

The Effect of Work Life Balance and Employee Engagement on Performance Through Knowledge Sharing of Employees of The Regional Development Planning, Research and Development Agency of Central Maluku Regency

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This study aims to analyze the influence of Work Life Balance and Employee Engagement on employee performance through Knowledge Sharing among employees of the Regional Development Planning, Research and Development Agency (Baplitbangda) of Central Maluku Regency. This study uses a quantitative approach with a survey method. The study population is all employees of Baplitbangda of Central Maluku Regency, with a sampling technique using saturated sampling so that the entire population becomes research respondents. Data collection was carried out through distributing questionnaires measured using a Likert scale. Data analysis uses the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) to test direct and indirect relationships between variables. The results of the study indicate that Work Life Balance has a positive and significant effect on Employee Engagement and Knowledge Sharing. Employee Engagement has a positive and significant effect on Knowledge Sharing and employee performance. Knowledge Sharing was not proven to have a positive and significant effect on employee performance. In addition, Knowledge Sharing is able to mediate the influence of Work Life Balance and Employee Engagement on employee performance. The implications of this study emphasize the importance of strengthening policies that support work-life balance, increasing employee engagement, and developing a culture of knowledge sharing to improve the performance of Baplitbangda Central Maluku Regency employees in a sustainable manner.

Keywords: Work Life Balance, Employee Engagement, Knowledge Sharing, Performance

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1. Introduction

In the era of digital transformation and increasingly complex work environments, organizations are required to have adaptive, professional, and effective human resources. Employees are not only required to complete administrative tasks but also to collaborate, coordinate across sectors, and respond quickly and appropriately to policy changes. This makes improving employee performance a strategic issue in government organizations.

One factor that influences employee performance is work-life balance. Bataineh (2019) defines work-life balance as the balance between work and personal life that contributes to individual well-being. Chang, McDonald, and Burton (2010) explain that work-life balance is a harmonious relationship between work demands and life outside of work. Fisher, Bulger, and Smith (2009) state that work-life balance occurs when an individual is able to meet work demands without disrupting their personal life.

Furthermore, Muliawati and Frianto (2020) stated that work-life balance is an individual's ability to manage time between work, family, and personal life. Katili et al. (2021) added that this condition is characterized by low role conflict between work and personal life. However, an imbalance in work-life

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balance can lead to work stress, emotional exhaustion, and even decreased employee productivity (Asari, 2022).

Besides work-life balance, another factor that influences performance is employee engagement. Kahn (1990) explains that employee engagement occurs when individuals express themselves physically, cognitively, and emotionally in their work. Robinson et al. (2004) state that employee engagement is an employee's positive attitude toward the organization and its values. Gallup defines employee engagement as the level of involvement, enthusiasm, and commitment of employees to their work.

Schaufeli et al. (2002) explain that employee engagement consists of three main dimensions: vigor, dedication, and absorption, which reflect employees' work energy, emotional attachment, and focus. These three aspects are crucial for improving performance, particularly in public sector organizations that demand discipline, responsibility, and optimal service.

Another factor is knowledge sharing, the process of sharing knowledge, experience, and information between individuals within an organization. Nonaka and Takeuchi (1995) explain that knowledge sharing is the core of knowledge management, enabling individual knowledge to develop into organizational knowledge. Dwihastuti (2021) states that knowledge sharing plays a role in increasing work effectiveness and generating new knowledge. Warmanto (2009) emphasizes that knowledge sharing is essential for improving employees' core competencies in completing work more effectively.

However, in organizational practice, knowledge sharing is still a challenge because some work knowledge is still individual and not well documented, thus hampering the effectiveness of organizational work.

Various previous studies have shown mixed results regarding the effect of work-life balance on performance. Research by Hindarwati et al., 2022, indicates that work-life balance significantly impacts employee performance. This is in line with research by Nugroho et al., 2025, which also found a positive and significant effect between work-life balance and performance. However, research by Rosanda et al., 2023, yielded different results, indicating that work-life balance had a negative and insignificant effect on employee performance.

The differences in research results indicate inconsistent findings, indicating that the effect of work-life balance on performance is not entirely consistent. This suggests that other factors influence this relationship, necessitating a more comprehensive study that considers other variables related to employee behavior and the work environment.

In the context of government organizations, improving the quality of human resources is a crucial factor in supporting the success of regional development. Government employees are not only required to complete administrative tasks but also to be able to collaborate, coordinate across sectors, and meet work targets within specified timeframes. This also applies to the Regional Development Planning, Research, and Development Agency (Baplitbangda) of Central Maluku Regency, which plays a strategic role in regional development planning, program control, and development policy evaluation.

In carrying out its duties, the Central Maluku Regency Research and Development Agency (Baplitbangda) faces various work demands, such as preparing regional development planning documents, completing activity reports, coordinating across regional apparatus organizations, evaluating

development programs, and adapting to evolving regional government policies. These job demands require employees to be able to work quickly, accurately, and coordinated across sectors.

This research was conducted at the Research and Development Agency (Baplitbangda) of Central Maluku Regency, which has more complex work characteristics related to regional development planning processes, coordination across regional apparatus organizations, development program evaluation, and adjustments to local government policies. This research is also based on actual phenomena discovered through initial interviews with employees, which indicate that challenges remain related to work-life balance, employee engagement, and knowledge sharing among employees. Therefore, this research is expected to provide theoretical and practical contributions to the development of human resource management in public sector organizations.

This phenomenon demonstrates a gap between ideal and actual human resource management within the Research and Development Agency (Baplitbangda) of Central Maluku Regency. Furthermore, research integrating work-life balance, employee engagement, and knowledge sharing into employee performance within the context of public sector organizations is still relatively limited. Yet, conceptually, these three variables are closely related in shaping productive and high-performing employee work behavior.

The purpose of this study is: to determine the extent to which work life balance, employee engagement, and knowledge sharing have a significant effect on the performance of Baplitbangda Central Maluku Regency employees. To determine the extent to which work life and employee engagement have a significant effect on knowledge sharing of Baplitbangda Central Maluku Regency employees. To determine the extent to which work life balance employee engagement has a significant effect on performance through knowledge sharing of Baplitbangda Central Maluku Regency employees.

2. Literature Review

Work Life Balance

According to Greenhaus, Collins, and Shaw (in Ula et al., 2015), work-life balance is seen as a condition where there is minimal conflict between work and personal life, allowing individuals to carry out both roles effectively and positively impact their well-being. Meanwhile, Schermerhorn (in Purwati, 2016) states that work-life balance is a person's ability to balance work demands with personal and family needs.

Fisher, in Darmawan et al. (2015), defines work-life balance as an individual's efforts to balance two or more roles in daily life. Furthermore, Moorhead and Griffin, in Hafid and Prasetyo (2017), define work-life balance as a person's ability to balance the demands of work with personal and family life.

Grzywacz and Carlos (in Laela, 2015) state that work-life balance is a condition where expectations regarding work and family roles are met through adjustment and a proportional division of responsibilities. This indicates that work-life balance is an individual's ability to maintain a balance between work and personal life, thus avoiding conflict that could impact quality of life or work performance.

Employee Engagement

Saks (2006) defined engagement as a unique and distinct construct comprising cognitive, emotional, and behavioral components related to individual performance. Employees who are engaged with their company will work with enthusiasm, satisfaction, and involvement in every task or activity they undertake

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(Robbins and Judge, 2017). Employees with high engagement are passionate about their work and feel connected to the organization. Employee engagement extends beyond the individual's psychological presence and cognitive interpretation of their role, but also encompasses the affective and psychological aspects of their work and organization (Memon et al., 2014).

Engagement Employee engagement is not just an attitude, but rather the degree to which an employee cares more and feels attached to the work or role they perform (Saragih and Margaretha, 2013). Furthermore, engagement indicates the extent to which individual employees empower themselves in their work. Employees who are engaged with their organization will carry out responsibilities happily without seeing them as a burden. Engaged employees also have emotional and intellectual commitment, so they will give their best effort beyond what is expected of the job (Titien, 2016). The benefits that organizations gain from employees with high engagement require organizations to develop appropriate strategies, where the main driver of increased engagement is the feeling of being appreciated and involved in the organization.

Knowledge Sharing

Hilmi et al. (2009) stated that the purpose of knowledge sharing is to create conditions for innovative ideas to be captured, shared, and developed into new knowledge, through knowledge interactions between employees and analysis of environmental changes in the organization's operations. According to Aligholi & Asefikia (2015), knowledge sharing is the core and foundation of knowledge management.

According to Matzler et al. (2008), knowledge sharing can be measured through five main indicators: embrained knowledge, embodied knowledge, encultured knowledge, embedded knowledge, and encoded knowledge. Knowledge sharing is a method or activity in knowledge management used to provide and disseminate knowledge, ideas, experiences, or skills from an individual, department, organization, agency, or company to create a basis for collaboration. Knowledge sharing is part of knowledge management to create ideas and innovations that will contribute to the sustainability of an organization.

Knowledge sharing Knowledge sharing plays a crucial role in fostering individual innovation capability within an institution, as it allows both tacit and explicit knowledge to be disseminated, applied, and developed. Furthermore, Nonaka and Takeuchi, in Aligholi and Asefikia (2015), state that knowledge sharing is the core and foundation of knowledge management. Knowledge sharing is a crucial process in supporting organizational development, as it allows knowledge to be shared and utilized collectively to improve organizational effectiveness.

Performance

Performance is the result of the implementation of an employee's work for the organization where he works as an employee (Gani, 2010). Performance according to Mangkunegara (2010) is the quantitative and quality work results achieved by an employee to carry out the tasks and responsibilities that have been given.

Employee performance indicators according to Mangkunegara (2010) can be assessed from the following things: 1) Cooperation, the willingness of employees to participate with other employees vertically and horizontally both internally and externally so that work will be better. 2) Responsibility, this

reflects how much employees carry out and accept their work and are fully responsible for the results of their work. 3) Quantity of work, the number and number of types of work carried out in a time so that effectiveness and efficiency can be carried out with organizational goals. 4) Initiative, There must be initiative within the members of the organization so that they can do work and solve problems at work without waiting for orders. 5) Quality of work, seen from neatness and accuracy. The existence of good quality can avoid the level of errors.

Performance is the result of the implementation of an employee's work to the organization where he works as an employee, Gani (2010). Meanwhile, Performance according to Mangkunegara (2010) is the quantitative and quality work results achieved by an employee to carry out the tasks and responsibilities that have been given.

3. Method

Location and Time

This research was conducted on Baplitbangda employees of Central Maluku Regency in 2026.

Population, Sample, and Sampling Techniques

The population in this study was all employees at the Baplitbangda of Central Maluku Regency, totaling 67 people. The sample in this study was 57 employees of Baplitbangda of Central Maluku Regency. The determination of the sample for this study used a simple random sampling technique, namely random sample selection where all members of the population have an equal opportunity to be selected as research samples without considering the status and strata of all Baplitbangda employees of Central Maluku Regency.

Research Variables

The independent variables are 1) Work-Life Balance (X1) and 2) Employee Engagement (X2). The intervening variable is Knowledge Sharing (Z). The dependent variable is Performance (Y).

Data Types and Sources

The data used in this study is quantitative data, which is quantified because the data is processed or analyzed using statistical calculation techniques. The data sources used in this study are primary and secondary data.

Data collection technique.

The data collection technique in this study used a questionnaire, namely a data collection method by providing a set of written questions to respondents to be answered independently.

Data Analysis Techniques

PLS is a multivariate statistical technique that can handle many variables. According to Geladi and Kowalski in Budi (2011), PLS is a good alternative to multiple regression analysis and principal component regression methods because the PLS method is more robust, meaning that model parameters do not change much when new samples are taken from the total population. Ramzan and Khan (2010) state that PLS is a predictive technique that can handle many independent variables, even if multicollinearity occurs among them.

4. Results And Discussion

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Evaluation of Measurement Model (Outer Model) is an analysis stage in the SEM method based on PLS (Partial Least Squares) to assess whether the indicators (questions/questionnaires) actually measure the intended construct/variable. To determine whether the indicators actually measure the variable, see Figure 1.

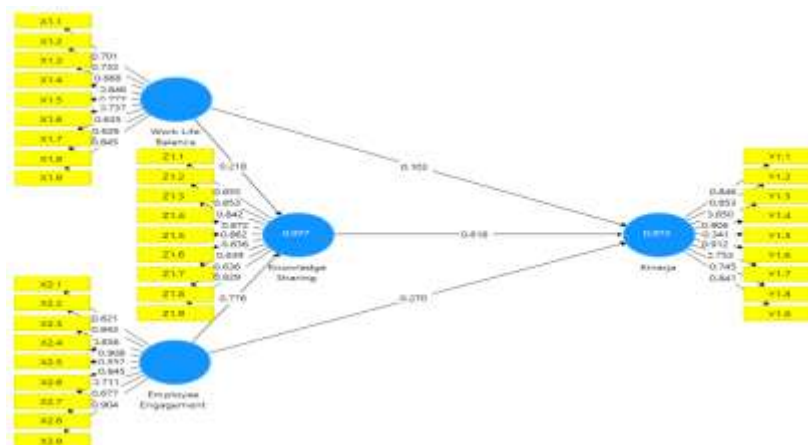


Figure 1. PLS Algorithm Results

Discriminant validity is performed to ensure that each latent variable is distinct from the other variables. Discriminant validity can be measured by the cross-loading value. An indicator is said to meet discriminant validity if its cross-loading value is the largest compared to the other variables. The table below shows the results of discriminant validity.

Table 1. Discriminant Validity (Fornel Larcker Criterium)

Variable	Employee Engagement	Performance	Knowledge Sharing	Work Life Balance
Employee Engagement	0.971			
Performance	0.969	0.979		
Knowledge Sharing	0.967	0.975	0.980	
Work Life Balance	0.954	0.961	0.967	0.757

Based on table 1, the square root value of Average Variance Extracted ($\sqrt{AVE}$) for each construct, namely Employee Engagement, is 0.998, Performance is 0.979, Knowledge Sharing is 0.980, and Work Life Balance is 0.757. All of these values are greater than the correlation between other constructs, so it can be concluded that each variable has a good discriminant validity value and meets the Fornell-Larcker criteria.

Cronbach's Alpha is used to measure the internal consistency of indicators within a construct, while Composite Reliability is used to assess the more stable and accurate reliability of a construct in the SEM-PLS measurement model. A construct is declared reliable if it has a Cronbach's Alpha value of more than 0.70 and Composite Reliability of more than 0.70, so it can be categorized as having a good level of reliability.

Table 2. Cronbach's alpha and Composite reliability values

Variable	Cronbach's Alpha	Composite Reliability
Work Life Balance	0.905	0.923
Employee Engagement	0.940	0.950

Knowledge Sharing	0.931	0.943
Performance	0.923	0.939

Based on the test results in Table 2, it is known that all research variables have Cronbach's Alpha values above 0.70 and Composite Reliability above 0.80. This indicates that all constructs in this study—Work-Life Balance, Employee Engagement, Knowledge Sharing, and Performance—have met the criteria for good reliability and are consistent in measuring each research variable.

The structural model in PLS-SEM is evaluated based on the R-squared (R^2) value for the dependent variable and the path coefficient value to determine the relationship between the latent variables. Furthermore, the significance of each relationship is tested using the t-statistic and p-value. The structural model of this study can be seen in Figure 2 below.

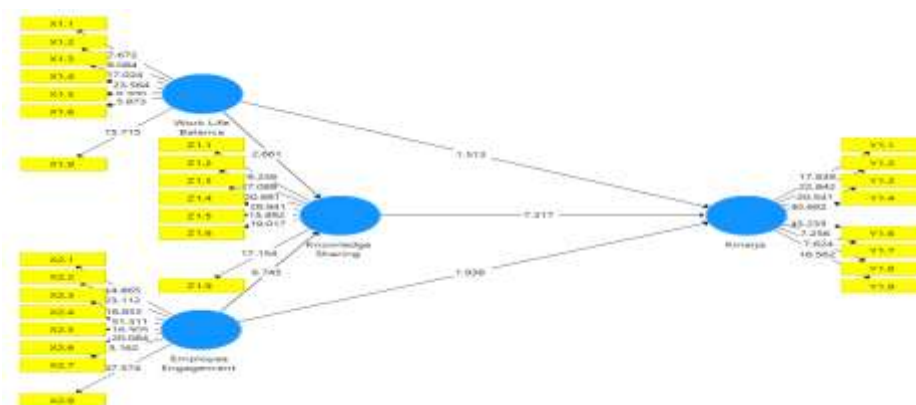


Figure 2. PLS Bootstrapping Results

To assess the significance of the relationship between variables in the structural model, the t-statistic and p-value values found in the Path Coefficient table (Table 3) are used. The test results are as follows:

Table 3. Path Coefficient (Mea, STDEV, t-Values)

Construct	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
Work Life Balance > Performance	0.150	0.146	1,489	0.137
Employee Engagement > Performance	0.173	0.182	2.102	0.036
Knowledge Sharing > Performance	0.677	0.673	7,375	0.000
Work Life Balance > Knowledge Sharing	0.282	0.307	2,554	0.011
Employee Engagement > Knowledge Sharing	0.713	0.689	6,503	0.000
Work Life Balance (X1) => Knowledge Sharing(Z) => Performance(Y)	0.191	0.209	2,504	0.013
Employee Engagement (X2) => Knowledge Sharing(Z) => Performance (Y)	0.483	0.469	4,896	0.000

To assess the significance of the relationship between variables in the structural model, the t-statistic and p-value values found in the Path Coefficient table (Table 4.10) are used. The test results are as follows:

The effect of Work-Life Balance on Performance has a coefficient value of 0.150 with a p-value of 0.137 (> 0.05) and a t-statistic of 1.489 (< 2.01). This indicates that Work-Life Balance does not have a positive and significant effect on Performance, so H1 is rejected.

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The effect of Employee Engagement on Performance has a coefficient value of 0.173 with a p-value of 0.036 (<0.05) and a t-statistic of 2.102 (>2.01). This indicates that Employee Engagement has a positive and significant effect on Performance, so H2 is accepted.

The effect of Knowledge Sharing on Performance has a coefficient value of 0.677 with a p-value of 0.000 (<0.05) and a t-statistic of 7.375 (>2.01). This indicates that Knowledge Sharing has a positive and significant effect on Performance, so H3 is accepted.

The effect of Work-Life Balance on Knowledge Sharing has a coefficient value of 0.282 with a p-value of 0.011 (<0.05) and a t-statistic of 2.554 (>2.01). This indicates that Work-Life Balance has a positive and significant effect on Knowledge Sharing, thus H4 is accepted.

The effect of Employee Engagement on Knowledge Sharing has a coefficient value of 0.713 with a p-value of 0.000 (<0.05) and a t-statistic of 6.503 (>2.01). This indicates that Employee Engagement has a positive and significant effect on Knowledge Sharing, so H5 is accepted.

The relationship between work-life balance and performance mediated by knowledge sharing is significant with a t-statistic of 2.504 and a P value of $0.013 < 0.05$, meaning that knowledge sharing acts as a full mediator. Full mediation is said to occur when the influence of the independent variable work-life balance on the dependent variable performance becomes insignificant after entering the mediator knowledge sharing so that the entire influence occurs through the mediator.

The relationship between employee engagement and performance mediated by knowledge sharing is significant with a t-statistic of 4.896 and a P value of $0.000 < 0.05$, meaning that knowledge sharing acts as a partial mediator. Partial mediation is said to occur when the influence of the independent variable, employee engagement, on the dependent variable, performance becomes significant after entering the mediator, knowledge sharing, so that all influences occur through the mediator.

DISCUSSION

The Influence of Work Life Balance on the Performance of Baplitbangda Employees in Central Maluku Regency

Based on the results of the statistical test, it shows that the work-life balance variable does not have a significant positive effect on performance. This can be seen from the t-statistic of 1.489, which is smaller than the t-table of 2.01, which means that work-life balance does not have a positive and significant effect on performance. Based on the results of this study, it can be seen that work-life balance as an effort made by an individual to balance two or more roles carried out by employees. The Central Maluku Regency Baplitbangda cannot run well. This will not have a positive impact on improving employee performance.

According to Greenhaus, Collins, and Shaw (2003), work-life balance consists of three main dimensions: time balance, involvement balance, and satisfaction balance. Theoretically, this balance can improve employee well-being and impact performance. However, several studies have found that work-life balance does not always have a significant impact on employee performance. This condition may occur for employees of the Central Maluku Regency Research and Development Agency (Baplitbangda) because the characteristics of public sector work emphasize achieving organizational targets, complying with regulations, and completing tasks according to operational standards. Thus, employee performance

is more influenced by professionalism and work responsibilities than by the level of work-life balance they experience.

The ineffectiveness of time balance, involvement balance, and satisfaction balance on employee performance at the Central Maluku Regency Research and Development Agency (Bapplitbangda) indicates that employee performance is more influenced by organizational and individual factors directly related to job performance. Employees are still able to demonstrate good performance despite varying levels of work-life balance. This occurs due to clear job demands, high organizational commitment, adequate competency, and a work culture that emphasizes responsibility and professionalism. Therefore, work-life balance plays a greater role in improving employee well-being and comfort than as a primary factor determining performance. This finding is in line with various studies that state that the influence of work-life balance on performance is not always significant.

The Influence of Employee Engagement on the Performance of Bapplitbangda Employees in Central Maluku Regency

Based on the results of statistical tests, it shows that the employee engagement variable has a significant positive effect on performance. This can be seen from the t-statistic of 2.102, which is greater than the t-table of 2.01, which means employee engagement has a positive and significant effect on performance. Based on the results of this study, it can be seen that employee engagement is not only limited to the individual's psychological presence and cognitive interpretation of activities in a role, but also includes affective and psychological aspects for the job and the organization (Memon et al., 2014:207). Employees of the Central Maluku Regency Bapplitbangda with high engagement have a passion for their work and feel connected to their company.

Employee engagement is a positive psychological state that indicates an employee's attachment to their work and organization. According to Schaufeli, Salanova, González-Romá, and Bakker (2002), employee engagement consists of three main dimensions: vigor, dedication, and absorption. Employees with high levels of engagement tend to demonstrate energy, enthusiasm, and full involvement in completing their work. At the Research and Development Agency (Bapplitbangda) of Central Maluku Regency, employee engagement is a crucial factor because the organization's tasks relate to development planning, research, regional development, and coordination of various government programs. High employee engagement makes them more motivated to achieve organizational targets.

Research by Bakker and Bal (2010) shows that employees with high engagement demonstrate higher levels of productivity, creativity, and work quality than those with low engagement. At the Research and Development Agency (Bapplitbangda) of Central Maluku Regency, the combination of these three indicators helps employees perform their duties optimally and supports the achievement of organizational goals. Thus, employee engagement is a crucial factor in increasing the effectiveness and success of organizational task implementation. This research disagrees with research conducted by Mukhamad Miftahkhus Salam (2021), which stated that employee engagement has no effect on performance.

The influence of employee engagement on employee performance at the Central Maluku Regency Research and Development Agency (Bapplitbangda) shows that psychological aspects play a crucial role in supporting organizational success. Employees with high morale, strong dedication, and full involvement

in their work tend to demonstrate better work quality than those who are less engaged. Previous studies have shown that employee engagement can increase employee productivity, commitment, loyalty, and service quality.

The Influence of Knowledge Sharing on the Performance of Baplitbangda Employees in Central Maluku Regency

Based on the results of statistical tests, it shows that the knowledge sharing variable has a significant positive effect on performance. This can be seen from the t-statistic of 7.375, which is greater than the t-table of 2.01, which means that knowledge sharing has a positive and significant effect on performance. Based on the results of this study, it can be seen that knowledge sharing plays a crucial role in fostering individual innovation capability within the company, as knowledge sharing allows for dissemination, implementation, and development. Knowledge sharing is a crucial process for current organizational progress, as it disseminates intellectual capital to all employees of the Central Maluku Regency Research and Development Agency (Baplitbangda).

Knowledge sharing is the process of exchanging knowledge, experience, skills, and information between employees to effectively achieve organizational goals. In public organizations such as the Research and Development Agency (Baplitbangda) of Central Maluku Regency, knowledge sharing is crucial because each employee possesses different knowledge based on their field of work. Through knowledge sharing, employees can obtain the information needed to complete their work more quickly, accurately, and with higher quality. According to research conducted by Nonaka and Takeuchi, knowledge sharing plays a role in creating new knowledge that can increase organizational productivity and innovation.

Research conducted by various experts such as Tsalis Baiti Nur Andayani, Dian Marlina Verawati, Axel Giovanni (2022) and Wang and Noe demonstrated that knowledge sharing is a key factor influencing organizational success. In the Central Maluku Regency Research and Development Agency (Baplitbangda), effective knowledge sharing practices helped employees improve their competencies, accelerate work completion, strengthen coordination, and produce more effective performance. Therefore, the higher the knowledge sharing practices, the higher the employee performance. This is supported by various studies, such as Wang and Noe (2010), Hamzah Gunawan and Andri Wisnu Wardana (2018), and Tesya Mulya Rosanda, Andi Irwan, Andi Novita Paramitha. (2023) Knowledge sharing has been proven to improve work quality, innovation, coordination, and employee productivity. Therefore, the better the implementation of knowledge sharing, the higher employee performance in supporting the achievement of organizational goals. Bottom of Form

The Influence of Work Life Balance on Knowledge Sharing of Baplitbangda Employees in Central Maluku Regency

Based on the results of statistical tests, it shows that the work-life balance variable has a significant positive effect on knowledge sharing. This can be seen from the t-statistic of 2.554, which is greater than the t-table of 2.01, which means that work-life balance has a positive and significant effect on knowledge sharing. Based on the results of this study, it can be seen that work-life balance as the fulfillment of

expectations for related roles that are negotiated and shared between related roles in work and family each member by Bapplitbangda employees of Central Maluku Regency

Work-life balance is a condition where an individual is able to harmoniously balance the demands of work and personal life. In government organizations such as the Research and Development Agency (Bapplitbangda) of Central Maluku Regency, this balance is crucial because employees are required to effectively complete various regional planning, research, and development tasks. According to research by Haar et al. (2014), work-life balance improves employee well-being and strengthens social relationships in the workplace. These positive social relationships serve as an important foundation for creating a culture of sharing information, experiences, and knowledge within the organization.

Research by Haar et al. (2014), Wayne et al. (2017), and Kim and Lee (2013) shows that work-life balance can improve social relationships, trust, and collaborative behavior within an organization. In the Central Maluku Regency Research and Development Agency (Bapplitbangda), this condition encourages a more effective exchange of information, experience, and skills. Therefore, the higher the work-life balance an employee has, the higher the level of knowledge sharing that occurs within the organization. This finding is supported by research by Beauregard and Henry (2009), Haar et al. (2014), and Kim and Lee (2013), which shows that work-life balance can improve collaboration, communication, and organizational learning. Thus, the better the employee's work-life balance, the more effective the knowledge sharing process within the organization.

The Influence of Employee Engagement on Knowledge Sharing of Bapplitbangda Employees in Central Maluku Regency

Based on the results of statistical tests, it shows that the employee engagement variable has a significant positive effect on knowledge sharing, this can be seen from the t-statistic 6.503 greater than the t-table 2.01, which means that employee engagement has a positive and significant effect on knowledge sharing. Based on the results of this study, it can be seen that the higher the level of employee engagement, the higher the intensity of knowledge sharing that occurs, which ultimately supports the improvement of organizational learning, innovation, and overall organizational performance of Bapplitbangda employees in Central Maluku Regency.

Employee engagement is a positive psychological state demonstrated by employees' energy levels, involvement, and enthusiasm in carrying out their work. In public organizations such as the Research and Development Agency (Bapplitbangda) of Central Maluku Regency, employee engagement plays a crucial role because it encourages employees to make their best contributions to the organization. Employees with high levels of engagement tend to interact more actively with colleagues, share experiences, and convey information useful for completing tasks. According to research by Schaufeli, Bakker, and Salanova (2006) and Mukhamad Miftahkhus Salam (2021), employee engagement is characterized by vigor, dedication, and absorption, which can increase positive work behaviors. One such positive behavior is knowledge sharing.

Various studies conducted by Schaufeli and Bakker (2004), Saks (2006), Bakker and Demerouti (2008), and Rich et al. (2010) show that employee engagement has a positive relationship with knowledge sharing behavior. In the Bapplitbangda of Central Maluku Regency, knowledge sharing supported by employee engagement can improve organizational learning, strengthen cooperation between employees,

and support the effective achievement of organizational goals. Therefore, increasing employee engagement will directly contribute. This finding is supported by research by Schaufeli and Bakker (2004), Saks (2006), Bakker and Demerouti (2008), Albrecht (2010), and Rich et al. (2010) which shows that employee engagement improves collaboration, communication, and knowledge sharing behavior. Thus, the higher the employee engagement, the higher the level of knowledge sharing within the organization.

The Influence of Work Life Balance on the Performance of Baplitbangda Employees in Central Maluku Regency Mediated by Knowledge Sharing

In this study, the test results show that the indirect effect between work life balance (X1) on performance (Y) with knowledge sharing (Z) as a mediating variable has a P value (Value) of 0.013, this value is smaller than $\alpha = 5\%$ ($0.013 < 0.05$). With a T-Statistic value of 2.504, it means that knowledge sharing mediates the effect of Work Life Balance on the performance of Baplitbangda Central Maluku Regency employees because a good work life balance encourages employees to be more open in sharing knowledge, experience, and information. The process of sharing knowledge increases competence, collaboration, work effectiveness, and the quality of task completion so that it ultimately has a positive impact on improving employee performance.

According to Greenhaus and Allen (2011), employees who have a work-life balance tend to have better psychological well-being, making it easier to build social relationships in the workplace. These positive social relationships encourage the exchange of information, experiences, and knowledge among employees. Thus, work-life balance can improve employee performance by increasing knowledge sharing within the organization.

Work-Life Balance creates healthy working conditions, improves psychological well-being, strengthens communication, and builds trust among employees. These conditions encourage more intensive knowledge sharing within the organization. Through knowledge sharing, employees gain new information, skills, experiences, and ideas that help them work more effectively and efficiently. Therefore, the influence of Work-Life Balance on employee performance at the Central Maluku Regency Research and Development Agency (Baplitbangda) is stronger when supported by good knowledge sharing practices. In other words, knowledge sharing acts as a mediating variable that explains how Work-Life Balance can improve employee performance. This finding is supported by research by Wang and Noe (2010), Kim and Lee (2013), and Allen et al. (2013). Thus, Work-Life Balance not only has a direct effect on employee performance but also has an indirect effect through Knowledge Sharing as a mediating variable that strengthens organizational performance improvement.

The Influence of Employee Engagement on Employee Performance at the Indonesia Stock Exchange, Mediated by Knowledge Sharing

In this study, the test results show that the indirect effect between employee engagement (X2) on performance (Y) with knowledge sharing (Z) as a mediating variable has a P (Value) value of 0.000, this value is smaller than $\alpha = 5\%$ ($0.000 < 0.05$). With a T-Statistic value of 3.004, it means that knowledge sharing mediates the effect of Employee Engagement on the performance of Baplitbangda Central Maluku Regency employees because employees who have high enthusiasm, dedication, and involvement

tend to be more active in sharing knowledge. This process increases competence, collaboration, work effectiveness, and the quality of work results so that employee performance increases.

Employee engagement is a positive psychological state that reflects an employee's level of attachment to their work and organization. Highly engaged employees typically demonstrate strong enthusiasm, dedication, and involvement in carrying out their duties. According to Schaufeli and Bakker (2004), employee engagement comprises vigor, dedication, and absorption, which encourage employees to contribute their best to the organization. However, the influence of employee engagement on performance often does not occur directly, but rather through certain mechanisms, one of which is knowledge sharing. In the Central Maluku Regency Research and Development Agency (Baplitbangda), highly engaged employees tend to be more active in sharing information, experiences, and skills with colleagues. This knowledge sharing activity helps increase work effectiveness, thus contributing to overall employee performance.

Knowledge sharing is a mediating variable that bridges the influence of employee engagement on employee performance. Employee engagement creates high motivation, commitment, and involvement in work, while knowledge sharing serves as a means to channel this positive energy into tangible contributions to the organization. This is supported by research conducted by Hamzah Gunawan, Andri Wisnu Wardana (2018) and Conchita V. Latupapua, Pieter NR Rehatta, Frandyo I. Muskita (2023). This research is not in line with research conducted by Mukhamad Miftahkhus Salam (2021) which states that knowledge sharing cannot mediate the relationship between employee engagement and performance.

4. Conclusion

1. Work life balance measured through time balance, involvement balance, and satisfaction balance indicators does not have a significant effect on the performance of Baplitbangda employees in Central Maluku Regency. This situation occurs because employee performance is more influenced by other, more dominant factors, such as competence, discipline, organizational commitment, and responsibility for organizational tasks and targets. Furthermore, the structured nature of public sector work allows employees to maintain good performance despite varying levels of work-life balance. Therefore, work-life balance functions more as a factor that enhances employee well-being and satisfaction, rather than as the primary determinant of employee performance.
2. Employee engagement consisting of indicators of vigor, dedication, and absorption has a positive and significant effect on the performance of Baplitbangda employees in Central Maluku Regency. Vigor increases employee energy and resilience, dedication strengthens commitment and responsibility to the organization, while absorption increases focus and full engagement in work. These three indicators encourage employees to work more productively, with higher quality, on time, and responsibly.
3. Knowledge sharing has a positive and significant impact on the performance of Baplitbangda employees in Central Maluku Regency because it allows for the exchange of knowledge, experience, values, work procedures, and documented information that supports task implementation. Embodied knowledge improves analytical and problem-solving skills, embodied knowledge accelerates the transfer of work experience, encultured knowledge strengthens a collaborative culture, embedded

knowledge increases effectiveness through work systems and procedures, and encoded knowledge facilitates access to documented information.

4. Work-life balance has a positive and significant impact on knowledge sharing among employees of the Central Maluku Regency Research and Development Agency (Baplitbangda) because it creates physical, psychological, and social conditions that support knowledge exchange among employees. Time balance provides opportunities for employees to interact and share information without excessive time pressure. Involvement balance increases engagement, cooperation, and trust among employees, thereby strengthening the willingness to share knowledge.
5. Employee engagement has a positive and significant impact on knowledge sharing among employees at the Central Maluku Regency Research and Development Agency (Baplitbangda) because it creates a psychological environment that encourages employees to share information, experiences, and skills with colleagues. Vigor increases employees' energy and willingness to interact and collaborate. Dedication fosters commitment and a sense of responsibility for the organization's success, encouraging employees to share their knowledge.
6. Knowledge sharing mediates the influence of work-life balance on employee performance at the Central Maluku Regency Research and Development Agency (Baplitbangda) because it creates psychological and social conditions that support knowledge exchange among employees. Employees who have a balance between work and personal life tend to be more comfortable, more open, and more active in communicating and collaborating.
7. Knowledge sharing mediates the influence of employee engagement on the performance of Baplitbangda employees in Central Maluku Regency because employees with high levels of engagement tend to be more active in sharing knowledge, experience, skills, and information with colleagues. This knowledge sharing activity improves organizational learning, employee competence, innovation, collaboration, and decision-making quality, ultimately impacting performance.

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