

# The effect of work-life balance, work environment, and workplace spirituality on work engagement

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## ABSTRACT

**Purpose**-Employees are essential to running the operational process and achieving goals. Therefore, it is essential to pay attention to the factors that affect employee performance, especially their engagement at work. This study aims to analyze the influence of work-life balance, work environment, and spirituality in the workplace on work engagement.

**Design/Methodology/Approach**-This study analyzes work engagement among employees of Amanah Anda Company located in Yogyakarta, Indonesia. Data was obtained from 87 employees using a questionnaire. Then, the research data was processed using SPSS software.

**Findings**-This study found that work-life balance and spirituality in the workplace can have a positive effect on work engagement. Increasing work-life balance and workplace spirituality can increase employee work engagement. The work environment in this study proved not to affect work engagement, so the condition of the work environment does not affect employee work engagement at work.

**Research limitations/implications**-This research is limited to Amanah Anda Company employees engaged in a self-service business venture in Yogyakarta, Indonesia. The results of this study cannot be used to generalize work engagement to all self-service businesses in Yogyakarta.

**Originality/value**-This research focuses on employees of Amanah Anda Company, located in Yogyakarta, and similar research has never been done before. Other studies determining work engagement use different business models, so this research has never been done before.

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## 1. The Introduction

Employees with a sense of attachment to their work show passionate performance, high energy levels, and enthusiasm for their work (Cesário & Chambel, 2017). Through direct involvement in work, employees improve their personal quality (physically, cognitively, and emotionally), leading to maximum activeness and performance (Bakker, 2017). Employee engagement with their work is fundamental to a company because it can affect its results obtained by the company (Chanana & Sangeeta, 2021). The high rate of employee disengagement raises

awareness for companies to better understand employee expectations and make more efforts to provide opportunities for employees to fulfill their needs.

One factor affecting work engagement is work-life balance (Wood et al., 2020). Work-life balance can be defined in two dimensions: individual involvement in work and non-work (Sirgy & Lee, 2018). Creating a role balance between work and personal life is challenging for companies. This is due to technological developments and work demands that have changed work patterns and posed challenges to individual work-life balance. These changes fade the boundaries between work and personal life (Fayyazi & Aslani, 2015). Conversely, employees who face the problem of imbalance between family and company have a negative impact on the company, namely, work engagement. Therefore, companies retaining their employees must have work-life balance policies to create positive employee engagement (Rebecca et al., 2020). Björk-Fant et al. (2023) prove that there is a positive relationship between work-life balance and work engagement.

The next factor that affects employee engagement at work is the work environment (Bakker, 2022). Employees need an open and supportive work environment to feel safe and fully engaged in their responsibilities. For employee engagement to be stable, it is important for the entire organization, team, and employees to continuously optimize the work environment (Bakker, 2022). Furthermore, when employees get a comfortable working environment, they have a higher chance of exercising their power or freedom, so they are more engaged in their work. Thus, companies must design a work environment that increases employee motivation, commitment, and engagement (Bakker 2022). Osborne and Hammoud (2017) prove a positive relationship between work environment and engagement.

Employee work engagement is also influenced by spirituality in the workplace (Pandey 2017). Spirituality refers to the internal condition of employees that encourages positive work behavior. Through spirituality in the workplace, employees can feel part of the job and obtain the meaning or purpose of the job; thus, they have work attachment by devoting their energy and time to work. Applying spirituality in the workplace aims to achieve sustainable relationships (van der Walt, 2018). For example, spirituality can increase self-awareness, motivation, and engagement at the team level. At the organizational level, aspects of spirituality can support efforts to make changes to the work environment that can support a better work experience. Thus, knowledge of spiritual factors can increase empathy in the strategic planning process for human resources (Bella et al. 2018). Milliman et al. (2018) and van der Walt (2018) prove a positive relationship between workplace spirituality and work engagement.

The object of this study is employees at a retail company, Amanah Anda Company, located in Yogyakarta, Indonesia. The management of human resources (HR) in terms of work engagement at Amanah Anda Company is carried out through various efforts, such as training, spiritual development, career path development, job security and health, and a reward system for employees. However, while managing HR, certain obstacles hinder a company's performance. The problem concerns work engagement, where employees are less enthusiastic about working; the level of employee discipline in carrying out their respective duties; and the focus that has not been maximized in carrying out work. This condition results in less-than-optimal services for consumers. Therefore, companies must pay special attention to work engagement so that all employees can work optimally.

## 2. Literature Review and Hypothesis Development

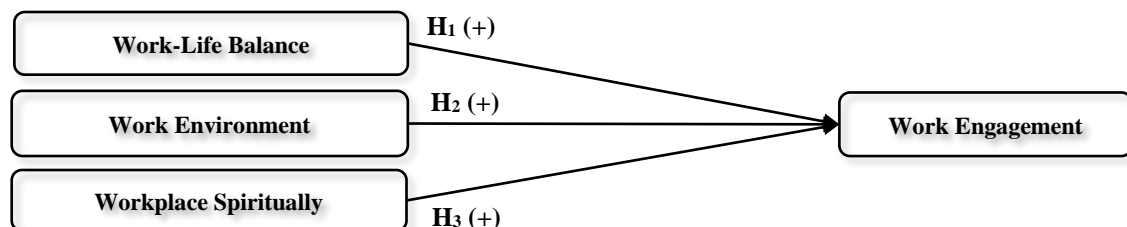
Social exchange theory states that the combination of work and family roles and the organization's care and concern for employee welfare will result in commitment to the organization, as evidenced by their work engagement (Falola et al., 2018). Work-life balance is proven by the company's concern for employees and prioritizing employee desires so that it can form work engagement. The balance between work and life demands triggers work engagement (Arif & Farooqi, 2014). Jaharuddin and Zainol (2019) stated that the higher the work-life balance owned by individuals, the higher the level of employee attachment to their work. Björk-Fant et al. (2023) prove a positive relationship between work-life balance and work engagement. On the other hand, employees who lack attachment to their jobs due to work-life imbalance tend to experience decreased performance (Wood et al., 2020). To engage employees in work, companies

must balance demands with the needs of employees. Work-life balance is essential for employees (Bataineh, 2019). **H<sub>1</sub>: Work-Life Balance Has a Positive Effect on Work Engagement**

Work environment is the next factor influencing employee engagement (Bakker, 2022). Employees must be comfortable and committed to their tasks, thus encouraging the work environment. Continuation is required to improve the work environment, which is important for the team, organization, and employees to maintain consistent employee engagement (Bakker, 2022). Additionally, employees are more involved in their work when they have a pleasant environment because they are more likely to exercise their independence or power. Therefore, businesses must create a work environment that can increase employee commitment and motivation, which, in turn, increases employee engagement (Bakker, 2022). Osborne and Hammoud (2017) prove a positive relationship between work environment and engagement. **H<sub>2</sub>: Work Environment Has a Positive Effect on Work Engagement**

Based on social exchange theory, employees intend to commit workplace deviance as a result of their lack of spirituality (Haldorai et al., 2020). Conversely, employees will avoid deviant behavior when the organization shows concern for their level of spirituality. Employees who find strong spiritual meaning and purpose in their work feel a sense of work engagement in the organization. The higher the feeling that their work has spiritual meaning, the more passionate employees will be at work and feel highly engaged (Adnan et al., 2020). Previous research suggests that organizations' support of workplace spirituality experiences can positively influence work engagement (Milliman et al., 2018; van der Walt, 2018). Finally, workplace spirituality benefits individuals and organizations and is positively correlated with improved performance, increased commitment, satisfaction, awareness, attachment, loyalty, sales, productivity, and organizational citizenship behavior (Samul, 2019). **H<sub>3</sub>: Workplace Spiritually Has a Positive Effect on Work Engagement**

Figure 1 shows the research model for analyzing the factors influencing work engagement. This study analyzes the positive influence of work-life balance, work environment, and workplace spirituality on work engagement.



**Figure 1. Research Model**

### 3. Research Methodology

The population of this research is all employees of the Amanda Anda Company in Yogyakarta, Indonesia. The total population of employees of the Amanda Anda Company amounted to 87 people, and the population of this study was used as a sample of researchers. Research data were obtained by distributing questionnaires online using Google Forms. The questionnaire contained statements that represented each research variable. The work engagement and work-life balance variables consist of three indicators from Haar (2013) and Schaufeli et al. (2019). The work environment variable had six indicator items from Kamanja et al. (2019). The workplace spirituality variable consists of nine indicator items sourced from Ashmos and Duchon (2000). Each of these indicator items was measured using a five-point Likert scale. Then, data analysis used SPSS tools to test the validity, reliability, and research hypotheses.

The data analysis begins by conducting a validity test. The validity test was measured based on the factor loading value of the indicator items of each variable. If the factor loading value exceeded 0.6, the indicator item was considered valid (Hair et al., 2020). However, if the factor

loading value is less than 0.6, then the indicator item must be removed, and data testing is repeated. After completing the validity test, we proceeded with the reliability test for each research variable. The reliability test was measured based on Cronbach's alpha value for each variable. If the Cronbach's alpha value is greater than 0.6, then the variable can be considered reliable (Hair et al., 2020). Finally, the research hypothesis was tested. The research hypothesis can be accepted if it shows a significance number of less than 0.05, whereas if it is more than 0.05, it is rejected (Ghozali, 2018).

#### 4. Result and Discussion

##### Characteristic Respondent

Table 1 shows the tabulation of data regarding the characteristics of the respondents. Based on these results, this study's resin respondents were predominantly females ( $n = 52$ ) and males ( $n = 35$ ). The age of respondents was dominated by ages between 27-36 years, with as many as 31 respondents. The most dominant respondent's length of service was between 2 two five years, with as many as 52 respondents. Most respondents had an education level in senior high school, as many as 64 respondents.

**Table 1. Characteristic Respondent**

Classification	Description	Total
Gender	Male	35
	Female	52
Age	17 – 26 Years Old	29
	27 – 36 Years Old	31
	37 – 46 Years Old	7
	$\geq 46$ Years Old	20
Length of Service	< 2 Years	10
	2 – 5 Years	52
	> 5 Years	25
Education Level	Elementary	1
	Junior High School	3
	Senior High School	64
	Diploma/Bachelor	19

##### Validity Test

Table 2 presents a tabulation of the validity test results of this research. All indicator items representing work-life balance (WLB), work environment (WRE), work spiritually (WSP), and work engagement (WEG) have proven valid. This can be proven by the factor loading value of each indicator item being greater than 0.6.

**Table 2. Validity Test Result**

Indicator	Work-Life Balance	Work Environment	Workplace Spiritually	Work Engagement
WLB 1	0.876			
WLB 2	0.882			
WLB 3	0.850			
WRE 1		0.811		
WRE 2		0.823		
WRE 3		0.850		
WRE 4		0.847		
WRE 5		0.837		
WRE 6		0.809		
WSP 1			0.734	
WSP 2			0.785	
WSP 3			0.697	
WSP 4			0.822	
WSP 5			0.795	
WSP 6			0.826	
WSP 7			0.783	
WSP 8			0.778	

Indicator	Work-Life Balance	Work Environment	Workplace Spiritually	Work Engagement
WSP 9			0.725	
WEG 1				0.857
WEG 2				0.873
WEG 3				0.749

### Reliability Test

Table 3 shows that all the variables used in this study are reliable. This can be proven by the Cronbach's alpha value of each variable being greater than 0.7. The Cronbach's alpha value of the work-life balance variable was 0.836, the work environment variable was 0.902, the workplace spirituality variable was 0.910, and the work engagement variable was 0.746.

**Table 3. Reliability Test Result**

Variable	Cronbach's Alpha
Work-Life Balance	0.836
Work Environment	0.902
Workplace Spiritually	0.910
Work Engagement	0.746

### Hypothesis Test

Table 4 shows that two of the three hypotheses of this study were accepted because they had a significance value of less than 0.05. Work-life balance and workplace spirituality have a partially positive effect on work engagement. This finding implies that they encourage increased work engagement. The work environment in this study had no positive effect on work engagement.

**Table 4. Hypothesis Test Result**

Hypothesis	Unstandardized Coefficients		Standardized Coefficients	Coefficient	Sig.
	B	Std. Error	Beta		
Work-Life Balance → Work Engagement	0.443	0.142	0.386	3.114	0.003
Work Environment → Work Engagement	-0.042	0.151	-0.041	-0.277	0.782
Workplace Spiritually → Work Engagement	0.360	0.174	0.323	2.067	0.043

## Discussion

### The Effect of Work-Life Balance on Work Engagement

The results of the first hypothesis test show that work-life balance positively influences work engagement. In other words, the higher the work-life balance employees feel, the higher the level of employee work engagement. A high balance in work and other aspects of life will increase work engagement (Jaharuddin & Zainol, 2019), namely, increased mental strength or endurance at work, dedication, and concentration. The positive effect of work-life balance on work engagement found in this study aligns with the results of research by Björk-Fant et al. (2023). Work-life balance can improve organizational performance, encourage employee work engagement, and increase organizational productivity. Work-life balance plays an important role in work engagement, so employees need a balance of time to manage it. Companies must maintain a balance between employee requirements and demands to motivate workers. For employees, work-life balance is crucial (Bataineh, 2019). An organization's flexible work-life balance significantly impacts employee engagement.

### The Effect of Work Environment on Work Engagement

The results of the second hypothesis test proved that the environment had no positive effect on work engagement. The results of this study are not in line with the results of Osborne and Hammoud (2017), who found that the work environment does not affect work engagement. This



can occur because the work environment does not impact the level of employee engagement but has an impact on minimizing negative aspects in the workplace. Employees need an open and supportive work environment to feel safe and fully engaged in their responsibilities. For employee engagement to be stable, it is important for the entire organization, team, and employees to continuously optimize the work environment (Bakker, 2022). Furthermore, when employees get a comfortable working environment, they have a higher chance of exercising their power or freedom, so they are more engaged in their work. Thus, companies need to design a work environment that can increase employee motivation and commitment, which will lead to increased employee engagement (Bakker, 2022).

### **The Effect of Workplace Spiritually on Work Engagement**

Based on the results of the third hypothesis test, workplace spirituality positively influences work engagement. The results of this study are the results of research conducted by Petchsawang and McLean (2017) and van der Walt (2018), who found that the higher the level of spirituality in the workplace, the more employees work attached to the organization. According to social exchange theory, employees' lack of spirituality is the reason they plan to engage in workplace deviance (Haldorai et al., 2020). On the other hand, when a company demonstrates concern for its employees' spirituality, it avoids engaging in deviant behavior. Employees will feel engaged in the company if they find their work to have a deep spiritual meaning and purpose. Finally, workplace spirituality benefits both individuals and companies. It is favorably connected with higher productivity, sales, performance, awareness, dedication, happiness, attachment, loyalty, and organizational citizenship behavior (Samul, 2019).

## **5. Conclusion**

Based on the study's results, work-life balance and work-life spirituality positively affect employee work engagement. However, the work environment in this study had no positive effect on employees' work engagement. This means that a higher balance between work, domestic, and other life roles will increase employee engagement. In addition, a company's concern for the inner lives of its employees influences employee work engagement. The work environment variables in this study proved to have no positive effect on employee work engagement. This means that the work environment, in the form of social relationships between coworkers, superiors, and subordinates, does not significantly impact the level of employee work engagement. This research is limited to the scope of the Amanah Anda Company in Yogyakarta, Indonesia; therefore, the study's results cannot represent the work engagement of supermarket employees in various regions of Indonesia. Based on the limitations of this study, future research should use a research model with a mediation or moderation model, or use variables that have not been studied in this study.

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