




RESEARCH ARTICLE

The role of work engagement in achieving work-life balance in organic workers

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ABSTRACT

A high workload without being balanced with efforts to balance work life will lead to problems in the world of work. This study aims to determine the relationship between organic workers' work engagement and work-life balance. This research is a correlative quantitative study with the participants being organic workers at PT Pertamina Patra Niaga Regional Southern Sumatra, totaling 146 people. The sampling technique used in this study was simple random sampling. Data collection was done using Work-life Balance and Work Engagement Scales. This study uses simple linear regression test analysis techniques. The results showed a significant relationship between work engagement and work-life balance ($r = .476, p < .01$). Work engagement's practical contribution to work-life balance is 22.7%, and other factors influence the remaining 77.3%.

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INTRODUCTION

Currently, the world of work is a sector receiving significant attention because of its role in driving the community's economy. One of the challenges for companies is human resource management. Human resources are one of the crucial factors that must be adequately managed to increase the effectiveness and efficiency of the company (Mailiana, 2022). Because human resources play a central role in the company's success, having superior-quality employees is a crucial element in determining the achievement of company goals (Iswanti & Mulyana, 2021). Therefore, companies need to look at the work given to employees to achieve an excellent work-life balance.

Work-life balance, according to Greenhaus et al. (in Sirgy & Lee, 2023), is a balance between time, involvement, and satisfaction with work and non-work roles, while according to Maslichah & Hidayat (Saring, 2023), is a form of balance that exists in a person's life where they do not put aside their duties and obligations at work and various aspects of their life. One of the problems that can pose a severe risk to the welfare of employees and companies is the imbalance between work and personal life. Poor work-life balance will negatively affect employee health, well-being, and organizational performance (Beauregard & Henry, 2009; Shaffer et al., 2016). Therefore, an imbalance between work and personal life can lead to high stress (Kumara & Fasana, 2018). In contrast, Ganapathi (2016) revealed that when the work-life balance is high, the work ethic will be of higher quality and provide

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good contributions and services. Work-life balance will be formed if individuals feel committed to their personal and professional lives and are balanced in their roles at work and other lives outside of work (Noerchoidah & Indriyani, 2022).

The object of this research is PT Pertamina Patra Niaga Regional Southern Sumatera, a State-Owned Enterprise (BUMN) engaged in oil and gas trading. Based on the results of observations and interviews with Human Capital Southern Sumatera, the number of vacancy worker formations is 21%, which results in additional workload because existing workers must overcome the lack of resources by taking over the duties and responsibilities of vacant workers so that the wheels of the company can run normally. In addition, based on the workload data of PT Pertamina Patra Niaga Regional Southern Sumatera in 2022, it is known that the level of workload experienced by organic workers of PT Pertamina Patra Niaga Regional Southern Sumatera has a high level of workload because the company's usual workload standard is at the level of 0.7 while the company's current workload is at the level of 1.3. The high vacancy formation causes an increased workload level, making workers work longer than the specified hours.

When workers experience high workloads and constantly focus too much on work, they lose time that they should use to care for themselves, such as exercising, resting, doing fun hobbies, or hanging out with family and friends. Lack of time spent with loved ones can make relationships fragile, and difficulty dividing attention between work and personal life can cause conflicts in family social relationships and neglect important aspects of life (Jamillah et al., 2023). Work-life balance is a concept that minimizes the tension between work and other parts of a person's life (Huda & Firdaus, 2020). Work-life balance, according to Cain (in Idulfilastri, 2018), is influenced by several factors, namely: (1) Individual factors, which include demographic characteristics of participants and parenting status; (2) Psychological factors, which include personality characteristics; (3) Organizational factors which include work engagement and organizational climate. This agrees with Schabracq et al. (in Sari & Sahrah, 2023) that work-life balance is influenced by five factors, namely workload factors, organizational support, work engagement, family, and emotional intelligence.

De Kort (Idulfilastri, 2018) revealed that employees' work-life balance could impact work engagement conditions because when employees balance work life and personal life, they can allocate energy and time to create a bound attitude toward work. This agrees with Saraswati & Lie (2018), who state that employees who balance work and family time will show more enthusiasm at work. A work-life balance is beneficial in maintaining talented and competent workers in a company—workers who feel comfortable and enjoy every job they receive. In the end, implementing a work-life balance can contribute to the company maintaining its best workers to increase company effectiveness and productivity (Wijaya & Soeharto, 2021).

Work engagement was introduced by Kahn (Wiroko & Sugiharti, 2022) as organizational members' self-utilization of their work roles, involvement, and expressing themselves physically, cognitively, and emotionally in performing functions at work. According to Schaufeli (Sanusi et al., 2021), work engagement is a condition of an employee who is characterized by enthusiasm, dedication, and pleasure at work. In addition, according to Albercht (Wijaya & Soeharto, 2021), employees are psychologically bound to their work, which is shown by enthusiasm full of energy and enthusiasm.

This article aims to prove whether there is a relationship between work engagement and work-life balance as well research conducted by Malasari (2022) shows that the employee engagement variable correlates with the work-life balance variable, but this study has aspects of novelty from previous research, namely this study focuses on looking at the dynamics of work-life balance in organic workers who work from office (in the office or at field locations), there is a distance between office and home

locations, besides that this study involves organic workers who are not married and organic workers who have families (married and have children). Whereas previous studies only focused on employees who were married and who carried out work from home. Whereas work-life balance is not only relevant to individuals who are married and have children but work-life balance also applies to those who are not married (Amazue & Onyishi, 2016; Putri & Endang Parahyanti, 2022).

METHOD

This study used a correlative quantitative approach involving 146 Muslim organic workers at PT Pertamina Patra Niaga Regional Southern Sumatera as research subjects. The subject criteria in this study are male and female organic workers, Generation X and Generation Y, with a minimum working period of 3 years and working in the Southern Sumatera regional area. The sampling technique used in this study was probability sampling using a simple random sampling technique. Data collection procedures are carried out online using Google Forms by emailing workers.

The instrument used to measure work-life balance is a scale compiled by the researcher based on the aspects of work-life balance proposed by Fishera (in Dirfa & Prasetya, 2019). This scale consists of 60 items with an item difference index between 0.321 and 0.750, and the Cronbach alpha value of the work-life balance scale is 0.950. Meanwhile, a work engagement scale was used to measure work engagement, which the researcher compiled based on the aspects of work engagement proposed by Schaufeli et al. (Sanusi et al., 2021). This scale consists of 54 items with an item difference index between 0.305 and 0.765, and Cronbach's alpha value of the work engagement scale is 0.945. Data were analyzed using simple regression techniques for hypothesis testing. In contrast, additional analysis was conducted using the One-way ANOVA test to test for differences based on demographic factors such as gender, work generation, work location, tenure, and work-home distance.



Gambar 1. Hypothesized model

RESULT

Table 1 shows the demographic information of the participants, including gender, work location, and tenure.

Table 1. Demographics information (n =146)

Category	n (%)
Jenis Kelamin	
Male	138 (95.0%)
Female	8 (5.0%)
Generation	
Generation X (43–58 years)	41 (72,0%)
Generation Y (27–42 years)	105 (28,0%)
Tenure	
3 years	9 (20.0%)
>3 years	117 (80.0%)
Home to work distance	
1–5 km	56 (38%)
>5 km	90 (62%)

In addition, researchers also found that the average empirical data score of both variables was higher than the average hypothesized data score, which means that the average participant score is higher than the average measuring instrument score.

Table 2. Statistical description

Variable	Empirical score				Hypothetical score			
	Mean	SD	Xmin	Xmax	Mean	SD	Xmin	Xmax
Work-life balance	247,38	10,947	213	278	180	40	60	300
Work engagement	234,56	8,336	212	258	159	36	54	270

Before hypothesis testing, the research data is first tested using the assumption or prerequisite test, which consists of a normality test and a linearity test (Sugiyono, 2019). This study has passed the normality and linearity assumption tests to meet the data analysis requirements using simple regression analysis techniques. The normality test results using Kolmogorov-Smirnov for each variable show that the data for the two variables used in this study are typically distributed. The work-life balance variable is normally distributed ($KS-Z = .882, p = .418$), and the work engagement variable is normally distributed ($KS-Z = .775, p = .586$). The results of the linearity test on the variables show that the relationship between work engagement and work-life balance is linear ($F = 42.257, p < .01$).

Hypothesis testing in Table 3 shows that it can be concluded that the hypothesis of this study is accepted. These results can be seen from F of 42.257 with a significance level of $p < .01$. The results of the amount of effective contribution given by the work engagement variable with work-life balance correlate very significantly ($r = .476, p < .01$) and the adjusted R square value shows that the coefficient of determination of .227 means that the work engagement variable contributes to work-life balance by 22.7% so that there is still an influence of 77.3% from other factors not examined in this study, including individual characteristics, working hours, organizational climate, cultural values, workload, organizational support, family support and emotional intelligence.

Table 3. Hypothesis test

Variable	R	R ²	F	p	Explanation
Work-life balance (Y)	.476	.227	42.257	< .01	Significant
Work engagement (X)					

DISCUSSION

Based on the results of data testing that researchers have carried out, the results of research on two variables, namely work engagement and work-life balance, show that there is a significant relationship between work engagement and work-life balance that appears in the behavior of organic workers at PT Pertamina Patra Niaga Regional Southern Sumatera. The analysis was carried out using a simple regression test, which showed the acceptance of the proposed hypothesis. The results of this study also show that work engagement has a small contribution to the tendency of work-life balance behavior in organic workers. Thus, work engagement is weak enough to predict the tendency of work-life balance behavior that arises. The findings of this study are supported by the research conducted by Kristiana et al. (2019), explaining that employees with a high level of work engagement tend to achieve a high level of work-life balance. Employees involved in work will expend more energy when carrying out work; even so, employees will still maintain a work-life balance. This is in line with the research of Wardani & Firmansyah (2020), who explain that high employee engagement will positively impact employees' ability to manage work-life balance.

CONCLUSION

From the discussion above, it can be concluded that the research results can answer the research question: the relationship between work engagement and work-life balance. Employees actively engaged with their work will have a better work-life balance. Conversely, less engaged employees will experience difficulties maintaining their work-life balance. In the limitations of this study, researchers can convey several suggestions for further research, such as adding other predictors, both independent variables and mediator variables, so that the study of work-life balance is more extensive.

DECLARATION

Acknowledgment

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Author contribution statement

Risqika Lailati Fitri conducted the survey, distributed the scales, and analyzed the data. Dwi Hurriyati monitored conducting the research, writing the discussion, and drawing conclusions.

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Data access statement

The data described in this article can be accessed by contacting the first author.

Declaration of Interest's statement

The authors declare no conflict of interest.

Additional information

No additional information is available for this article.

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