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Influence Social Support and Work Engagement on Employee Performance through Work Life Balance

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Abstract

This study aims to identify the influence of social support and work engagement on employee performance through work-life balance at SMP Nuris Jember. This study uses a quantitative explanatory research approach. In the context of this study, exogenous variables include social support (X_1) and work engagement (X_2), mediating variable is work-life balance (Z), and endogenous variable is employee performance (Y). In this study, the population used was all active employees (teaching staff and administrative staff) at SMP Nuris Jember. The sampling technique used was saturated sampling. Thus, the sample size in this study was 52 respondents, representing the entire active employee population of SMP Nuris Jember. This study was analyzed using the PLS method with the assistance of PLS 3.0 software. The results show that social support and work engagement influence employee performance both partially and simultaneously. Furthermore, work-life balance is able to mediate the relationship between social support and work engagement on employee performance at SMP Nuris Jember.

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

INTRODUCTION

In the modern world of work, especially in educational institutions such as Islamic boarding schools or religious value-based schools, employees face increasingly complex work demands. And diverse. Demands administrative, not quite enough answer teaching, as well as role social attached in environment Islamic boarding school often cause imbalance between life Work And life personal. Condition This can lower work-life balance and has an impact on reducing work employee engagement and performance (Cahyaningrum & Kasmawati, 2025; Rizqiyah, 2024).

In the context of educational institutions, the pressures of the work environment and the demands of multifunctionality require a more specific study of human resource management to understand how psychosocial variables operate on employees in educational institutions. The transformation of educational institutions toward more professional governance also requires attention to aspect welfare employee and performance organization, because the quality of educational services is very dependent on the ability of educators and staff to maintain productivity while maintain balance

life personal (Fadhilah et al, 2024).

Table 1. Index Performance Index Presence Teacher & Staff in Nuris Junior High School (2023–2025)

No	Year	Employee Performance Index (%)	Information
1	2023-2024	93.87	Demonstrate high performance with optimal task achievement and good work discipline
2	2024-2025	89.52	Shows a performance decline of 4.35%, however Still classified as stable and is at in the good category

Based on Table 1, the employee performance index of SMP Nuris Jember shows a decline. from 93.87% on year teachings 2023–2024 become 89.52% on year teachings 2024–2025, with a difference of 4.35%. This decrease is not significant, but reflects existence decline effectiveness Work Which influenced by decline employee attendance levels, increased administrative burdens, and demands for dual roles between activities academic and coaching students. Although thus, achievements performance Still is in the good category, which shows the commitment and professional responsibility of permanent employees awake. Effort strengthening support social, improvement work engagement, and work-life improvement balance expected to be able to encourage increased performance employees on next period.

Table 2. Index Presence Teacher & Staff in Nuris Junior High School (2023–2025)

No	Year	Index Presence (%)	Information
1	2023-2024	96.00	Presence tall, show discipline and consistency Work Which Good.
2	2024-2025	92.10	Experience, influenced by the increase permission a n d Sick, However Still relatively stable

Based on Table 2, Index Presence Teacher & Staff in Nuris Junior High School decrease from 96.00% on year teachings 2023–2024 become 92.10% on year teachings 2024–2025, with a difference of 3.9%. This decrease is not significant, but indicates a slight decrease in attendance consistency which could be caused by an increase amount permission And Sick consequence dense activity academic and activity Islamic boarding schools. However, the attendance rate is still in the high category, which indicates that discipline and not quite enough answer employee still awake with Good. In a way general, trend This illustrates the need for attention to work-life balance and strengthening social support so that attendance levels can increase again in the next period.

Phenomenon the show the need study in a way comprehensive influence support social and work engagement to performance employee, with work-life balance as a mediating variable. This research is important because the Islamic boarding school work environment has unique characteristics that combine professional

and spiritual aspects. Therefore, the research findings are expected to have direct relevance for the formulation of HR management policies in Islamic boarding school-based educational institutions (Cahyaningrum & Kasmawati, 2025). Furthermore, this research is also expected to provide empirical understanding of how psychosocial factors can influence work-life balance and employee performance in an educational context that demands dual roles. Thus, results study This No only contribute in development theory human resource management based on work welfare, but also provides practical recommendations for leadership school and manager Islamic boarding school in create environment work that supports work-life balance, work engagement, and continuous performance improvement.

The first Variables First in this study is support social (X1), that is perception Individuals' need for attention, empathy, and assistance from superiors, coworkers, and the social environment helps them cope with work stress (Ibda, 2023). Social support plays an important role in increase welfare psychological and performance employee through flavor valued and accepted in the workplace (Arindawati & Izzati, 2021). In the context of Islamic boarding school education, support social covers aspect emotional, informational, and spiritual Which fostering togetherness and work commitment. Harmonious work relationships can strengthen the balance between professional and personal demands, especially in Islamic boarding schools (pesantren) environments that require the dual roles of teachers and staff. Research on social support in the Islamic boarding school education sector is still limited, while previous studies have shown inconsistent findings regarding its direct or indirect influence on performance through work-life. balance (Hidayat, 2025; Monintja & Trang, 2024). Therefore, research This make an effort fill in the gap with study role support social impact on the performance of SMP Nuris Jember employees.

The second variable is work engagement (X2), which is defined as a motivational condition positive when individual show energy tall (vigor), attachment emotional (dedication), and full involvement in work (absorption) (Schaufeli & Taris, 2023). Work engagement reflects Spirit Work And commitment employee to their duties, which impacts improved performance and psychological resilience (Ma, 2023). In the context of Islamic boarding schools like SMP Nuris Jember, work engagement often emerges when teachers and staff feel their work is meaningful and has religious value. This condition encourages strong intrinsic motivation to contribute optimally to the institution. Research on work Engagement in Islamic boarding schools is still limited, while study results show differences in its influence on performance and work-life. balance in various sectors (Neuber et al., 2022; Gallup, 2023). Therefore, this study is important to examine how the level of work engagement affects work-life balance and employee performance at SMP Nuris Jember.

Variables mediation in this study is work-life balance, which defined as an individual's ability to balance work responsibilities and personal life so that both of them can walk in harmony without each other bother (Nurshoimah et al., 2023). In context institution education, specifically in environment Islamic boarding school, this balance become challenge alone Because power educator and staff often involved in academic activities as well as religious development activities that take place almost around the clock. This situation demands adaptive skills in managing time, energy, and commitment to maintain personal well-being. Several studies show that work-life balance has an important role in reducing work

stress, increasing satisfaction, as well as support performance Which sustainable (Achsanuddin & Nur R, 2025; Cahyaningrum & Kasmawati, 2025). However, research gap arises because there are still limited studies that place work-life in perspective. balance as a mediating variable between psychosocial factors such as social support and work engagement on performance, especially in the context of education based Islamic boarding school Which own characteristics Work unique. Therefore, this study attempts to fill this gap by empirically examining the role of work-life. balance in mediating the influence of organizational factors on employee performance at SMP Nuris Jember.

The main dependent variable in this study is performance Employee performance (Y), which is generally defined as the level of individual success in carrying out work tasks and responsibilities, as measured by aspects of work quality, punctuality, and initiative in work (Asri & Moderin, 2024). In the context of education, particularly in Islamic boarding school-based institutions such as SMP Nuris Jember, employee performance encompasses not only administrative and academic aspects, but also involvement in character-building and religious activities that require high consistency and dedication. This condition makes the performance of educators and staff highly dependent on psychosocial factors such as social support, work engagement and work-life balance. Several previous studies have shown that these factors have a significant influence on improving performance both directly and through mediation mechanisms (Steven & Yanuar, 2024; Cahyaningrum & Kasmawati, 2025; Sakhroni et al., 2025). However, research the gap arises because there are still limited studies that specifically test the relationship between social support and work engagement and work-life balance on performance in the context of education Islamic boarding school, where burden role and demands spiritual be a part integral from daily work. Therefore, this study seeks to provide empirical evidence regarding how these psychosocial factors influence employee performance at SMP Nuris Jember.

Although Lots study previously discuss connection between support social, work engagement, work-life balance, and performance, there are still research gaps that needs to be bridged. Arindawati & Izzati's (2021) research focuses on the relationship between support social with welfare subjective, However, have not yet explored its impact on work-life balance and performance simultaneously. Muiz et al. (2022) did show the influence of social support on performance. In other side, Mazzetti et al., (2022) and Bakker & Albrecht (2023) highlight the importance of work engagement, but there are not many studies that place work-life balance as a mediating variable that bridges the relationship. Research by Monintja & Trang (2024) which examined social support and work-life The balance of employee productivity is limited to private companies, so it does not yet describe the social and spiritual complexity in the world of Islamic boarding school work.

With however, still there is room study for study influence support social and work engagement to performance employee with work - life balance as variables mediation, in particular in sector education Islamic boarding school like Nuris Junior High School. Research This expected can give contribution theoretical in development study management source Power man based values religious, as well as give benefit practical for manager institution education in create environment Work Which support balance life and improvement performance employee.

LITERATURE REVIEW

Grand Theory Knowledge Based View

The main basis of this research is Conservation of Resources Theory (CoR) developed by Stevan E. Hobfoll, which emphasizes that individuals tend to try obtain, maintain, and protect source Power resources they possess, whether personal, social, or material (Hidayat, 2025). When these resources are threatened or reduced, psychological pressure and work stress will increase, which can ultimately disrupt work performance and motivation. In an organizational context, the existence of resources such as social support, work engagement and work-life balance can strengthen an individual's resilience to pressure Work, so that employee capable to adapt (Sakhroni et al., 2025). Conversely, a lack of resources can accelerate emotional exhaustion, increase the risk of burnout, and decrease overall performance (Monintja & Trang, 2024).

Support Social

Social support is a crucial factor in maintaining employee psychological well-being and work performance across various organizational contexts. Social support is generally understood as any form of assistance an individual receives from their social environment, whether in the form of emotional, informational, or social support. instrumental, and award (Hidayat, 2025). In world work, the existence of this support can help individuals manage work pressure, reduce stress, and increase motivation Work (Sakhroni et al., 2025). Draft This is particularly important in the context of Islamic boarding schools, as the work environment within them relies not only on professional relationships but also on strong social and spiritual bonds. When social support is readily available, employees feel valued and develop a strong sense of community, which encourages improved performance and loyalty to the organization (Monintja & Trang, 2024).

Role support social has proven by various study previously which shows existence connection positive between support social with satisfaction work, work engagement, and organizational commitment (Nurshoimah et al., 2023). A socially supportive work environment can create a sense of security and increase employee confidence in facing various work challenges. Which come from superior, colleague Work, and community organization social support has been proven effective in reducing work stress levels and strengthening individual psychological resilience (Hidayat, 2025). In the context of Islamic boarding schools, social support is often informal but emerges naturally from a culture of mutual cooperation and togetherness, which in turn strengthens social bonds among employees (Arindawati & Izzati, 2021). Thus, social support is a crucial element that not only strengthens employees' psychological well-being but also directly impacts organizational productivity.

Work Engagement

Work Work engagement is a positive psychological state characterized by high enthusiasm, dedication to work, and full involvement in daily work activities. This concept is particularly important in the context of educational institutions such as Islamic boarding schools, where educators and staff often face high work demands that are not always matched by adequate resources. According to Schaufeli & Taris (2023), work engagement arises when work resources such as social support, autonomy, and development opportunities are insufficient. available and capable balance demands Work Which heavy. Work engagement has a strategic role in increasing commitment, psychological resilience, And effectiveness Work individual. In context power educators,

engagement too relate with increasing motivation teach, quality learning, and social relations in the work environment (Ma, 2023).

A number of empirical studies show that work Engagement has a significant positive correlation with various indicators of work performance, such as productivity, organizational commitment, and job satisfaction. A global report from Gallup (2023) revealed that employees with high levels of engagement have greater levels of productivity and psychological well-being than those with low levels of engagement. This finding is supported by a meta-analysis conducted by Neuber et al. (2022), which concluded that work Engagement is directly related to increased performance and decreased levels of absenteeism. In the context of educational institutions, engagement is also can increase engagement Teacher to process learning, reducing stress, as well as strengthen commitment to mission institutions (Mom, 2023).

Work - Life Balance

Work-life balance or balance life Work is something conditions in where individual capable balance role professional and role personal without any significant conflict between the two. According to Subekti & Suhartini (2023) balance This very influential to health mental, satisfaction Work, as well as quality of employee social relations. In the context of Islamic boarding schools, the challenge of maintaining work-life balance nicely. Because burden Work Which often time It lasts almost all day, including learning activities, religious activities, and student care. An imbalance between work and personal life can lead to emotional exhaustion, prolonged stress, and decreased work motivation. (Rhamadhan & Raharjo, 2025). By because That, guard balance work life became crucial for ensure productivity and welfare of Islamic boarding school employees.

Previous studies have shown that work-life Balance plays an important role as a determining factor for job satisfaction, employee loyalty, and performance. organization (Achsanuddin & Nur R, 2025). Studies Cahyaningrum & Kasmawati (2025) emphasized that work-life Balance plays a strategic role in reducing burnout and strengthening work engagement, particularly in the context of the education and public service sectors. In Islamic boarding schools, employees often face dual roles that include teaching, mentoring, and as well as administration, so that balance between role work and personal life are key to maintaining emotional stability and work effectiveness. When work-life balance is maintained, employees are better able to manage work demands and life personal in a way in harmony, Which on impact positive impact on long-term commitment and performance (Rizqiyah, 2024).

Employee Performance

Employee performance is an important aspect in determining the success of a company. organization, including institution education based Islamic boarding school. According to Marhawati (2022) defines performance as reflecting the results of an employee's work in carrying out their duties and responsibilities according to the standards set by the organization. Optimal performance is determined not only by technical factors but also by psychological and behavioral factors of the individual. In the context of Islamic boarding schools, employee performance is not only measured from administrative productivity and academic, but also from social contributions and spiritual to development environment Islamic boarding school in a way comprehensive. In line with the findings of Kurnia & Sitorus (2022), good performance can increase organizational effectiveness, strengthen work culture, and

encourage the achievement of the institution's strategic goals.

Various factor has identified as determinant main performance employees. According to Kholilah et al. (2022) factors such as work motivation, discipline, and a conducive work environment have a significant influence on performance. Psychosocial factors such as social support, work engagement and work-life balance also play an important role in establishing stable performance (Muiz et al., 2022). In addition, leadership and communication organization Also become factor amplifier which encourages creation environment Work positive, so that employee can Work more effective and productive (Sakhroni et al., 2025). In the context of Islamic boarding schools, these factors become more complex Because role employee No only administrative but also educational and social, thus requiring a more adaptive human resource management strategy.

METHODOLOGY

In this study using explanatory quantitative approach. variables exogenous covering support social (X_1) And work engagement (X_2), the mediating variable is work-life balance (Z), and the endogenous variable is employee performance (Y). The relationship between these variables is tested to determine the mechanism of influence direct and through mediation, so that results study expected provide an in-depth understanding of the psychosocial factors that influence employee performance.

In this study, the population used was all active employees (teaching staff and administrative staff) at Nuris Junior High School, Jember, who are directly involved in educational operations and student development. Based on initial observations and Islamic boarding school administrative data, the target population for this study was 52 people in various part, like teaching, administration, hostel, as well as support unit. Engineering taking sample in study This use sampling saturated. Thus, the sample size in this study was 52 respondents at JHS Nuris Jember.

Type of data used in this study is quantitative data. Quantitative data obtained from measurement answer respondents to questionnaire. This data is numerical and allows for statistical analysis to test the relationships between research variables. This research was processed using Smart PLS 3.0 using the Partial Least Square method.

RESULTS AND DISCUSSION

Analysis Partial Least Squares (PLS)

Outer Model

1. Validity Test
 - a. Convergent Validity

Loading factor is one of the determinant validity through convergent validity.

Table 3. Convergent Validity Results

Variables	Indicator	Loading Factor		Information
		Score	Rule of Thumb	

Support Social (X ₁)	X _{1.1}	0.765	0.600	Valid
	X _{1.2}	0.835	0.600	Valid
	X _{1.3}	0.879	0.600	Valid
	X _{1.4}	0.793	0.600	Valid
	X _{1.5}	0.829	0.600	Valid
Work Engagement (X ₂)	X _{2.1}	0.831	0.600	Valid
	X _{2.2}	0.828	0.600	Valid
	X _{2.3}	0.813	0.600	Valid
	X _{2.4}	0.845	0.600	Valid
	X _{2.5}	0.739	0.600	Valid
Employee performance (Y)	Y _{1.1}	0.823	0.600	Valid
	Y _{1.2}	0.846	0.600	Valid
	Y _{1.3}	0.841	0.600	Valid
	Y _{1.4}	0.867	0.600	Valid
	Y _{1.5}	0.727	0.600	Valid
Work Life Balance (Z)	Z _{1.1}	0.790	0.600	Valid
	Z _{1.2}	0.899	0.600	Valid
	Z _{1.3}	0.806	0.600	Valid
	Z _{1.4}	0.887	0.600	Valid
	Z _{1.5}	0.870	0.600	Valid

Convergent validity is used to assess the validity of indicators as variable measures, using the outer loading value for each indicator. Based on Table 4.7, all indicators have loading factor values above 0.6, thus being declared valid.

b. Discriminant Validity

Next, the Average Variance Extracted (AVE) value was used to measure convergent validity for each construct in the research model. The AVE results are presented in Table 4 below.

Table 4. AVE Value

Variables	Loading Factor		Information
	Score	Rule of Thumb	
Support Social (X ₁)	0.674	0.500	Valid
Work Engagement (X ₂)	0.676	0.500	Valid
Work Life Balance (Z)	0.660	0.500	Valid
Employee Performance (Y)	0.724	0.500	Valid

Table 4 shows that the AVE value for each variable is higher than 0.50 so that all variables in this study are said to be valid.

2. Reliability Test

To assess the level of reliability of a variable, a reliability test is conducted. A construct is said to be reliable if it has a Composite Reliability value > 0.70 and a Cronbach's Alpha > 0.70. The test results reliability is presented in Table 5 below.

Table 5. Reliability Test Results

Variables	Cronbach's Alpha		Composite Reliability		Information
	Score	Rule of Thumb	Score	Rule of Thumb	
Support Social (X ₁)	0.879	0.600	0.912	0.600	Reliable
Work Engagement (X ₂)	0.879	0.600	0.912	0.600	Reliable
Work Life Balance (Z)	0.870	0.600	0.906	0.600	Reliable
Employee Performance (Y)	0.904	0.600	0.929	0.600	Reliable

Based on Table 5, all variables study own mark Cronbach's alpha and composite reliability above 0.60. With Thus, all variables stated reliable, so that worthy used in testing hypothesis as well as reflect consistency respondents in give response.

Structural Model (Inner Model)

The first inner model test was conducted using the R-Square (R²) value, or coefficient of determination. According to Ghazali (2018), the R-Square value is used to measure the extent to which an independent variable explains the dependent variable in a research model. The results of the R-Square test are presented in Table 6 below:

Table 6. R-Square Test Results

Variables	R-Square	Information
Work Life Balance (Z)	0.764	Strong
Employee Performance (Y)	0.651	Moderate

Based on Table 6, the R-Square (R²) value for Work Life Balance (Z) is 0.764, indicating a strong category, meaning 76.4% of the variable can be explained by the model. Meanwhile, the R-Square (R²) value for Employee Performance (Y) is 0.651, which is in the moderate category, meaning 65.1% of the variable can be explained by the model.

The next test is the F-Square (F²) method. In addition to assessing whether there is a significant relationship between variables, this study also evaluates the magnitude of the influence between variables using the effect size. The F² assessment criteria include a value of 0.02 indicating a small effect, 0.15 a medium effect, and 0.35 a large effect. The results of the F-Square test are presented in Table 7 below.

Table 7. F-Square Test Results

Variables	F-Square	
	Work Life Balance (Z)	Employee Performance (Y)
Support Social (X ₁)	0.173	0.170
Work Engagement (X ₂)	0.126	0.885
Work Life Balance (Z)		0.211

Based on the results of the F-Square test (f^2), it is known that Social Support (X1) towards Work Life Balance (Z) is 0.173 and Employee Performance (Y) is 0.170, which includes in category moderate. Furthermore, Work Engagement (X2) towards Work Life Balance (Z) is 0.126 including category small, whereas on Employee Performance (Y) of 0.885 including category large. Meanwhile, the influence of Work Life Balance (Z) on Employee Performance (Y) is 0.211, which is included in the medium category.

Stage furthermore testing Q-Square (Q^2). Values range from $0 < Q^2 < 1$, where the closer the value is to one, the better the predictive value of the research model. The calculation for the Q-Square value is as follows:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.764)(1 - 0.651)$$

$$Q^2 = 1 - (0.236 \times 0.349)$$

$$Q^2 = 1 - 0.082364$$

$$Q^2 = 0.9176 \approx 0.918$$

Based on the calculation results above, the Q-Square value was obtained as 0.918. These results conclude that this study has good predictive relevance. final that is mark goodness of fit, with calculation following:

Table 8. GoF Index Test Results

Average Communality	Mean R-Square	GoF Index
0.7075	0.6835	0.6953

Based on Table 8, the GoF value obtained was 0.6953, which was calculated from the square root of the multiplication between the average communality of 0.7075 and the average R-Square of 0.6835. This value is included in the large category, so it can be concluded that the research model has a good level of fit and is suitable for use in this study.

Path Diagram Construction

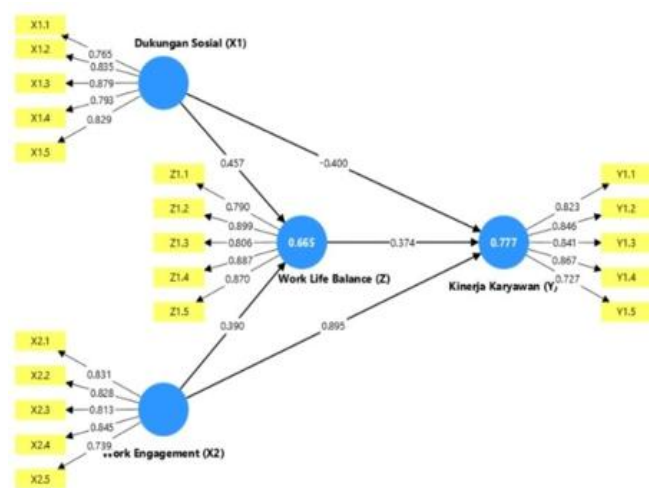


Figure 1. Path Diagram Construction

This study uses a reflective measurement model, which is indicated by the direction of the arrow from the construct to the indicator, because the indicator is seen as a manifestation or reflection of the construct being measured.

Hypothesis Testing

a. Influence Direct Effects

The direct effect test shows the direct effect of the independent variable on the dependent variable without the intermediary of another dependent variable. The results of the hypothesis test are in Table 9 below.

Table 9. Results of Path Coefficients and Hypothesis Testing

Variables	t- statistic	p-value	Information
$X_1 Z \rightarrow$	3,436	0.001	Significant
$X_2 Z \rightarrow$	2,734	0.006	Significant
$X_1 Y \rightarrow$	2,633	0.008	Significant
$X_2 Y \rightarrow$	6,437	0.000	Significant
$ZY \rightarrow$	3,708	0.000	Significant

Based on the results of the hypothesis test, all relationships between variables show significant results, because they have a t-statistic value > 1.96 and a p-value < 0.05 . In detail, Social Support (X1) has a significant effect on Work Life Balance (Z) ($t = 3.436$, $p = 0.001$) and Employee Performance (Y) ($t = 2.633$, $p = 0.008$). Furthermore, Work Engagement (X2) also has a significant effect on Work Life Balance (Z) ($t = 2.734$, $p = 0.006$) and Employee Performance (Y) ($t = 6.437$, $p = 0.000$). In addition, Work Life Balance (Z) is proven to have a significant effect on Employee Performance (Y) ($t = 3.708$, $p = 0.000$). Thus, all hypotheses of this study are accepted.

b. Indirect Effects

Indirect influence testing shows the indirect influence of the independent variable on the dependent variable through the intermediary of another dependent variable. The results of the indirect hypothesis testing are shown in Table 10 below.

Table 10. Results of Indirect Influence Calculation

Variables	t- statistic	p-value	Information
$X_1 ZY \rightarrow$	\rightarrow 2,236	0.025	Significant
$X_2 ZY \rightarrow$	\rightarrow 2,202	0.028	Significant

The table show that all over tested relationship own influence significant, because t-statistic value > 1.96 and p-value < 0.05 . In general, Detailed, Social Support (X1) on Employee Performance (Y) through Work Life Balance (Z) has the t-statistic value is 2.236 and the p-value is 0.025, so stated significant. Furthermore, Work Engagement (X2) on Employee Performance (Y) through Work Life Balance (Z) has the t-statistic value is 2.202 and the p-value is 0.028, so it is also stated significant.

Discussion of Results

1. Influence support social to work-life balance employee at Nuris Junior High School, Jember.

Based on results testing hypothesis, obtained the t-statistic value is 3.436 with a p-value of 0.001 (< 0.05). This result show that support social influential positive and significant on the work-life balance of employees at SMP Nuris Jember, so that the proposed hypothesis can accepted. Conceptually, social support is an important factor in helping individuals cope with work pressure. According to House (1981), social support includes emotional,

instrumental, informational, and reward support provided by the social environment. The results of this study indicate that SMP Nuris Jember employees who receive good social support — whether from superiors, coworkers, or the organizational environment— have a positive impact on their work performance. tend to manage time, energy, and roles in a balanced manner.

2. Influence work engagement to work-life balance employees at Nuris Junior High School, Jember.

Test results show the t-statistic value is 2.734 with a p-value of 0.006 (< 0.05), which means work engagement influential positive and significant to work life balance employees. Thus, the hypothesis proposed in this study is acceptable. According to Schaufeli, Salanova, González-Romá, and Bakker (2002), work engagement is a positive psychological condition characterized by three main dimensions: vigor (high work enthusiasm), dedication, and absorption (full involvement in work). In the SMP Nuris Jember environment, work engagement can also be influenced by religious values and a strong work culture. Employees who feel their work is meaningful not only from a professional perspective but also as part of their devotion have a higher work engagement.

3. The influence of social support on employee performance at Nuris Junior High School, Jember

Based on the test results, a t-statistic value of 2.633 and a p-value of 0.008 (< 0.05) were obtained, so it can be concluded that social support has a positive and significant effect on employee performance. According to Robbins and Judge (2017), employee performance is influenced by various factors, including the work environment and social relationships. High social support can increase work motivation, job satisfaction, and commitment to the organization. Furthermore, Cohen and Wills' (1985) theory, through the concept of the buffering hypothesis, explains that social support functions as a buffer against work stress. Individuals who receive good social support are better able to cope with work pressure without experiencing a decline in performance. In the context of SMP Nuris Jember, the social support established among employees creates a harmonious and supportive work environment. This enables employees to work more effectively and efficiently, and improves the quality of their work.

4. Influence of work engagement on employee performance at SMP Nuris Jember.

The test results showed a t-statistic value of 6.437 with a p-value of 0.000 (< 0.05), indicating that work engagement has a positive and significant effect on employee performance. The highest t-statistic value among the other variables indicates that work engagement is the variable with the most dominant influence on performance. According to Schaufeli and Bakker (2004), employees with high levels of engagement will demonstrate better work performance due to their high levels of energy, dedication, and involvement in their work. This makes them more productive and results-oriented. In the environment of SMP Nuris Jember, high work engagement encourages employees to not only complete tasks according to standards, but also to contribute more to the organization.

5. Work-life roles balance as a mediating variable in the influence of social support and work engagement on employee performance at SMP Nuris Jember.

Work life balance is able to significantly mediate the influence of social support and work engagement on employee performance. In addition, because the direct influence ($X1 \rightarrow Y$ and $X2 \rightarrow Y$) is

also significant, the type of mediation that occurs is partial mediation (partial mediation). According to Greenhaus, Collins, and Shaw (2003), work life A good balance will improve an individual's quality of life, which ultimately impacts performance. Employees who are able to balance work and personal life will have a more stable and productive psychological state. From the perspective of Job Demands-Resources Theory (Bakker & Demerouti, 2007), social support and work engagement are job resources that help individuals cope with job demands. Work -life balance, in this case, acts as a mechanism that bridges these influences on performance.

CONCLUSION

Based on the results of the analysis and discussion of research regarding the Influence of Social Support and Work Engagement on Employee Performance Through Work Life Balance at Nuris Junior High School, Jember, the following conclusions can be drawn:

- a. Social support has a positive and significant effect on work performance. life employee balance at SMP Nuris Jember. This indicates that the higher the social support employees receive, the better their work-life balance.
- b. Work engagement has a positive and significant effect on work life employee balance at SMP Nuris Jember. This means that the higher the employee engagement, the better the employee's ability to maintain work-life balance.
- c. Social support has a positive and significant impact on employee performance at SMP Nuris Jember. This indicates that good social support can optimally improve employee performance.
- d. Work engagement has a positive and significant impact on employee performance at SMP Nuris Jember. These results indicate that work engagement is a crucial factor in improving performance, and is even the variable with the most dominant influence.
- e. Work-life balance has a positive and significant impact on employee performance at SMP Nuris Jember. This indicates that work-life balance plays a significant role in improving employee performance.
- f. Work-life balance is able to partially mediate the influence of social support on employee performance at SMP Nuris Jember. This means that social support can improve employee performance both directly and through improved work-life balance.
- g. Work-life balance is able to partially mediate the influence of work engagement on employee performance at SMP Nuris Jember. This indicates that work engagement can improve employee performance directly and indirectly through work-life balance.

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