

ABSTRAK

Tujuan penelitian ini adalah untuk menguji dan menganalisis pengaruh *work life balance* dan *innovative work behavior* terhadap *employee engagement*, pengaruh *employee engagement* terhadap kinerja pegawai, dan pengaruh *work life balance* dan *innovative work behavior* terhadap kinerja pegawai pada Bank BUMN di Kabupaten Jember baik secara langsung maupun tidak langsung dengan *employee engagement* sebagai variabel *intervening*. Rancangan penelitian ini termasuk dalam *explanatory/confirmatory research*. Populasi penelitian adalah seluruh pegawai bank-bank Badan Usaha Milik Negara (BUMN) yang beroperasi di Kabupaten Jember. Ukuran sampel ditentukan dengan menggunakan Rumus Slovin dan teknik pengambilan sampel dengan metode *proportional purposive sampling*. Teknik analisis data yang digunakan adalah *Partial Least Square* (PLS) dengan menggunakan aplikasi WarpPLS 7.0. Temuan penelitian menunjukkan bahwa *work life balance* dan *innovative work behavior* berpengaruh terhadap *employee engagement*. *Work life balance* tidak berpengaruh terhadap kinerja pegawai. *Innovative work behavior* berpengaruh terhadap kinerja pegawai. *Employee engagement* berpengaruh terhadap kinerja pegawai. *Work life balance* dan *innovative work behavior* berpengaruh terhadap kinerja pegawai melalui *employee engagement*. Implikasi praktis penelitian ini bahwa sebagai upaya meningkatkan kinerja pegawai diperlukan strategi pengelolaan sumber daya manusia yang berfokus pada peningkatan *work-life balance*, pengembangan perilaku kerja inovatif, dan penguatan *employee engagement* secara berkelanjutan. Pendekatan ini diharapkan mampu menciptakan sumber daya manusia yang produktif, adaptif terhadap perubahan, serta berkontribusi pada pencapaian tujuan organisasi secara optimal.

Kata Kunci: *Work Life Balance*, *Innovative Work Behavior*, *Employee Engagement*, dan Kinerja Pegawai

ABSTRACT

This study aims to examine and analyze the effects of work-life balance and innovative work behavior on employee engagement; the effect of employee engagement on employee performance; and the effects of work-life balance and innovative work behavior on employee performance—both directly and indirectly—with employee engagement serving as an intervening variable. This study employs an explanatory/confirmatory research design. The research population consists of all employees of State-Owned Enterprise (BUMN) banks operating in Jember Regency. The sample size was determined using Slovin's formula, and the sampling technique employed was proportional purposive sampling. Data analysis was conducted using the Partial Least Squares (PLS) method via the WarpPLS 7.0 application. The findings indicate that work-life balance and innovative work behavior has effect on employee engagement. Work-life balance has not effect on employee performance, whereas innovative work behavior and employee engagement has effect on employee performance. Furthermore, work-life balance and innovative work behavior influence employee performance through the mediating role of employee engagement. The practical implication of this study is that enhancing employee performance requires human resource management strategies focused on improving work-life balance, fostering innovative work behavior, and continuously strengthening employee engagement. This approach is expected to cultivate a workforce that is productive and adaptable to change, thereby contributing optimally to the achievement of organizational goals.

Keywords: Work Life Balance, Innovative Work Behavior, Employee Engagement, and Employee Performance