



The Effect of Work Life Balance and Job Crafting on Employee Work Engagement at Rejang Lebong Regional General Hospital

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ABSTRACT

This study investigates the effect of work-life balance and job crafting on employee work engagement at Rejang Lebong Regional General Hospital. In the healthcare sector, where employees face high demands and stress, enhancing engagement is essential to maintain performance and service quality. This quantitative research involved 180 respondents selected through random sampling from a population of 620 employees. Data were gathered through a questionnaire that utilized a 5-point Likert scale and were examined using Partial Least Squares Structural Equation Modeling with SmartPLS 4. The study aims to understand how personal life balance and proactive job adjustments impact employees' engagement levels. The findings show that both work-life balance and job crafting have a significant and positive effect on work engagement, with an R^2 value of 0.758. These results highlight the importance of supporting employees in managing their work-life integration and encouraging job crafting to foster motivation, satisfaction, and productivity within healthcare institutions.

Keywords: Work-Life Balance, Job Crafting, Work Engagement.

ABSTRAK

Studi ini bertujuan untuk menganalisis dampak work-life balance dan job crafting terhadap work engagement pegawai di Rumah Sakit Umum Daerah Rejang Lebong. Dalam sektor pelayanan kesehatan, tuntutan kerja yang tinggi dan tekanan emosional menjadi tantangan utama yang dapat memengaruhi keterlibatan karyawan. Penelitian ini menerapkan metode kuantitatif dengan melibatkan sebanyak 180 responden yang diambil menggunakan metode sampel acak dari total populasi sebanyak 620 pegawai. Pengumpulan data dilaksanakan melalui kuesioner yang menggunakan skala Likert 5 poin, selanjutnya dianalisis dengan metode Partial Least Squares Structural Equation Modeling dengan bantuan software SmartPLS 4. Hasil studi menunjukkan work-life balance dan job crafting berpengaruh positif dan signifikan terhadap work engagement, dengan nilai R^2 sebesar 0,758. Temuan ini menyoroti bahwa dukungan dari organisasi sangat penting untuk membantu karyawan dalam mencapai keseimbangan antara pekerjaan dan kehidupan pribadi. Selain itu, dukungan ini juga mendorong karyawan untuk menyesuaikan pekerjaan mereka agar lebih sesuai dengan minat dan kemampuan pribadi, dengan tujuan untuk meningkatkan motivasi, kepuasan, dan produktivitas kerja.

Kata Kunci: Keseimbangan Kehidupan kerja, Penyesuaian Pekerjaan, Keterlibatan Kerja.

INTRODUCTION

The rapidly evolving era of globalization has led to increasingly fierce competition, accompanied by continuous technological developments over time. In facing this competition, every organization must adapt to the changes brought about by globalization (Arifin et al., 2022). Organizational success and competitiveness are inseparable from the involvement of human resources (Salami et al., 2020). Employee engagement is a crucial element in the achievement of any organization, particularly in the healthcare sector. This study explains that work-life balance and job crafting significantly influence employee engagement. Enhancing stability between personal and professional life, while providing flexibility for employees to redesign their job roles, can increase employee satisfaction and productivity. Consequently, this may improve the standard of medical services provided to patients.

According to (Bakker & Albrecht, 2024) work engagement results from a combination of individual and contextual factors, including work-life balance and employee initiatives in reshaping their job roles (job crafting). (Pratiwi & Dudija, 2024) highlight that job crafting positively affects engagement because it provides autonomy and meaning at work. A good work-life balance has been proven to reduce burnout and enhance engagement. In the context of healthcare organizations such as hospitals, these theories are highly relevant since employees face high work pressure and require strategies to maintain sustained engagement.

Work engagement occurs when individuals actively participate and are fully committed to advancing the goals of the organization they work for (Haymans Manurung et al., 2021). To respond to increasing competitiveness, organizations require human resources who are highly committed and proactively engaged (Nur Ahdianita & Setyaningrum, 2024). According to (Gallup Consulting, 2013), organizations may suffer losses when employees are not engaged at work. The high demands of the healthcare sector require the maintenance and improvement of employee engagement. Individuals who are engaged often exhibit greater enthusiasm in performing their responsibilities (Ridho, 2023).

One factor that stimulates employee engagement is work-life balance, this denotes a situation where workers experience a sense of assurance in integrating their work responsibilities with other personal obligations and activities outside of work (Mendis & Weerakkody, 2018). Active organizational members must fulfill their duties as employees, including achieving optimal job performance and adhering to organizational expectations. To achieve the goals of the organization, it is important to sustain a balance between professional duties and personal life (Jung., 2024). Success is often determined by one's ability to maintain this balance, especially in multitasking work environments (Wood et al., 2020)

Studies indicate a strong correlation between work-life balance and employee mental health, which ultimately enhances work engagement (Octorini et al., 2021). High work-life balance levels enable individuals to contribute their best, as noted by Gajendra in (Darmawan et al., 2021), where a healthy balance between life and work leads to better quality outcomes. Work-life balance across all organizational levels is an important consideration (Parikh & Cavanaugh, 2024).

Employee engagement is also influenced by job crafting, as it encourages employees to proactively tailor their jobs to match their preferences and personal workers to take active initiative their job to match their preference and personal strengths (Guciano & Merdiaty, 2024), thereby fostering a more meaningful and enjoyable work environment (Jindal et al., 2023). Job crafting helps individuals improve their ability to manage their work (Aisyah, 2022). It allows employees to freely adjust the balance between demands and resources at work—something every employee should be able to do. When employees can align their work with their interests, skills, and values, they are more likely to be engaged.

Factors affecting employee engagement at work include work-life balance and the nature of the job itself. At Rejang Lebong Regional General Hospital, employees come from diverse backgrounds and circumstances, which significantly influence their level of work-life balance. Employees work from 07:30 AM to 4:00 PM, indicating a significant portion of their time is spent working, potentially leading to a disconnection between individual duties and occupational obligations. This research aims to investigate the effects of work-life balance and job crafting on work engagement among employees at Rejang Lebong Regional General Hospital. Hospitals are healthcare institutions accessible for inpatient, outpatient, and emergency services. To meet high public expectations for healthcare services, hospitals must provide high-quality care (Sondakh et al., 2023). Ensuring service quality means prioritizing human resources in hospitals, as they are a crucial factor. Human resources are considered a foundational element in improving hospital quality (Ardan & Jaelani, 2021). HR management in hospitals includes supervision and training of employees and support staff (Prahendratno et al., 2023)

This study replicates the study performed by Octorini et al., (2021), which explored the impact of work-life balance, job crafting, and work engagement. This replication aims to explore the influence of work-life balance and job crafting on work engagement among employees at Rejang Lebong Regional Hospital. The focus is on hospital employees, who face high demands and stress, posing significant challenges. The findings are anticipated to offer useful insights for hospital administration in creating initiatives that enhance staff well-being and boost organizational efficiency

The need for this study arises from previous research that found positive but insignificant effects of work-life balance on work engagement, while job crafting had a significant positive impact. Furthermore, both variables had a joint significant and positive impact on work engagement. The earlier study by Octorini et al., (2021) was conducted in the banking sector using purposive sampling. This study addresses differences by testing the generalizability of earlier findings in the healthcare sector, specifically in hospitals. It not only confirms or refutes earlier findings but also offers new insights into the technical context of the relationship between work-life balance, job crafting, and work engagement across organizational contexts. The outcomes are anticipated to offer practical implications for hospital management in designing programs to improve employee well-being and organizational productivity.

The purpose of this study is to understand how work-life balance and employees' efforts to adjust their work (job crafting) influence their work engagement at Rejang Lebong Regional General Hospital. This research also aims to identify which aspects of job crafting have the most significant impact on employees' enthusiasm for work. In addition, the study seeks to find out whether work-life balance and job crafting together affect work engagement. The findings of this research are anticipated to offer contributions for hospital management in developing policies that can enhance employee motivation and productivity.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is defined as equal involvement and satisfaction in both work and life roles (Nasser, 2022). The term "work-life balance" refers to how individuals strive to ensure their various job responsibilities and personal duties do not interfere with one another (Zafirah & Budiono, 2024). In high-pressure environments such as hospitals, this balance is essential for employees to maintain productivity and psychological well-being. According to the Job Demands-Resources (JD-R) Theory, work-life balance serves as a personal resource that helps employees deal with job demands, thereby reducing burnout and promoting engagement. When employees perceive they have authority over their time and responsibilities are more inclined to feel positive emotions, which enhances their work engagement (Octorini et al., 2021). Thus, work-life balance is not only a wellness factor but also a strategic variable that contributes to organizational performance through improved employee engagement.

Job Crafting

Job crafting was first described by (Wrzesniewski, 2001) as the process by which individuals physically and perceptually modify their tasks or interpersonal

relationships at work. According to JD-R Theory, job crafting is an active approach to enhance job resources (like independence and social support) and lessen job demands (such as emotional stress or excessive workload). Employees engage in job crafting to optimize the balance between demands and resources, thereby fostering motivational outcomes like engagement (Bakker & Oerlemans, 2019). Job crafting ideally enables employees to customize their work according to their abilities, expertise, and individual requirements and preferences. (Yogatama & Nugrohoseno, 2021). For example, in hospital settings, employees may adjust their approach to tasks or interpersonal relations to develop more impactful work experiences and reduce emotional exhaustion. By increasing their sense of control and fit, job crafting supports sustained engagement even under demanding conditions.

Work Engagement

The phrase "work engagement" describes a condition in which an individual experiences strong emotional involvement in their job, which in turn enhances their level of interest and commitment to their work (Lestari & Rojuaniah, 2023). The JD-R Theory suggests that work engagement arises when job resources are plentiful and effectively mitigate job demands. Resources like autonomy, social support, and chances for growth act as motivating factors that promote active and enthusiastic participation at work. On the other hand, high job demands that lack sufficient resources can result in disengagement or burnout (Alkadri, 2024). In the hospital context, where employees often face high cognitive and emotional demands, maintaining sufficient resources is essential to sustain engagement. Therefore, interventions like promoting work-life balance and encouraging job crafting serve to enrich employees' resources, ultimately enhancing their energy, commitment, and concentration at work (Mattarelli et al., 2024).

RESEARCH METHOD

This research employs a quantitative research approach, concentrating on the gathering and examination of numerical data to assess the connection between variables via statistical analysis. A quantitative approach is deemed suitable for this research as it allows for the objective measurement of factors like work-life balance, job crafting, and work engagement, as well as hypothesis testing using a structured analytical model. The research was conducted at Rejang Lebong Regional General Hospital (RSUD Rejang Lebong) in Bengkulu Province, Indonesia. This hospital was selected because it operates as a public healthcare institution with a dynamic and high-pressure work environment, making it a relevant setting for studying employee engagement. The total

population consisted of 620 employees, including both medical and administrative personnel. The sample was established using a random sampling method, which gives each person in the population should have the same chance to be chosen. As a result, 180 employees were selected as respondents, ensuring proportional representation of various employee categories. Primary data were collected using questionnaires as the main instrument. The instrument items were adapted from prior validated studies: the work-life balance variable was measured using 8 items adapted from (Eben et al., 2023); job crafting was measured using 4 items from (Sabrina., 2023); and work engagement was measured using 6 items based on (Holman et al., 2024). The questionnaires were handed out in a printed format during work hours to guarantee the thoroughness and correctness of the answers provided.

The data collected were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM–PLS) method, facilitated by SmartPLS version 4 software. The analysis included two main steps: assessing the measurement model (outer model) and assessing the structural model (inner model). The analysis of the outer model was performed to evaluate convergent validity, which is assessed through outer loading values that should be greater than 0.70. Additionally, construct reliability was measured using Composite Reliability (CR) and Average Variance Extracted (AVE), with required thresholds of greater than 0.70 and greater than 0.50, respectively. The analysis of the internal model concentrated on measuring the coefficient of determination (R^2) to determine the explanatory ability of the independent variables, effect size (f^2) to assess the significance of each predictor’s impact, and path coefficients to examine the research hypotheses. The hypotheses were examined utilizing the bootstrapping technique, with significance assessed through t-statistics (greater than 1.96) and p-values.

RESULT AND DISCUSSION

RESULT

Respondents’ Characteristics

Table 1. Demographics of Characteristics

No	Charascteristics	Category	Amount	Presentace
1	Gender	Male	48	26.67%
		Female	132	73.33%
2	Age	<20 years old	4	2.22%
		20 - 30 years old	56	31.11%
		31 - 40 years old	76	42.22%
		> 40 years old	44	24.44%

No	Charascteristics	Category	Amount	Presentace
3	Highest education	High school	21	11.67%
		Diploma holders	67	37.22%
		Bachelor's degree	91	50.56%
		Maters's degree	1	0.56%
4	Years of service	< 1 year	8	4.44%
		1 - 3 years	31	17.22%
		> 3 years	141	78.33%

Source: Processed data 2025

The employee characteristics table of Rejang Lebong Regional General Hospital indicates that most employees are female (73.33%), with most of them aged between 31 and 40 years (42.22%), indicating that the hospital workforce is largely within the productive age range. The employees' highest educational attainment is mostly a bachelor's degree (50.56%), followed by diploma holders (D3) at 37.22%, while only a few possess lower (high school) or higher (master's degree) education levels. These data illustrate that the hospital staff generally has a relatively high level of education, with many having completed undergraduate studies. Additionally, the majority of employees have more than 3 years of work experience (78.33%), indicating a high level of job stability and suggesting that most staff members have considerable experience in their respective fields. This reflects that Rejang Lebong Regional General Hospital has a skilled and experienced workforce, capable of contributing positively to the delivery of quality healthcare services. With a workforce dominated by women, within a productive age range, and supported by a strong educational background, the hospital possesses competent human resources ready to face challenges in the healthcare sector.

Outer Model Evaluation

Table 2. Outer Loadings, Composite Reliability, Average Variance Extracted

Construct	Indicator	Outer Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Work-Life Balance	X1.1	0.877	0.979	0.851
	X1.2	0.928		
	X1.3	0.926		
	X1.4	0.938		

Construct	Indicator	Outer Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
	X1.5	0.914		
	X1.6	0.929		
	X1.7	0.939		
	X1.8	0.929		
Job Crafting	X2.1	0.861	0.955	0.843
	X2.2	0.922		
	X2.3	0.937		
	X2.4	0.950		
Work Engagement	Y1	0.937	0.969	0.838
	Y2	0.927		
	Y3	0.880		
	Y4	0.894		
	Y5	0.933		
	Y6	0.921		

Source: Processed data 2025

The results shown in Table 3 indicating that all indicators for the research variables achieve outer loading values above 0.7. Consequently, it can be determined that all indicators are valid and appropriate for additional analysis. Additionally, every research variable has a Composite Reliability (CR) value exceeding 0.7, which signifies that all variables within the research model demonstrate strong reliability. Furthermore, each variable exhibits an Average Variance Extracted (AVE) value exceeding 0.5, thereby affirming that all variables satisfy the necessary criteria for construct validity.

Inner Model Evaluation

Determination Coefficient Test After the estimated model meets the discriminant validity criteria, the next step is testing the structural model (inner model) using R-Square testing for each endogenous latent variable as the predictive strength of the structural model. A greater R-Square value indicates that the proposed model has a stronger ability to predict outcomes effectively. If the R-Square value obtained is between 0.25 and 0.50, the model can be concluded to be weak. If the R-Square value obtained is between 0.50 and 0.75, the model can be concluded to be moderate. If the R-Square value obtained is

between 0.75 and 1.00, the model can be concluded to be strong. Below are the results of the R-Square test in this study.

Tabel 3. Output R-Square

	R-square	R-square adjusted
Work Engagement	0.758	0.755

Source: Processed data 2025

According to the findings presented in Table 4, the research model exhibits an RSquare value of 0. 758 for Work Engagement, which exceeds 0. 75. Therefore, it can be concluded that this research model is strong.

Tabel 4. Output F-Square

	Job Crafting	Work Engagement	Work Life Balance
Job Crafting		0.594	
Work Engagement			
Work Life Balance		0.347	

Source: Processed data 2025

F-Square evaluates how latent variables influence other variables. The values of effect size for f-square are categorized as follows: 0. 35 is considered large, 0. 15 is deemed moderate, and 0. 02 is classified as small. According to Table 5, Work Life Balance influences Work Engagement, as indicated by an F-Square value of 0. 347, which is categorized as moderate. Job Crafting significantly influences Work Engagement, evidenced by an F Square value of 0. 594, which meets the high standard. These findings suggest that Job Crafting has a greater impact on Work Engagement than on Work Life Balance.

Hypotheses Testing

The bootstrap test also aims to minimize issues with non-normal data in the study. Based on the data processing conducted by the researcher, the obtained results are used to answer the hypotheses in this study. The path coefficients test in this study was performed by examining the P-Values. The hypothesis of this study is accepted if the P-Value is < 0.05. Below are the results of the path coefficients test obtained through the inner model.

Tabel 6. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
X1 -> Y	0.408	0.414	0.08	5.096	0.000	Accepted
X2 -> Y	0.534	0.527	0.078	6.843	0.000	Accepted

Source: Processed data 2025

DISCUSSION

Effect of Work-Life Balance on Work Engagement

Based on the explanation above, the results show p-values below 0.05, which can be explained as follows. The first hypothesis states that Work Life Balance has an effect on Work Engagement. The test results in Table 6 show that the Work Life Balance variable has a significance value of 0.000 and a beta value of 0.408, indicating that $0.000 < 0.05$. Therefore, It can be determined that the Work Life Balance variable has an effect on Work Engagement, and H1 is accepted. This means that there is an effect of Work Life Balance on Work Engagement at the Rejang Lebong Regional General Hospital. The higher the Work Life Balance, the higher the Work Engagement of the hospital employees. Job satisfaction and efforts in work-related activities will increase when workers feel they have a healthy work-life balance (Eben et al., 2023). Intrinsic motivation, emotional investment in their work, and the desire to make a positive impact at the workplace can all benefit from a healthy work-life balance.

Work-life balance reflects equal involvement and satisfaction between professional responsibilities and personal life. This is very relevant in the hospital context, known for its intense work dynamics and high emotional demands. At the Rejang Lebong Regional General Hospital, employees often face pressure to work under conditions that require constant attention to patients and administrative work. In this context, achieving work-life balance becomes a key factor that allows them to maintain energy, motivation, and engagement in their work. When employees successfully achieve this balance, they will feel more satisfied with their work, more engaged, and more motivated to provide optimal service. The findings of this research align with earlier studies, such as (Lestari & Rojuaniah, 2023), which found that Work Life Balance positively affects Work Engagement.

In the hospital context, particularly at Rejang Lebong Regional General Hospital, the novelty lies in the confirmation of this relationship within a public

healthcare institution in a regional area, where staff often face limited resources and rigid schedules. While previous studies have established the general relationship between work-life balance and engagement, this study contributes by highlighting how this balance functions under the highly structured shift patterns and emotional pressure of regional public hospitals. This emphasizes the importance of supportive scheduling policies and psychological resources tailored to healthcare settings.

Effect of Job Crafting on Work Engagement

The second hypothesis states that Job Crafting has an effect on Work Engagement. Based on the explanation above, the results show that the Job Crafting variable has a significance value of 0.000 and a beta value of 0.534, indicating that $0.000 < 0.05$. Therefore, it can be concluded that the Job Crafting variable has an effect on Work Engagement, or H2 is accepted. This means that there is an effect of Job Crafting on Work Engagement at the Rejang Lebong Regional General Hospital. The higher the Job Crafting, the higher the Work Engagement of the hospital employees. The ability to adapt work according to preferences, talents, and personal values generally leads to higher levels of work engagement (Nur Ahdianita & Setyaningrum, 2024). Job crafting can enhance work engagement by allowing employees to experience higher purpose and satisfaction in the work they perform. Job crafting also allows individuals to adjust their responsibilities to align with their personal interests and needs. This ultimately increases their understanding of their job and encourages greater engagement within the organization.

When employees feel engaged, they put their heart and soul into their work, which can boost morale and job outcomes (Alkadri, 2024). In hospitals, engaged employees tend to have higher motivation levels and are more prepared to face the challenges at work. They are more productive and better able to provide quality service to patients. Workers who are involved in their jobs also tend to have a deeper understanding of their responsibilities within the organization, as explained by (Mattarelli et al., 2024). They build more productive relationships with their tasks and are more enthusiastic about completing their work. At the Rejang Lebong Regional General Hospital, the application of job crafting can have a significant positive impact on employee work engagement. Hospitals, as healthcare institutions, rely heavily on employees' interpersonal and emotional skills, and it is crucial to ensure that employees feel engaged and motivated to provide the best service. The findings of this study are consistent with earlier research, like (Letona-Ibañez et al., 2021), which found that Job Crafting positively affects Work Engagement.

The novelty of this finding lies in demonstrating how job crafting—usually studied in private or corporate settings—also applies effectively in rigid

and hierarchical institutions like public hospitals. At Rejang Lebong Regional General Hospital, where employees have limited autonomy in task assignment, this study shows that even small-scale crafting (e.g., adjusting task approaches or enhancing relationships with coworkers) can meaningfully impact engagement. These results also provide a practical insight for hospital HR management: fostering an environment that encourages micro-level autonomy can significantly improve job satisfaction and performance.

Effect of Work-Life Balance and Job Crafting on Work Engagement

Based on the data breakdown above, especially the R-square test, a value of 75.8% was obtained. This result was achieved through testing with the help of the Smart PLS program and shows very high results. This means that both Work Life Balance and Job Crafting have an effect on Work Engagement at the Rejang Lebong Regional General Hospital. Stability in work and personal activities, as well as the implementation of job crafting, can have a significant impact on the level of employee work engagement. Energy, motivation, and an individual's readiness to engage in their work can be enhanced when they build a healthy work-life balance, which involves balancing their work responsibilities with their personal needs. An individual's level of engagement and satisfaction with their work can be improved by job crafting, which allows them to actively shape their work based on personal interests, abilities, and beliefs (Stevens et al., 2024).

Through optimal coordination of work-life balance and optimal job crafting practices, employees can feel more engaged and enthusiastic about carrying out their duties and responsibilities at work. Employees who feel they have a healthy balance are more likely to be satisfied, motivated, and energized to provide optimal service. On the other hand, Job Crafting enables employees to customize their jobs and also contributes to enhanced work engagement. With job crafting, employees feel more connected and satisfied with their work, which in turn increases their motivation and productivity in facing work challenges, especially in the high-pressure environment of a hospital. These two factors, together, support the creation of a more productive work environment and improve service quality at the Rejang Lebong Regional General Hospital. The findings of this study align with earlier research outcomes, such as the study by (Jung et al, 2024), which found that Work Life Balance and Job Crafting have an effect on Work Engagement.

This combined model provides empirical evidence that the synergy between work-life balance and job crafting can explain up to 75.8% of the variance in employee work engagement in a regional public hospital. This provides new insights into how these two variables work together in a limited-

effort public health care organization, adding depth to the literature that rarely focuses on their combined impact in the regional public sector.

CONCLUSION

This study concludes that both work-life balance and job crafting have a positive and meaningful influence on employee work engagement at Rejang Lebong Regional General Hospital. Employees who keep a good balance between their personal lives and job duties generally experience greater satisfaction, motivation, and engagement in their tasks.. Furthermore, when employees are given the opportunity to craft their jobs in alignment with their interests and strengths, their sense of purpose and enthusiasm increases. These two factors, when managed properly, help build a more engaged workforce and contribute to the hospital's overall service quality. According to these findings, it is suggested that hospital management create policies and programs that encourage work-life balance, including options for flexible scheduling or wellness programs. In addition, encouraging job crafting through training and autonomy in task management can empower employees to take greater ownership of their work. Future research may consider exploring other psychological or organizational variables that influence engagement, or conducting comparative studies across different hospital types or regions.

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