. An indirect effect is considered significant if the t-statistic is greater than 1.65 and the p-value is less than 0.05. Conversely, it is considered non-significant if the t-statistic is below 1.65 and the p-value exceeds 0.05.

Table 4. Indirect Effect

Construct	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistiks (O/STDEV)</i>	<i>P Values</i>	Decision
WLB(X1) -> JS(M) -> EE(Y)	0,233	0,232	0,046	5,012	0,000	Accepted
POS X2) -> JS(M) -> EE(Y)	0,266	0,267	0,060	4,404	0,000	Accepted

Based on Table 4.23, the indirect effect of Work Life Balance on Employee Engagement through Job Satisfaction is statistically significant, as indicated by a t-statistic of 5.012 and a p-value of 0.000. Therefore, H6 is supported. Similarly, the indirect effect of Perceived Organizational Support on Employee Engagement through Job Satisfaction is also statistically significant, with a t-statistic of 4.404 and a p-value of 0.000. Thus, H7 is also supported. These results confirm that Job Satisfaction mediates the relationship between both independent variables and employee engagement.

DISCUSSION

The findings of this study indicate that work life balance has a positive and significant effect on employee engagement. This supports the notion that the better employees perceive the balance between their work and personal lives, the higher their level of engagement in their work. This result is consistent with the study by Jasmine and Utomo (2024), which found that work life balance plays a crucial role in enhancing employee engagement, particularly among Generation Z employees in Indonesia's creative industries. Their research emphasized that when individuals are able to maintain a healthy balance between work demands and personal life, their level of engagement increases significantly. Similarly, Sutanto et al. (2024) confirmed that employees who experience a balanced lifestyle tend to be more engaged in their work, while Setiadi et al. (2024) highlighted the importance of organizational support for work life balance, particularly among millennials, in fostering optimal employee engagement.

In contrast, perceived organizational support was found not to have a direct significant effect on employee engagement. This suggests that although employees may feel supported by their organization, such support does not automatically translate into greater work engagement. This phenomenon may be linked to the characteristics of millennial employees, who tend to be

more driven by meaning and purpose in their work rather than by formal or structural forms of support. Novianti and Anggarini (2023) supported this finding, showing that perceived organizational support had no significant effect on work engagement in the automotive sector. Likewise, Eviana (2024) found that in the travel industry, perceived support from the organization was insufficient to substantially influence employee engagement, indicating that other factors may play a more dominant role.

The results also show that work life balance has a positive and significant impact on job satisfaction. Employees who are able to maintain equilibrium between work and personal life tend to experience greater satisfaction with their jobs. Udin (2023) emphasized that work life balance not only improves performance but also plays a vital role in enhancing job satisfaction. Similar findings were reported by CV and Pasupathi (2024) among educators in India, and by Inegbedion (2024) among employees in Nigeria, both demonstrating that better work life balance leads to higher job satisfaction.

Furthermore, perceived organizational support was found to have a positive and significant effect on job satisfaction. Mascarenhas et al. (2022) confirmed that organizational support both emotional and instrumental contributes to higher employee satisfaction. Alam et al. (2022) also showed that when university employees in Pakistan felt supported by their institutions, their job satisfaction increased significantly.

The study further revealed that job satisfaction plays a critical role in enhancing employee engagement. Consistent with the findings of Lozano et al. (2023), high job satisfaction among employees in family businesses in Latin America was associated with greater work engagement. Marlita (2025) added that job satisfaction derived from recognition, positive coworker relationships, and supportive working conditions encourages employees to become more emotionally, cognitively, and physically engaged in their work. Similarly, Maslikha (2022) found a positive relationship between job satisfaction and employee engagement.

Moreover, the results confirm that work life balance can increase employee engagement through the mediating role of job satisfaction. In other words, a healthy balance between work and personal life enhances job satisfaction, which in turn fosters higher levels of engagement. This finding aligns with Jannata and Perdhana (2022), who studied employees at PT Barata Indonesia, and Wibowo and Munir (2023), who examined vocational high school teachers in Salatiga. Both studies showed that work life balance leads to higher job satisfaction, ultimately boosting work engagement.

A similar mediating mechanism was observed for perceived organizational support, which, although it did not have a direct effect, positively influenced employee engagement through job satisfaction. Siregar et al. (2024) found that perceived organizational support increased job satisfaction, which subsequently enhanced work engagement among employees in Indonesia's micro, small, and medium enterprises (MSMEs). Likewise, Hidayati et al. (2025) showed that when teachers in Bener Meriah, Aceh, felt emotionally and instrumentally supported by their organizations, their job satisfaction improved, leading to greater engagement in educational tasks.

Overall, the findings emphasize the critical role of work life balance and job satisfaction in shaping employee engagement. While perceived organizational support exerts an indirect effect through job satisfaction, these results suggest that organizations should focus not only on structural support but also on addressing emotional and contextual factors that influence employee engagement.

CONCLUSION

This study underscores the critical role of work-life balance and job satisfaction in enhancing employee engagement among Millennial employees at PT Semen Padang. The findings reveal that work-life balance has a direct and significant positive impact on employee engagement, and also indirectly influences it through job satisfaction as a mediating variable. This indicates that organizations should proactively implement policies that support work-life balance, such as flexible working hours, remote work arrangements, and programs that foster employees' overall well-being.

Although perceived organizational support does not exert a direct influence on employee engagement, it significantly contributes to it indirectly through its positive effect on job satisfaction. This suggests that organizational support remains essential, but its effectiveness in fostering engagement is more pronounced when it leads to enhanced job satisfaction. Therefore, it is crucial for management not only to offer formal support structures but also to ensure that such support is perceived as genuine, emotionally resonant, and relevant to employees' individual needs.

From an operational perspective, PT Semen Padang and similar organizations should focus on developing human resource strategies that integrate both tangible and psychological aspects of employee well-being. This includes establishing transparent communication channels, recognizing individual achievements, providing professional growth opportunities, and cultivating a supportive leadership style. Enhancing job satisfaction through these mechanisms will serve as a strategic lever to increase employee engagement, which in turn can lead to improved organizational performance, employee retention, and long-term competitiveness.

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