

Analysis of the Effect of Work-Life Balance on Employee Engagement Employees PT. XYZ

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ABSTRACT

Employee engagement has become an interesting topic in the discussion of organizational behaviour in recent years. Amid increasingly fierce company competition, it is very necessary for engaged employees, employee engagement can create success for the company through several things, one of which is related to employee performance and makes employees have higher loyalty to reduce the desire to leave the company (turnover intention). Employee engagement will appear when employees have a high level of work-life balance. Work-life balance can be described as a condition when a person can share roles and feel satisfaction in these roles as indicated by low levels of work-family conflict and high levels of work-family facilitation or work-family enrichment. In other words, work-life balance is an aspect that must appear first in employees before employees feel engaged. When employees have a high level of role satisfaction, employees will give more time, energy and initiative to be able to contribute to the company. This study uses a descriptive type of research with a quantitative approach. The nature of this research is explanatory research which is research that explains the position of the variables studied and the relationship between the work-life balance variable and the employee engagement variable. The subjects in this study were employees of PT. XYZ, totalling 71 people. The measuring instrument used in this study is a scale, namely the employee engagement scale and work-life balance scale which is based on the employee engagement dimension by Anitha (2014) and the work-life balance aspect by Fisher, Bulger and Smith (2009). The data analysis technique used in this

study uses Smart PLS (Partial Least Square) software. Based on the results of the analysis and discussion, it can be concluded that work-life balance has a positive and significant effect on employee engagement. The effective contribution of the work-life balance variable is 49.5% to employee engagement. The results of this study then become the basis for determining interventions in the form of training to improve work-life balance which will ultimately increase employee engagement in employees.

Keywords: employee engagement, work-life balance

BACKGROUND

If employees have high productivity and work motivation, it will result in good performance and achievement for the company. This will have an impact on procurement, development, compensation, and integration that have been carried out properly and the large costs are less meaningful to support the achievement of company goals (Suwatno and Priansa, 2011). One way that is widely used by modern companies in managing their resources is the concept of employee engagement, which is a concept that is believed to be able to improve employee performance because employee engagement itself is a condition in which members of an organization carry out their work roles, work and express themselves physically (energy expended by employees when carrying out their work), cognitive (employees' desires regarding the organization, leaders and working

conditions in the organization) and emotional (including employee feelings towards the organization and its leaders) while showing their performance (Wicaksono, 2019). According to Schaufeli and Bakker (2004), employee engagement is defined as a positive attitude, full of meaning and motivation, which is characterized by vigour, dedication, and absorption. The engagement has been widely known as a concept that can provide information about the level of employee engagement with organizational factors. (2016), states that factors that can affect employee engagement are rewards or rewards, work environment and work-life balance. Vazirani (2007) suggests that one of several important factors that cause employee engagement is family friendliness, meaning that the employee's family influences their work life.

When an employee realizes that the organization where he works also pays attention to his family (family member allowance) then he will have an emotional closeness to the organization that will make him engaged. Of the many factors that influence employee engagement, this study will focus in detail on the work-life balance factor so that it can be modelled comprehensively. Work-life balance according to Singh and Khanna (2011), is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other. According to Weckstein (2008), work-life balance is a balance concept that involves ambition or career with happiness, leisure, family, and spiritual development. As described above, work-life balance is expected to have a positive impact on employee engagement to maintain and optimize employee capabilities so that the goals of the company or organization will be achieved. Many researchers have researched to determine the extent of the relationship or influence of work-life balance on employee engagement.

Research conducted by Larasati (2018) states that there is an effect of work life-work-life on employee engagement. Likewise, research conducted by Jaharuddin and Zainol (2019), states that there is a positive relationship between the application of work-life balance and employee engagement. Seeing the importance of the role of employee engagement for companies, makes researchers want to examine the effect of work-life balance on employee engagement at PT. XYZ based on observations at the Tanah Karo Area branch is the number of working hours used by employees to work is increasing, such as being used to complete sales administration until late at night, the targets given exceed the time capacity in completion, maintaining good relations with customers who still have to increase, while the number of customers is required to increase in number, educate all customers regarding the use of online shopping applications that are carried out outside working hours until late at night and so on. This results in employees being forced to sacrifice time for their families, the environment other than the workplace, and even for themselves.

In early 2021 PT. XYZ has set several targets that must be achieved and one of the main targets is to increase employee engagement of PT.XYZ employees. Company PT. XYZ is very concerned about paying attention to the welfare of employees, one tangible evidence that can be felt by employees is that when entering the pandemic period in March 2020, PT XYZ carried out a work method by working from home until September 2020. And starting from October In 2020, a mixed work method is carried out by doing work from home alternately by entering the office for two weeks each and this method runs until the current period. It is hoped that carrying out a working system like this, will be able to maintain work morale, loyalty, and work comfort, reduce anxiety and also be able to maintain employee work-life balance with more flexible work methods. Because according to Singh and Khanna

(2011) in Riadi, M. (2017), the company's strategy to create a work-life balance for employees are: flexible working hours, part-time work, reasonable working hours, access to child care, flexible work arrangements, daily leave, job mobility, security and welfare, telephone access. However, the facts found based on initial observations by conducting interviews with 4 supervisors and 10 salesmen, several phenomena were found, including (1) very high workload due to many weekly objectives; (2) the time to complete the work is not enough, so you have to work overtime every day; (3) policy changes that come quickly and must be completed on a fast date-line; (4) less time with personal and family due to workload; (5) some are stressed in carrying out their daily work.

Apart from the results of observations or observations and interviews with several Supervisors and several Salesmen above, it was also found some facts from the results of a survey conducted by the HRD department of PT. XYZ to measure the level of employee engagement in 2021, where the results of the employee engagement survey of PT. XYZ in 2021 will experience a decrease when compared to 2020.

Based on a survey conducted in the 2020-2021 period, there is a decrease in employee engagement, especially in terms of how much employees will promote PT. XYZ is a comfortable place to work with other parties or colleagues, which has decreased from 84% in 2020 to 64% in 2021. Meanwhile, according to Schiemann (2011), the highest form of behaviour that shows attachment is the willingness to advocate on behalf of the company, namely the willingness to promote the company as a place to work, buy, and even invest. In addition to this decline, employees also feel that there is an assumption that a decrease in employee trust in management in terms of management's business makes successful actions of high urgency in the face of change.

Looking at the facts that have been collected, both regarding the condition of employee engagement and the condition of

the work-life balance of employees of PT. XYZ Area Tanah Karo, the author tries to research to determine the effect of work-life balance on employee engagement, so that through this research, the author can provide recommendations in the form of what steps should be taken to increase employee engagement which in the end can give positive results to the company and the employees themselves.

After looking at the background, problem formulation and theoretical elaboration, it can be seen how the structure or scheme of the research carried out in this research is. Rooted from the problems that occurred at PT. XYZ, where since the last few years employees have felt an imbalance between work life and employee personal life which is called work-life balance, while on the other hand the company PT. XYZ is faced with one of the company's targets in 2021 to be able to increase the level of employee engagement because of the level of employee engagement of PT. XYZ also experienced a decline in 2021 when compared to the level of employee engagement in the previous year.

WORK-LIFE BALANCE

Work-life balance or work-life balance is the extent to which individuals can regulate, balance or divide between work responsibilities, family life and other responsibilities so that there is no conflict between personal life and work career and there is an increase in motivation, productivity and loyalty to work. One of the benefits of work-life balance is commitment and loyalty as well as increasing employee productivity (Lazar, 2010). Fisher, Bulger and Smith (2009) say that there are four dimensions to form work-life balance, namely: (1) Work Interference with Personal Life (WIPL), this dimension refers to the extent to which work can interfere with an individual's personal life; (2) Personal Life Interference with Work (PLIW), this dimension refers to the extent to which an individual's personal life interferes with his work life; (3) Personal

Life Enhancement of Work (PLEW), this dimension refers to the extent to which a person's personal life can improve individual performance in the world of work; (4) Work Enhancement of Personal Life (WEPL), this dimension refers to the extent to which work can improve the quality of an individual's personal life.

EMPLOYEE ENGAGEMENT

Work-life balance influences employee engagement, the more work that interferes with the personal life of the employee, the more it will affect employee engagement and vice versa (Shekhar, 2016). Employee engagement according to Hughes and Rog (2008) in Riadi, M. (2017) is the high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers which gives the influence to increase discretionary effort in their work. According to Anitha (2014), the factors that affect employee engagement are (1) Work environment (work environment); (2) Leadership (leadership); (3) Team and Co-worker (team and peer relations); (4) Training and Career Development (training and career development); (5) Compensation

(compensation); (6) Organizational Policies, Procedures, Structures and Systems (organizational policies, procedures, structures, and systems) and (7) Workplace well-being.

Based on this description, the researcher wants to investigate further the relationship between work-life balance (X) as the first variable based on aspects of work-life balance, namely work interference with personal life (WIPL) and personal life interference with work (PLIW). , personal life enhancement of work (PLEW) and work enhancement of personal life (WEPL) with employee engagement (Y) as the second variable based on employee engagement dimensions, namely: work environment (work environment), leadership (leadership), team and co. -worker (team and co-worker relations), training and career development (training and career development), compensation (compensation), organizational policies, procedures, structures and systems (organizational policies, procedures, structures, and systems), workplace well-being (work welfare) for employees of the company PT. XYZ.

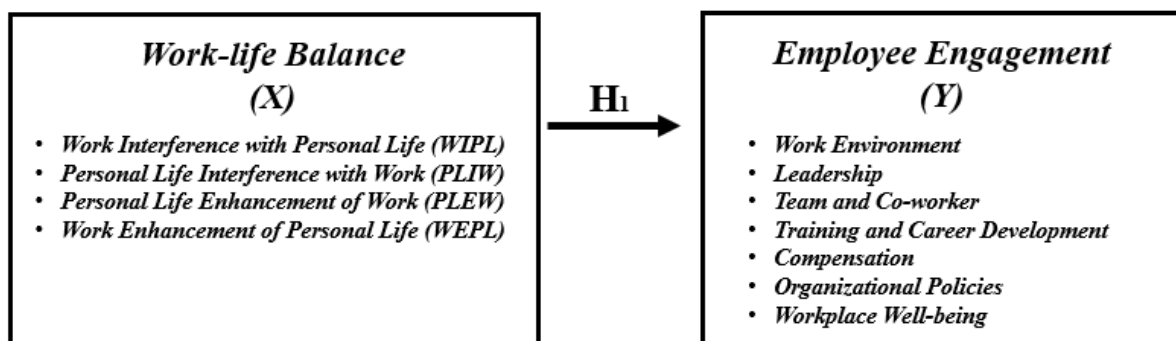


Figure 1. Conceptual Framework

Hypotheses

H0: Work-life balance has no positive and significant effect on employee engagement at PT. XYZ.

H1: Work-life balance has a positive and significant effect on employee engagement at PT. XYZ.

RESEARCH METHOD

This type of research is descriptive research with a quantitative approach. The nature of this research is explanatory research. The population in this study are employees of PT. XYZ Area Tanah Karo which is domiciled in the city of Kabanjahe as many as 71 employees. Because the population is

only 71 people, the researchers took the census method where all members of the population were used as samples.

Researchers used a measuring instrument to measure the level of work-life balance in employees made by Fisher, Bulger and Smith (2009). Researchers used a work-life balance which was adapted from the journal Beyond Work and Family: M Measure of Work/NonWork Interference and Enhancement (Fisher, Bulger and Smith, 2009). In addition, the items in this study have been translated and translated back by the previous researcher, namely Wicaksana (2020), so that researchers do not need to do it again. This measuring instrument consists of 17 items based on four dimensions, namely WIPL (work interference with personal life), PLIW (personal life interference with work), PLEW (personal life enhancement work) and WEPL (work enhancement personal life). The measuring instrument is the work-life balance measurement scale used by Fisher, Bulger and Smith (2009).

Researchers measure the level of employee engagement on research subjects using a measuring tool based on the seven dimensions of job satisfaction made by Anita (2013). The researcher used an employee engagement instrument which was adapted from the International Journal of Productivity and Performance Management entitled "Determinants of employee engagement and their impact on employee performance, Anitha (2013)". In addition, the items in this study have been translated and translated by the previous researcher, namely Handoyo (2017), so that

researchers do not need to do it again. This measuring tool consists of 22 items based on seven dimensions, namely work environment (work environment), leadership (leadership), team and co-worker (team and co-worker relations), training and career development (training and career development), compensation (compensation), organizational policies, procedures, structures and systems (organizational policies, procedures, structures, and systems), workplace well-being (work welfare). The measuring tool is the employee engagement measurement scale used by Anitha (2013).

In this study, the data analysis method used was structural equation modelling-partial least squares (SEM-PLS) using SmartPLS software.

RESULT AND DISCUSSION

Evaluation of Inner Model (Structural Model): Test Significance of Effect (Bootstrapping)

Hypothesis Testing

The structural model is a model that relates exogenous latent variables to endogenous latent variables or the relationship of endogenous variables to other endogenous variables. In this study, the structural model is related to the research hypothesis which implies a causal relationship between latent variables. From the results of the bootstrapping evaluation, the Mean, STDEV, and T-statistic values will be presented with the results of the significance test in Table 1.

Table 1. Effect Significance Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-Life Balance > Employee Engagement	0.704	0.711	0.135	5.218	0.000

The result of the relationship between work-life balance and employee engagement is significant with a T-statistic value of 5.218 (> 1.96) and a P-Value of $0.000 < 0.05$. The original sample estimate value is positive, namely 0.704 which indicates that the direction of the relationship between work-life balance and employee engagement is positive. Thus hypothesis H1 in this study states that 'Work-life balance has a positive and significant effect on employee engagement of PT.XYZ employees are accepted.

Structural Model Testing (Inner Model)

The value of R^2 is used to measure the level of variation of changes in the independent variable to the dependent variable. The higher the R^2 value, the better the prediction model of the proposed research model (Sugiyono, 2020).

In assessing the structural model, the value seen is the value of R-Squares or the value of the determinant coefficient (R^2) for each endogenous latent variable as the predictive power of the structural model. Changes in the value of R^2 can be used to explain the effect of certain exogenous latent variables on endogenous latent variables and whether they have a substantive effect. The value of the determinant coefficient (R^2) 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak. In addition to the value of the determinant coefficient (R^2), the measurement of the structural model can also be seen through the path coefficient value or t-value. The value of R^2 is used to measure the level of variation of changes in the independent variable to the dependent variable. The following is the value of the determinant coefficient (R^2) which can be seen in Table 2.

Table 2 Coefficient of Determination (R-Square)

	R Square
<i>Employee Engagement</i>	0.495

The value of the determinant coefficient (r-square) of employee engagement is 0.495.

This value can be interpreted that the effect of work-life balance on employee engagement is 49.5%, while the other 50.50% is explained by other independent variables that are not included in the model or are not included in the variables studied in the study.

CONCLUSION

1. There is a significant positive relationship between work-life balance and employee engagement at PT. XYZ in Tanah Karo Area. The results of the study on 71 employees showed that the research hypothesis which reads "Work-life balance has a positive and significant effect on employee engagement at PT. XYZ" is accepted. Based on the results of the proof of the hypothesis test that was carried out using the Inner Model (Structural Model) evaluation technique, the effect significance test (bootstrapping) was carried out on several 71 research respondents by the criteria, then the results can be known through the two ways of making the above decisions, namely by looking at the T- statistics of 5.218 (> 1.96) and with a P-Values of $0.000 < 0.05$ so that the relationship between the two variables is concluded to be significant, besides that the value of the original sample estimate is positive, which is 0.704 which indicates that the direction of the relationship between work-life balance with employee engagement is positive. Based on the calculation of the coefficient of determination (R^2), the effective contribution of work-life balance to employee engagement is 49.5%, while the other 50.5% shows the magnitude of the influence of the existence of other variables that cause engaged employees' behaviour.
2. Based on the categorization of the work-life balance score in the study, it can be seen that the research respondents who have a low level of work-life balance are 7 people (10%), with a moderate level of

work-life balance as many as 54 people (76%) and a work-life balance level of 54 people (76%) high life balance as many as 10 people (14%) of the total 71 respondents. Based on these data, it can be concluded that the respondents/subjects of the research are employees of the company PT. XYZ mostly have a moderate and high level of work-life balance of 90% of the total respondents.

3. Based on the categorization of employee engagement scores in the study, it can be seen that the research respondents who have a low level of employee engagement are 7 people (10%), with a moderate level of employee engagement as many as 54 people (76%) and a high level of employee engagement as many as 10 people (14 %) of the total 71 respondents. Based on these data, it can be concluded that the respondents/subjects of the research are employees of the company PT. XYZ is mostly engaged with a medium and high level of employee engagement of 90% of the total respondents.

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