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The Influence Of Work Life Ballance On Employee Engagement With Work Motivation As A Moderating Variable

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Abstrak

Keseimbangan hidup yang dapat memisahkan urusan pribadi dan mengutamakan urusan kantor merupakan salah satu bentuk kedewasaan pribadi yang dapat menjadikan pegawai berkinerja baik dan terlibat dalam berbagai macam agenda kantor. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh work-life balance terhadap Employee Engagement. Berbeda dengan penelitian sebelumnya, penelitian ini menambahkan variabel Motivasi sebagai variabel Moderasi. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan pendekatan eksplanatori. Data yang digunakan dalam penelitian ini adalah data primer dengan menggunakan metode kuesioner. Data dianalisis dengan perangkat lunak smart PLS 4.0.

Kata Kunci: *Work-Life Balance, Employee Engagement, Motivasi Kerja*

Abstract

Life balance that can separate personal matters and prioritize office matters is a form of personal maturity that can make employees perform well and be involved in various kinds of office agendas. Therefore, this research aims to analyze the influence of work-life balance on Employee Engagement. Different from previous research, this research adds the Motivation variable as a Moderation variable. This research is a quantitative research using an explanatory approach. The data used in this research is primary data using the questionnaire method. The data was analyzed with smart PLS 4.0 software.

Keyword: *Work-Life Balance, Employee Engagement, Work Motivation*

INTRODUCTION

High work engagement can contribute to employees completing work (tend to have good quality work) and will have an impact on employees' low desire to turn over (Chemirmir, 2018). According to (Parkes, 2008), employee engagement is an employee's sense of attachment to their organization which is demonstrated by the employee's energy in their work by involving themselves to improve performance. This sense of attachment is a psychological phenomenon that encourages employees to work with enthusiasm and dedication. (Jaharuddin, 2018), stated that employee engagement is a person's attachment and enthusiasm for work. This is a positive behavior that develops in employees when they find appropriate organizational support and organizational culture support.

According to (Susi, 2011) the concept of employee engagement is the use of organizational members themselves in their work positions; entrepreneurship and people's physical, mental, intellectual and emotional self-expression in their work lives. According to (Septiadi et al., 2017) employee engagement is a combination of behavioral involvement and the conditions for Employee Engagement focus on work-related dimensions because they contain a higher concentration of feelings and passion. According to (Windarto, 2021) the physical and cognitive components of employee engagement are: vigor, dedication, and absorption.

There are several factors that can influence employee attachment/involvement, including Work-Life Balance. (Greenhaus, 2003), defines work-life balance as a balance between work and activities outside of work such as time for family. In the same vein, Lockwood (2003) states that work life balance is a state of balance between the two demands of work and an individual's social life. (Parkes, 2008) emphasize that work life balance is an individual's ability to fulfill work and family commitments, as well as being responsible for other non-work activities.

Work – life balance is defined as the amount of time spent doing work, compared to the amount of time spent with family and doing things we enjoy. Unmanageable schedules and an uncontrolled home life can lead to depression, poor performance at work, and conflict with family and feelings of exhaustion. Work – life balance is a state of balance that is comfortably achieved between an employee's main priorities of their job position and their personal lifestyle. Most psychologists would agree that the demands of an employee's career should not burden an individual's ability to enjoy a fulfilling personal life outside of the work environment (Alvesteffer, 2016).

Work – life balance is very important for employee engagement. Having sufficient free time is an important source of well-being at work (Kultalahti, 2014). Supervisors play a big

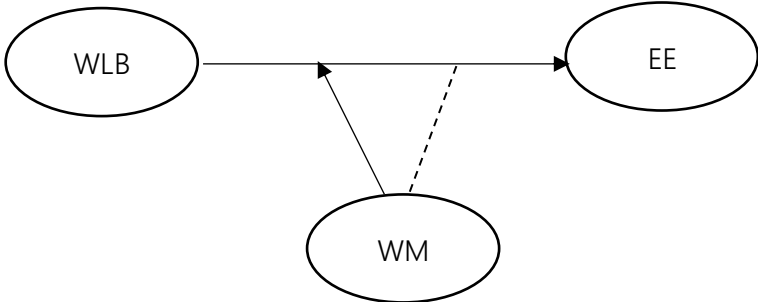
role in Employee engagement. Supervisors who exercise the wrong type of authority, supervisors who do not provide feedback or only provide negative feedback cause employees not to want to be involved, which will increase turnover intentions. At the same time, they need to be treated well and respected as individual human beings rather than just 20 employees (Liyanage, 2017).

There are a number of studies (Wijaya & Dewayani Soeharto, 2021) ; (Wijayanto et al., 2022) & (Larasati et al., 2019) which shows that the Work-life Balance variable has a positive relationship and a significant influence on Employee Engagement. Different from previous studies.

RESEARCH METOHDS

Work-Life Balance is one of the most important components for increasing employee involvement/employee engagement because with an organized and organized life, employees can be trusted and involved in various visions and targets which can help employees achieve their targets (Jonathan Sarwono, 2016). This research is quantitative research with an explanatory approach. The data used in this research is primary data collected through a questionnaire method containing 20 question items from the Work-Life Balance variable with 8 question items, the Employee Engagement variable with 6 question items, and the Work Motivation variable with 6 question items(Sugiyono, 2019). This data is distributed to Telkomsel employees spread throughout Indonesia(Manzilati, 2017). The power data used in this research were analyzed using smart PLS 4.0 software with the following research model(Supriyanto, 2019):

Figure 1
Model:



Noted:

- 1. WLB : Work-Life Balance
- 2. EE: Employee Engagement
- 3. WM: Work Motivation

Hypothesis:

1. The Influence Between Work-Life Balance on Employee Engagement
2. Work-Life Balance can Moderate The Influence Between Work-Life Balance on Employee Engagement.

RESULT AND DISCUSSION

Validity Test

This research uses the variables Work-Life Balance, Employee Engagement, and Work Motivation. The Work-Life Balance variable consists of 8 question items, the Employee Engagement variable consists of 6 question items, and the Work Motivation variable consists of 6 question items. To meet the validity test requirements, the item question loading factor value must be above the threshold of 0.70. The following are the results of the validity test in this research (Sarstedt et al., 2014):

Table 1
Validity Test

Variable	Item Question	Loading Factor
Work-Life Balance (X1)	Having an organized life can make employees more productive at work and is trusted by many people	0.801
	An organized life can make employees trusted in everything	0.806
	An organized life can make employee performance good	0.802
	An orderly life can make leaders happy with employees	0.810
	An organized life can make other colleagues happy with the employee	0.803
	An organized life can make employees more	0.811

	accomplished	
	An organized life can make employees more enthusiastic at work	0.806
	A balanced life can make employees complete all the targets they have	0.821
Employee Engagement (X2)	Enthusiastic employees are often involved in the company	0.802
	Employees who are sincerely involved in achieving company targets	0.804
	Employees who are enthusiastic about working are trusted in all matters	0.808
	A good lifestyle determines employee engagement	0.802
	A good lifestyle can create enthusiasm for work	0.819
	A good lifestyle can make employees	0.812
Work Motivation (Z)	Work motivation can strengthen the relationship between Good Lifestyle and Employee Engagement	0.852
	Work motivation can make employees enthusiastic about working	0.849
	Work motivation can increase employee performance	0.841
	Work motivation can make employee work better	0.850
	Work motivation can make	0.841

	employees more productive	
	Work motivation can increase employee achievement	0.849

Valid >0.70

Reliability Test

The Work-Life Balance, Employee Engagement, and Work Motivation variables consist of 20 question items and are divided into 8 question items for the Work-Life Balance variable, 6 question items for the Employee Engagement variable, 6 question items for the Work Motivation variable, all variable factor loadings are above 0.70 so it can be declared valid. The next stage is to ensure whether the variable is reliable or not with the following statistical results (Supriyanto, 2019):

Table 2
Reliability Test

Variable	Cronbach Alfa	Composite Reliability	Noted
Work-Life Balance	0.810	0.850	Acceptable
Employee Engagement	0.811	0.851	Acceptable
Work Motivation	0.925	0.975	Acceptable

Reliable > 0.70

Path Coefisien

From the results of the two tables above, it can be concluded that the variables Work-Life Balance, Employee Engagement, and Work Motivation are all reliable. In addition, 20 question items from this variable are valid. The final and absolute stage to be carried out is the Path Coefficient which aims to determine the direction of the variable relationship and the significant influence of the independent variable on the dependent and its moderation with the following statistical results (Ghozali, 2016):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	WLB->EE	0.014	Acceptable
	WM*->WLB->WE	0.000	Acceptable

Acceptable & Significant Level < 0.05

H1: The Influence Between Work-Life Balance on Employee Engagement

A life balance that can differentiate between personal matters and office matters which are of common interest can make employees more mature and clever at positioning themselves. In the end, employee performance is good and employees can be involved in various agendas, targets and major missions of the company. Based on this, the statistical results in table 1 of the path coefficient are also the first hypothesis of the researcher showing that the Work-Life Balance variable has a positive relationship and a significant influence on Employee Engagement because it has a positive direction and the P-Values are below the significance level. These results are in line with research (Wijaya & Dewayani Soeharto, 2021) ; (Wijayanto et al., 2022) & (Larasati et al., 2019). Thus the first hypothesis in this research can be accepted.

H2: Work Motivation can Moderate The Influence Between Work-Life Balance on Employee Engagement

The results of the first hypothesis show that the Work-Life Balance variable has a positive relationship and a significant influence on the Employee Engagement variable. Researchers believe that if Life Balance is accompanied by Strong Work Motivation within employees, it will make employees more enthusiastic about working and involved and even given the trust to lead a large project that is the target of a company. In line with the statement above, the results of the second hypothesis in the third table of the Path Coefficient show a more significant influence if the influence of the Work-Life Balance variable on Employee Engagement is moderated by the Work Motivation variable because it has a positive direction and the P-Values value is far below the significance level. 0.05 which is 0,000. Thus the second hypothesis in this research can be accepted.

R-Square

After ensuring that the Work Life Balance variable has a positive relationship and a significant influence on employee engagement, the Work Motivation variable can moderate it so that it becomes more significant. To find out the effect in more detail, namely the R-Square stage to find out what percentage the effect is with the following results (Sarstedt et al., 2014):

Table 4
R-Square

Variable	R-Square	Adjusted Square
Employee Engagment	0.821	0.818
Work Motivation	0.861	0.850

Based on the results above, it can be concluded that the Work Motivation and Work Life Balance variables can influence the Employee Engagement variable by 82% and the remaining 18% can be influenced by other variables not included in this research. Apart from that, the Work Motivation variable can influence Employee Engagement as much as 86% more significantly than the influence of the Independent variable and other variables.

CONCLUSION

Based on the results of the description and analysis of the research above, it can be concluded as follows:

1. The Work-Life Balance variable has a positive relationship and a significant influence on the Employee Engagement variable because the P-Values are positive and below the significance level.
2. The Work Motivation variable can moderate the influence of the Work-Life Balance variable on Employee Engagement so that it shows more significant results.

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