

UNDERGRADUATE THESIS
THE INFLUENCE OF WORK-LIFE BALANCE AND EMPLOYEE
ENGAGEMENT ON EMPLOYEE PERFORMANCE IN MAINTENANCE
& ASSURANCE DEPARTMENT OF PT TELKOM AKSES
BANJARMASIN WITH WORK MOTIVATION AS AN INTERVENING
VARIABLE



Submitted in Partial ~~Fulfillment~~ of the Requirements for the Degree of Bachelor of
Management

By:

FIRDAUSHINTA CHAIRUNNISA

2110312320055

MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
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**THE INFLUENCE OF WORK-LIFE BALANCE AND EMPLOYEE
ENGAGEMENT ON EMPLOYEE PERFORMANCE IN MAINTENANCE
& ASSURANCE DEPARTMENT OF PT TELKOM AKSES
BANJARMASIN WITH WORK MOTIVATION AS AN INTERVENING
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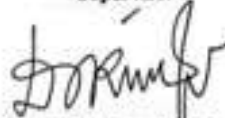
Prepared and authored by:

FIRDAUSHINTA CHAIRUNNISA

NIM: 2110312320055

Has been defended by the Examination Committee on July 15th, 2025 and
declared to have fulfilled the requirements for acceptance.

Supervisor



Dr. H. Dahniar, S.E., M.Si
NIP. 196912211997022005

Acknowledged by,
Coordinator of the Bachelor of Management Program
Faculty Of Economics & Business
Lambung Mangkurat University



Abdul Hadi, SE, M.Si
NIP. 197007072005011001

APPROVAL SHEET

**LAMBUNG MANGKURAT UNIVERSITY
FACULTY OF ECONOMICS & BUSINESS
BANJARMASIN**

Name : Firdausinta Chairunnisa
Student ID Number : 2110312320055
Departement/Study Program : Management
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EXAMINATION COMMITTEE

Supervisor : Dr. Hj. Dahniar, S.E, M.Si



Examiner I: Dr. Rini Rahmawati, S.E, MM.

Examiner II : Akhid Yulianto, SE, M.Sc(Leg)

MINUTES OF UNDERGRADUATE THESIS REVISION


Based on the results of the thesis defense conducted by the student of the Faculty of Economics and Business, Lambung Mangkurat University:

Name : Firdausinta Chairunnisa
Student ID Number : 2110312320055
Faculty/Study Program : Economics and Business/Management
Thesis Title : The Influence Of Work-Life Balance And Employee Engagement On Employee Performance In Maintenance & Assurance Department Of Pt Telkom Akses Banjarmasin With Work Motivation As An Intervening Variable.
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Hereby declares that the thesis revisions have been made based on the suggestions and has been approved by the Examination Committee.

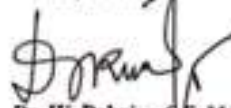
Banjarmasin, September 25th 2025

Student



Firdausinta Chairunnisa
NIM. 2110312320055

Supervisor



Dr. H. Dahniar, S.E., M.Si
NIP. 196912211997022005

Acknowledged by,
Coordinator of the Bachelor of Management Program



Abdul Hadi, S.E., M.Si
NIP. 19700707 200501 1 001

STATEMENT OF ORIGINALITY

With full sincerity, I, the undersigned, hereby acknowledge that this thesis is the result of my efforts and thinking. All references and assistance I have received from various sources have been honestly and properly cited. This thesis has never been published or submitted for any other purpose to any party. If it is later proven that this statement is untrue, I am fully prepared to accept any legal consequences resulting from the inaccuracy of this declaration.

Banjarmasin, September 25th 2025

The undersigned



Eirdausyirris Chairunnisa
NIM. 2110312320055

PREFACE

Bismillahirrahmanirrahim,

With deep gratitude, I thank Allah SWT for His grace so that I can complete the thesis research with the title "The Influence of Work-Life Balance and Employee Engagement on Employee Performance Maintenance & Assurance PT Telkom Akses Banjarmasin Through Work Motivation as an Intervening Variable". The preparation of this undergraduate thesis is a requirement for researchers to complete education at the undergraduate level of the Faculty of Economics and Business, Lambung Mangkurat University in the Bachelor of Management program. The journey to produce this undergraduate thesis is not only an academic task, but also a long learning process that enriches the researcher's understanding of the dynamics of human resource management, work life, engagement, work motivation, performance and human relations in the professional world. This undergraduate thesis comes as a result of long reflection, deep observation, and collaboration involving various parties who sincerely made valuable contributions. The researcher realizes that behind every idea and argument, there is invisible support from people who directly or indirectly influence the journey of this intellectual process. On this occasion, allow the researcher to express deep gratitude to:

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Wherever life takes you, may you always remember to be kind to yourself.
Embrace your strengths and imperfections because you are worth
celebrating just as you are.

Abstract

Firdaushinta Chairunnisa (2025) Pengaruh Work-life Balance dan Employee Engagement terhadap Kinerja Karyawan di Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin dengan Motivasi Kerja sebagai Variabel Intervening. Pembimbing: Dahniar.

Penelitian ini bertujuan untuk mengetahui dan menganalisis: (1) Pengaruh *Work-life Balance* terhadap Motivasi Kerja pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (2) Pengaruh *Employee Engagement* terhadap Motivasi Kerja pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (3) Pengaruh *Work-life Balance* terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (4) Pengaruh *Employee Engagement* terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (5) Pengaruh Motivasi Kerja terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (6) Pengaruh *Work-life Balance* terhadap Kinerja Karyawan melalui Motivasi Kerja sebagai Variabel Intervening pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (7) Pengaruh *Employee Engagement* terhadap Kinerja Karyawan melalui Motivasi Kerja sebagai Variabel Intervening pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin. Penelitian ini menggunakan pendekatan kuantitatif dengan kuesioner sebagai sumber data utama.

Sebanyak 61 responden yang mewakili seluruh populasi karyawan berpartisipasi dalam penelitian ini. Analisis data dilakukan dengan menggunakan Smart PLS 4.0.

Hasil penelitian ini membuktikan bahwa: (1) *Work-life Balance* tidak berpengaruh dan tidak signifikan terhadap Motivasi Kerja pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (2) *Employee Engagement* berpengaruh positif dan signifikan terhadap Motivasi Kerja pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (3) *Work-life Balance* tidak berpengaruh dan tidak signifikan terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (4) *Employee Engagement* berpengaruh dan signifikan terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (5) Motivasi Kerja berpengaruh dan signifikan terhadap Kinerja Karyawan pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (6) *Work-life Balance* tidak berpengaruh dan tidak signifikan terhadap Kinerja Karyawan melalui Motivasi Kerja sebagai Variabel Intervening pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin (7) *Employee Engagement* berpengaruh dan signifikan terhadap Kinerja Karyawan melalui Motivasi Kerja sebagai Variabel Intervening pada Departemen Maintenance & Assurance PT Telkom Akses Banjarmasin.

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