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Impact Of Work Engagement, Work-Life Balance, And Social Support On Employee Performance In UD Citra Jati Mandiri

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Abstract

Employee performance at UD Citra Jati Mandiri is going to be studied to see how social support, work-life balance, and engagement affect it. The study population and responders were all 57 workers, and the methodology used was a quantitative one based on saturation sampling. The data was analyzed using IBM SPSS Statistics 25, and it was obtained using a 10-point Likert scale questionnaire. Multiple linear regression analysis, t-test, F-test, reliability and validity tests, classical assumption tests, and the coefficient of determination (R^2) were all part of the analytical methods. Although work-life balance did not show a substantial influence on employee performance, social support and job engagement did. With an F-value of 31.410 and a coefficient of determination (R^2) of 0.640, it is clear that social support, work-life balance, and job engagement all have a considerable impact on employee performance. This suggests that social support, work-life balance, and work engagement account for 64.0% of the variation in employee performance, with other variables influencing the remaining 36.0%. According to these results, one way to boost productivity at UD Citra Jati Mandiri is to make workers feel more invested in their jobs and in their social networks.

Keywords: Social Support, Work-Life Balance, Work Engagement, Employee Performance.

INTRODUCTION

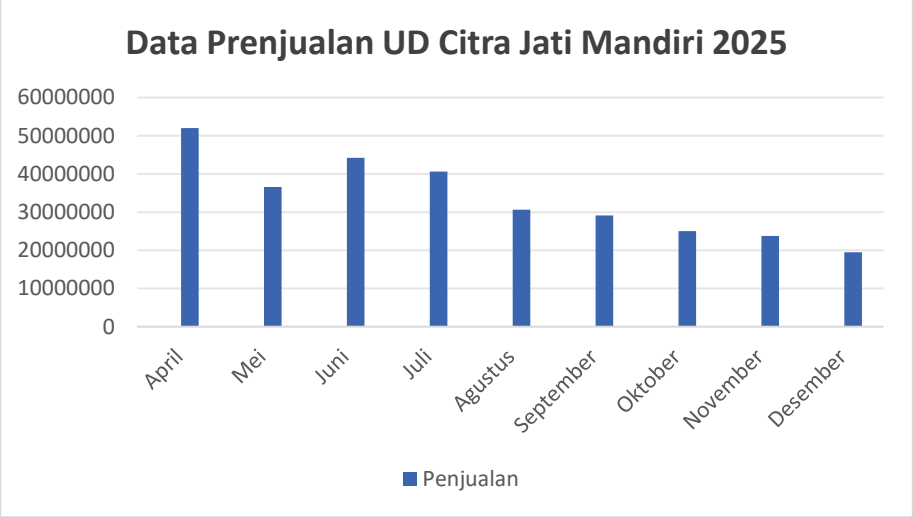
Economic growth in the globalization period has resulted in increasing pressure on several industries. In this context, the company's success greatly depends on the contributions and work ethic of its employees, who carry out various operational tasks as resource resources. Every business, whether in the public or private sector, must focus on enhancing efficiency and productivity while prioritizing employee well-being amidst technological advancements, social changes, and economic dynamics. The current

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situation has benefited UD Citra Jati Mandiri, a manufacturing company operating in the coconut wood sector. Mr. Sulikan founded and manages this business, which is located on Jalan Tayu-Jepara (KM 3), Pundenrejo Village, Tayu District, Pati Regency, Central Java. UD Citra Jati Mandiri, established in 2008, has been in operation for approximately 18 years. The company's sales report for the period from April to December 2025 indicates a decline in sales during certain periods, suggesting a shift in business performance. This situation indicates that the company's operational efficiency needs to be further improved to achieve optimal business performance.

Diagram 1. UD Citra Mandiri Revenue Figures for 2025



Source: Sales report of UD Citra Jati Mandiri

Organizationally important psychological elements and environmental circumstances are present when job goals are not adequately attained. Social support, defined as a type of interpersonal relationship developed through support from individuals who share significant and meaningful life experiences, is one component affecting employee performance (Rofina et al., 2023). This information is from Irwanto et al., (2025). Maintain the optimistic view that social support has a substantial role in raising productivity in the workplace. This leads Nuroni et al., (2025) to the conclusion that social factors significantly affect worker productivity. Boosted self-confidence, an essential component of employee desire to attain peak performance on the job, amplifies this effect. Furthermore, the study's hypothesis should be rejected since Ramadhani, (2019) and Sulaikah, S. et al., (2021) discovered that social environment does not affect worker productivity.

According to Setyawan et al., (2023), work-life balance is one factor that affects employee performance since it encourages a healthy equilibrium between one's

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professional and personal lives. Both Nurshoima et al., (2023) and Eldon et al., (2022) discovered that employees productivity is positively and significantly affected by their work-life balance. When employees are invested in their job, both personally and professionally, they are more likely to put up their best effort and contribute to a positive work environment. There is no correlation between employee happiness and productivity on the work, according to Saifullah (2020) and Setyawan et al., (2023).

Performance results are greatly affected by work engagement, just as they are by social support and work-life balance. Work engagement is defined by Setyawan et al., (2023) as an emotional and intellectual relationship to one's job that promotes devotion from employees. Engaged workers are more productive workers, according to research by Wahyuni et al., (2022). A high level of performance on the part of employees may lead to a firm resolve to finish all work quickly and effectively. The results are in line with what Khotimah (2021) found: that certification on the job improves performance, and the improvement is statistically significant.

Employee competence leads to a significant and favorable improvement in work performance. This suggests that improving performance is closely related to developing employee performance. Performance is defined as the degree to which each person successfully completes assigned duties and responsibilities in a way that meets or exceeds quality standards and organizational expectations (Widodo, S. J., & Yandi, A., 2022). Optimal performance is a result of a confluence of elements, including intrinsic drive, external information, and one's own present level of performance. Quantity, quality, discipline, effectiveness, autonomy, and engagement are the dimensions of employee productivity that Sanaba et al., (2022) describe.

According to the results, factors that could increase productivity in the workplace include workers' social support, work-life balance, and level of work satisfaction. These three areas need more focus from UD Citra Jati Mandiri if it wants to make the most of its human resource. Creating a positive work atmosphere, assisting workers in striking a work-life balance, and increasing employee engagement are all relevant approaches. Encouraging staff productivity and work quality while efficiently and sustainably supporting corporate goals is the purpose of properly applying these factors.

Research Hypotheses

Given the fluctuations in performance at UD Citra Jati Mandiri and the gaps identified in previous studies, this research proposes the following four hypotheses:

H1: As social support in the workplace increases, employee performance is expected to shift in a positive and statistically significant direction.

H2: A gradual improvement in work-life balance is expected to produce measurable and beneficial changes in how employees perform their duties.

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H3: Employee performance is projected to increase significantly and beneficially as work engagement continues to rise.
H4: When social support, work-life balance, and work engagement are examined not in isolation but as an interconnected whole, the combined effect of all three is expected to result in a significant improvement in overall employee performance.

RESEARCH METHOD

To put the research hypotheses to the test, takes a quantitative approach, analyzing numerical data using statistical methods (Waruwu et al., 2025). Quantitative studies have certain limits, but overall they are seen as more reliable, efficient, focused, objective, and generalizable. Social support, work-life balance, and employee engagement are studied to determine their effects on performance using a quantitative method.

Every one of UD Citra Jati Mandiri's fifty-seven workers took part in the survey. Financial records covering the last nine months of UD Citra Jati Mandiri and staff surveys provided the bulk of the data used. The population number was so tiny that a saturation sampling approach, sometimes known as a census, had to be used. A method that permits the study of the complete population is known as saturated sampling (Amin et al., 2023). The responders were asked to rate their satisfaction using a 10-point Likert scale, where 1 signifies "dissatisfied" and 10 means "satisfied."

For this research, IBM SPSS Statistics version 25 was used. Through tests for classical assumptions including normalcy, multicollinearity, and heteroscedasticity, as well as reliability and validity checks, the program was used to evaluate the research instrument's quality. Also used to check the study hypotheses were t-tests, F-tests, multiple linear regression analysis, and the coefficient of determination (R^3). Researchers used questionnaires to gather information for this investigation. Eight indicators, including emotional, recognitional, instrumental, and informational ones, are used to assess the social support variable (Dewi, 2022). According to Nurshoimah et al., (2023), the three measures of work-life are time balance, participation, and satisfaction. Khotimah (2021) also used three indicators enthusiasm, devotion, and absorption to quantify the task variable. Similarly, indicators spanning job volume, efficiency, devotion, autonomy, and work time were used to assess the employee performance variable in the research by Sanaba et al., (2022).

DISCUSSION

Finding out how factors like work-life balance, social environment, and ethics affect productivity at UD Citra Jati Mandiri is the main goal of this research. The study's variables social environment, work-life balance, work engagement, and productivity were

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examined via a descriptive lens in the research report. The traits of the 57 research participants formed the basis of this preliminary analysis.

Validity

Table 1. Validity

No	Variabel	Statement	Computed r-value	Table r-value	Desc.
1	Social Support	X1.1	0,775	0,2609	Valid
		X1.2	0,717		Valid
		X1.3	0,862		Valid
		X1.4	0,700		Valid
		X1.5	0,647		Valid
2	Work Life Balance	X2.1	0,711	0,2609	Valid
		X2.2	0,876		Valid
		X2.3	0,721		Valid
3	Work Engagenment	X3.1	0,650	0,2609	Valid
		X3.2	0,847		Valid
		X3.3	0,708		Valid
4	Employee Peformance	Y1	0,674	0,2609	Valid
		Y2	0,787		Valid
		Y3	0,596		Valid
		Y4	0,815		Valid
		Y5	0,749		Valid
		Y6	0,724		Valid

Source: Processed SPSS 25 data, 2026.

The validity analysis results indicate that all variables namely social environment, work-life balance, work engagement, and work-related performance yielded a calculated value of 0.2609. Furthermore, the calculated r-values for each indicator demonstrate a

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strong correlation with their respective variables. Consequently, all the statements are deemed valid and suitable for use as accurate measurement tools for the variables in question.

Realiabillity

Table 2: Reliability

No	Variabel	Cronbach's Alpha	*r*-Alpha (a)	Desc.
1	Social Support	0,6	0,794	Acceptable
2	Work Life Balance	0,6	0,657	Acceptable
3	Work Engagenment	0,6	0,601	Acceptable
4	Employee Peformance	0,6	0,817	Acceptable

Source: Processed SPSS 25 data, 2026.

The reliability assessment applied a minimum Cronbach's alpha threshold of 0.60 to evaluate internal consistency. The analysis yielded coefficients of 0.794 for social support, 0.657 for work-life balance, 0.817 for job engagement, and 0.601 for employee performance. These results demonstrate acceptable internal reliability across all constructs, confirming that the measurement instruments are adequate for data collection.

Normality

Table 3. *Kolmogorov-Smirnov*

		Unstandardized Residual
N		*57*
Normal Parameters[a,b]	*Mean*	*.0000000*
	Std.Deviation	*4.09725724*
Most Extreme Differences	*Absolute*	*.090*
	Positive	*.088*
	Negative	*-.090*
Test Statisticc		*.090*
Asymp.Sig.(2-tailed)		*.200[c,d]*

Source: Processed SPSS 25 data, 2026.

The normality assumption was assessed through the Kolmogorov-Smirnov procedure applied to the unstandardized residuals of the regression model. Based on 57 observations, the test produced a significance value of 0.200, exceeding the conventional

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0.05 threshold and thereby indicating that the residuals conform to a normal distribution an essential precondition for the subsequent regression analysis.

Normality *P*-Plot

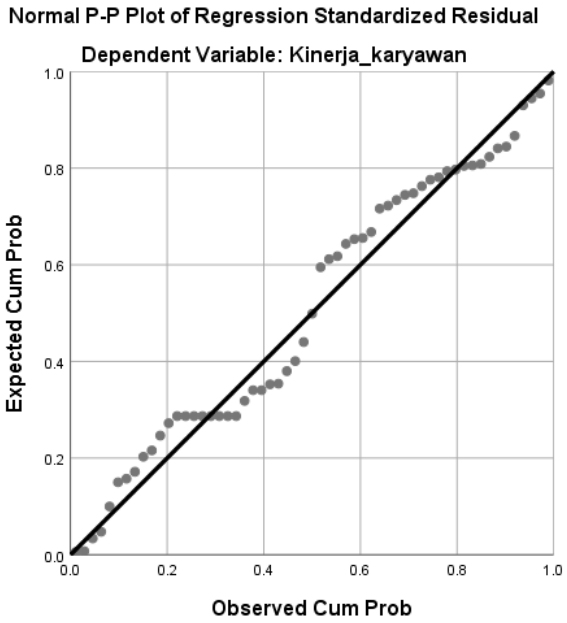


Figure 2. Normalitas *P*-Plot

Source: Processed SPSS 25 data, 2026

The residual points sit along the diagonal line, following the anticipated pattern, as shown by the P-plot used for the normality test. Because of this, we can see that the regression model's assumption of properly distributed residuals is satisfied.

Glejser test

Table 4. *Glejser test*

No	Predictor	Unstd.Coeff.(B)	Std. Error	Std.Coeff.(B)	*t*	*p*
1	*(Constant)*	9.576	2.197		4.358	.000
2	Social Support	-.037	.061	-.102	-.596	.554
3	*Work life balance*	-.129	.096	-.226	-1.348	.183
4	*Work Engagement*	-.092	.090	-.141	-1.019	.313

Source: Processed SPSS 25 data, 2026

The Glejser test was employed to examine whether the variance of residuals remained constant across observations. As presented in Table 4, the resulting significance values were 0.554 for social support, 0.183 for work-life balance, and 0.313 for work engagement each comfortably exceeding the 0.05 threshold. Since none of the

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independent variables produced a significant result, the residual variance can be considered homogeneous, confirming that the regression model is free from heteroscedasticity and therefore suitable for further analysis.

Table 5. Multikolinearitas

No	Predictor	Unstd.Coeff. (B)	Std. Error	Std.Coeff. (B)	*t*	*p*	*Collin.Stats.*	
							Tolerance	*VIF*
1	*(Constant)*	8.594	4.303		1.997	.051		
2	Social Support	.655	.120	.604	5.442	.000	.552	1.812
3	*Work life balance*	-.213	.188	-.124	-1.134	.183	.572	1.748
4	*Work Engagement*	.861	.177	.438	4.879	.000	.842	1.188

Source: Processed SPSS 25 data, 2026.

Multicollinearity diagnostics were evaluated using the Tolerance and Variance Inflation Factor (VIF) indicators. As shown in Table 5, the computed VIF values for social support, work-life balance, and work engagement were 1.812, 1.748, and 1.188 respectively all well below the commonly accepted ceiling of 10. Correspondingly, the tolerance values ranged from 0.552 to 0.842, each exceeding the minimum acceptable threshold of 0.10. These results confirm the absence of problematic multicollinearity among the independent variables, indicating that each predictor contributes independent explanatory value to the regression model.

Multiple Linear Regression

Table 6. Multiple Linear Regression

No	Predictor	Unstd.Coeff.(B)	Std. Error	Std.Coeff.(B)	*t*	*p*
1	*(Constant)*	8.594	4.303		1.997	.051
2	Social Support	.655	.120	.604	5.442	.000
3	*Work life balance*	-.213	.188	-.124	-1.134	.262
4	*Work Engagement*	.861	.177	.438	4.879	.000

Source: Processed SPSS 25 data, 2026

Based on the statistical estimation of the parameters, the multiple linear regression equation is constructed below:

Y = 8.594 + 0.655X1 - 0.213X2 + 0.861X3

Employee performance improved significantly due to the social support variable. This hypothesis is confirmed by a regression coefficient of approximately 0.655 and a significance level that meets testing requirements. These findings indicate that the quality

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of the social environment encompassing colleagues and supervisors eontributes to enhancing performance levels.

Based on the data, it seems work-life balance hasn't impact on employees' productivity on the job (regression coefficient = -0.213). It appears that the work-life balance variable at UD Citra Jati Mandiri does not significantly affect productivity increases. So, work-life balance isn't the main thing that makes people productive here.

The analysis indicates that the variable of work engagement has a positive and significant impact on employee productivity. With a regression coefficient of approximately 0.861, the level of significance exceeds the testing criteria. These results suggest that increased work engagement is associated with improved employee performance. A strong work ethic fosters enthusiasm, dedication, and a firm commitment to the tasks at hand, thereby enabling employees to achieve optimal work outcomes.

T-Test

Table 7. T-Test

No	Predictor	Unstd.Coeff.(B)	Std. Error	Std.Coeff.(B)	*t*	*p*
1	*(Constant)*	8.594	4.303		1.997	.051
2	Social Support	.655	.120	.604	5.442	.000
3	*Work life balance*	-.213	.188	-.124	-1.134	.262
4	*Work Engagement*	.861	.177	.438	4.879	.000

Source: Processed SPSS 25 data, 2026

The empirical findings from the partial t-test reveal distinct predictive impacts among the independent variables. The social environment exerts a significant positive influence on employee performance, evidenced by a calculated *t*-statistic of 5.442, which exceeds the critical t-table threshold of 2.006 ($p = 0.000$, $p < 0.05$). Conversely, work-life balance yields no statistically significant effect on performance, as the derived t-value of 1.134 falls well below the critical value of 2.006 ($p = 0.262$, $p > 0.05$). Lastly, work engagement demonstrates a highly significant and favorable impact on employee outcomes, supported by a t-statistic of 4.879, which substantially surpasses the t-table benchmark.

F- test

Table 8. F-test

No	Predictor	Sum of Squares	df	Mean Square	F	*p*
1	Regression	1671.408	3	557.136	31.410	.000b
2	Residual	940.101	53	17.738		
Total		2611.509	56			

Source: Processed SPSS 25 data, 2026.

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1. Dependent Variable: *Kinerja Karyawan* (Y)
2. Predictors: (Constant), *Dukungan Sosial* (X1), *Work life balance* (X2), *Work engagement* (X3)

Table 8 presents the results of the F-test, conducted to examine the simultaneous effect of social support, work-life balance, and work engagement on employee performance. The analysis produced an F-statistic of 31.410 with a significance value of 0.000 ($p < 0.05$), exceeding the critical F-table value of 2.78. These findings confirm that the three independent variables jointly exert a significant influence on employee performance at UD Citra Jati Mandiri.

Determinant Coefficient (R^2)

Table 9.Determinant Coefficient (R^2)

No	Predictor			
	R	R-Square	Adjusted R-Square	Std.Error of the Estimate
1	.800a	.640	.620	4.212

Source: Processed SPSS 25 data, 2026.

Predikators: (Constant), Social Support(X1), Work-Life Balance(X2), Work Engagement(X3)

R-squared computed coefficient of determination, is 0.640, or 64.0%. This research found that additional factors not included in the analysis accounted for 36.0% variations in employee work performance, whereas social support, work-life balance, and job engagement accounted for 64.0%.

Also, the dependent and independent variables have a correlation coefficient (R) of around 0.800. Although external factors do contribute to some variance in employee effort, the independent variables in the model above explain 62.0% of the variation, according to the modified R-squared.

DISCUSION

Social support on employee performance

Employees' productivity is positively affected by their social environment, according to the study's results. A significant level of 0.000 (<0.05) and a t-value of 5.442, which is lower than the t-value of 2,004, provide support for this. Therefore, it's reasonable to assume that social support plays a significant role in boosting productivity in the workplace. Workers' output increases in correlation with the degree to which they get social support from their coworkers, the research found. Findings from studies demonstrating that social support considerably enhances worker performance are in line with this (Aziz et al., 2021; Nuroni et al., 2025). This result is due to the fact that interacting with others boosts confidence, which in turn improves productivity at work. Employee

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productivity is positively and significantly impacted by the element of social support. This is a viable strategy for testing Hypothesis 1.

Work-life balance on employee performance

A lack of a correlation between work-life balance and performance has been found in the research. A computed t-value of -1.134, which is lower than the t-table value of 2.004, and a significance level of 0.262 (> 0.05) provide support for this. Workplace stress does not substantially affect productivity, as a result.Both high and moderate levels of employee stress do not significantly impact an organization's capacity to maximize output, according to the study's results. This points to the presence of other variables that may influence workers' productivity on the job. Workplace stress has no discernible effect on productivity, according to Hisnidah & Solekah (2023), Setyawan et al., (2023), and Saifullah (2020). Since this runs counter to the purpose of the study, we may conclude that Hipotesis 2 must be wrong and reject it.

Work engagement on employee performance

The job engagement variable has a substantial effect on productivity, according to the analysis. A computed t-value of 4.879, which is more than the t-table value of 2.004, and a significance level of 0.000 (<0.05) provide evidence for this conclusion. Work ethic is critical for increasing employee productivity, according to these studies. Productivity rises in tandem with employee morale, according to this study's results. Both Rahayu et al., (2024) and Nisa & Pratiwi (2026) found that a favorable work culture increases employee productivity, therefore our results are in line with theirs. Employees are better able to contribute to the company's objectives and increase their own productivity when they are actively involved in their job. Since Hipotesis 3 agrees with the results of the research, it may be taken as true.

The Combined Influence of Social Support, Work-Life Balance, and Work Engagement on Employee Performance.

The F-test produced a significant level of around 0.000 (<0.05), and the computed F-value was about 31.410, which is higher than the F-table value of about 2.78. According to the study's findings, UD Citra Jati Mandiri employees' work-life balance, work engagement, and social support all have a role in how many hours they put in each week.

Workplace variables and individual psychological characteristics both have an impact on productivity, according to the research. In addition to improving safety and well-being, having the support of supervisors and coworkers may promote motivation. The flip side is that workers may lessen their stress levels by balancing their work and home lives better. Workers' excitement, loyalty, and commitment to their job are all boosted by a

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more diverse workday, which has several applications. Increased employee productivity and the realization of organizational objectives are the results of a socially acceptable work environment that promotes a healthy work-life balance.

Based on the coefficient of determination analysis, the model produced an R^2 of 0.640, indicating that social support, work-life balance, and work engagement jointly explain approximately 64.0% of the variation in employee performance. The remaining 36.0% is influenced by variables not covered in this study. These findings therefore lend empirical support to Hypothesis 4.

CONCLUSION

It is clear from the study's results that social support and job engagement significantly improve employee performance, while work-life balance has no such effect. Similarly, factors not examined in this research contribute to 64.0% of the variation in employee working hours, whereas the variables analyzed here explain the remaining 36.0%. Work-life balance, employee engagement, and the social environment all have a substantial impact on these aspects. According to these results, boosting employee performance is more effectively accomplished when workers are highly engaged in their job and have significant social support. It is recommended that future studies broaden the scope to include study participants from other sectors or organizations. Additionally, they should include worker resilience, psychological capital, and well-being as additional characteristics that might impact worker performance. Better knowledge of the elements that influence employee productivity is also expected to result from a bigger sample size and more thorough study methodologies.

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