

**THE EFFECT OF WORK LIFE BALANCE AND PERCEIVED
ORGANIZATIONAL SUPPORT ON WORK ENGAGEMENT IN FEMALE
EMPLOYEES OF PTPN I REGIONAL 4 SURABAYA**

Della Widya Pramudita¹

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia
20012010013@student.upnjatim.ac.id

Sulastri Irbayuni²

Universitas Pembangunan Nasional “Veteran” Jawa Timur, Surabaya, Indonesia
sulastrii.ma@upnjatim.ac.id

Abstract

Women deciding to pursue a career has caused a shift in the main role of women. The increase in the number of female workers is due to the equal opportunity between women and men in obtaining higher education. However, in reality, there are many challenges that must be faced by married women when they decide to start their careers. In dealing with this phenomenon, work-life balance and organizational support are needed to increase the work engagement of female employees in the company. The purpose of this study was to determine the effect of work life balance and perceived organizational support on work engagement. The method used is a quantitative method with a population of 40 married female employees of PTPN I Regional 4 Surabaya and sampling techniques using saturated samples, namely samples taken to represent the entire population. Data were obtained through a questionnaire which was compiled based on indicators of each research variable and then analyzed using SmartPLS software. The results of the study showed the influence of work life balance and perceived organizational support on work engagement

Keywords: Perceived Organizational Support, Work Engagement, Work Life Balance

INTRODUCTION

The phenomenon of women choosing to have a career is a very interesting topic to study more deeply. Previously, the main role of women was synonymous with household chores. But in an increasingly advanced and modern era like today, women can play a role outside the home and pioneer a career. Choosing to work and pioneer a career is not only done by single women, but also by married women. According to data from the National Statistics Agency, the percentage of female workers in Surabaya City is increasing from year to year. In 2023 the number of female workers increased by 2.15%. The percentage of women looking for work will increase over time.

Table 1
Percentage of Workforce in Surabaya City by Gender Year of 2021-2023

Gender	Percentage of Formal Workforce by Gender (%)		
	2021	2022	2023
Male	81,69	85,07	80,25
Female	53,44	55,46	57,61

Source: (Badan Pusat Statistik, 2024)

The increasing percentage is due to the equal opportunity between women and men to get higher education and have a brilliant career. However, in reality, there are many challenges that must be faced by married women when they decide to start a career in the midst of their obligations as a wife and housewife. This is an interesting phenomenon in this study.

Work engagement is an attitude that defines an individual as a whole involved in their work both emotionally and physically by showing enthusiastic, dedicated and appreciative behavior in completing work (Mufarrihah et al., 2020). Therefore, career women must have a strategy in balancing themselves between work and their personal lives. Work life balance is an effort made by individuals to balance their work and personal lives.

Bhatnagar in (Jaya et al., 2020) states that work engagement in employees will increase if they have a positive perception of support from their organization. Organizational support provided to employees is an effort to create welfare and provide appreciation for all forms of hard work and employee contributions to the company (Mufarrihah et al., 2020). The existence of a good perception from employees of the support provided by the company

in accordance with their expectations will encourage employees to fulfill their obligations to the company and make employees more involved so that it affects work engagement.

PT Perkebunan Nusantara I Regional 4 (Persero) is a State-Owned Enterprise ("SOE") that focuses on optimizing plantation assets and managing sugarcane and tobacco commodities. Located at Jalan Merak No.1, South Krembangan, Krembangan District, Surabaya City. After the formation of Sub Holding, Regional 4 is a merger of two companies, namely PTPN X and PTPN XI. Based on the results of interviews and observations while conducting this research, the author found a problem being faced by this company, namely the low survey results related to work engagement or employee work engagement.

The survey results show that the work engagement of PTPN I Regional 4 (formerly PTPN X) employees tends to be low when compared to PTPN III Operations, PTPN IV, PTPN V, and PTPN VI. The results of the employee work engagement survey show the results of 82.73% for work engagement of leadership employees and 82.67% for work engagement of executive employees. Researchers chose PTPN X as the object of research because of the location of the head office in Surabaya City.

Based on data obtained from Human Resource Development, namely regarding the low realization of leave taking 40 female employees. Employees with low leave-taking rates indicate that they pay less attention to personal or family needs which ultimately leads to fatigue, stress and decreased productivity. Without adequate time off, employees will lose time for reflection and self-development which ultimately leads to a feeling of being trapped in a monotonous routine and results in decreased work engagement.

The company has determined a minimum score for employee work engagement of 85%. However, based on the survey results related to work engagement, almost all statement indicators show values below 85%. One of the causes of low employee work engagement is the lack of employee dedication to the company. Employees who have a high dedication score will strongly identify with their work because they make the job a valuable, inspiring and challenging experience so that they feel enthusiastic and proud of their work (Mariyanti et al., 2023).

The company always recognizes the contributions of their employees by providing rewards for outstanding employees. In addition to rewards, the company also provides

support by always trying to motivate all their employees, one of which is by internalizing the core values of BUMN. However, this is not in accordance with reality as evidenced by the results of the employee work engagement survey which is still below the predetermined standard score, meaning that employees have not been able to fully engage in their work.

REVIEW OF LITERATURE

Work Life Balance

Work life balance is a state or situation where an employee feels able to balance their work with other commitments besides the work they mostly do (Singh & Koradia, 2017). Greenhaus in (Saifullah, 2020) defines work life balance as the extent to which individuals feel bound together in work and family, and are equally satisfied at work and in their families. According to (Rincy & Panchanatham, 2010) work life balance is a condition or situation where the conflict experienced by employees is low and their roles in work and family can run well.

From the employee's point of view, work life balance is a way or choice to manage obligations between their personal life and work, while from the company's point of view, work life balance is a challenge to create a supportive atmosphere to make employees focus on their work (Mauludi & Kustini, 2022). Lockwood in (Fatmawati & Irbayuni, 2021) states that there are three indicators that affect work life balance, including time balance, engagement balance and satisfaction balance.

Perceived Organizational Support

Perceived organizational support is a person's belief that the organization or company where they work values their contribution and cares about the welfare of its employees (Anggraini, 2017). Perceived organizational support is a guarantee for an employee that the organization values their contribution and pays attention to them (Lansart et al., 2019). Pack in (Claudia, 2018) defines perceived organizational support as the perception of an individual who works about the extent to which the organization can provide support to its employees and has the readiness to provide assistance to its employees when needed. Therefore, organizational support is expected to come as a form of recognition of the existence of employees in a company. According to (Amanda & Drahen Soeling, 2021) there are three

indicators of measuring perceived organizational support, namely justice support, leadership support and appreciation and working conditions.

Work Engagement

Work engagement is a state where an individual or employee is able to commit emotionally and intellectually (Swarnalatha & Prasanna, 2013). Work engagement is an important thing for companies to pay attention to. This is because work engagement is the level or level of commitment and involvement of employees in achieving and achieving the company's goals, vision and mission. Considering human resources as the main factor that determines the progress of the organization, it is important for an employee to feel bound and committed to his work. Schaufeli and Bakker in (Syafitri & Iryanti, 2022) suggest that work engagement can be measured by three indicators, vigor, dedication, and absorption.

The Relationship of Work Life Balance to Work Engagement

Work life balance is a balance between work and personal life. Balance in work and personal life is one of the important factors in supporting the increasing level of employee involvement or work engagement. If employees are able to fulfill their responsibilities at work and outside of work, employees will be engaged with the company where they work. This positive relationship is in line with research conducted by (Nurchahyo, 2021) and (Putri et al., 2022) which reveals that if employees get the opportunity to manage their lives to be balanced, they will feel happy and comfortable in doing their work, thereby increasing engagement with the company.

H1: Work life balance has a positive effect on work engagement

The Relationship of Perceived Organizational Support to Work Engagement

Perceived organizational support is an employee's perception of how much support the company provides to them for the contributions they make to the company. When employees have a good perception or assessment of the company regarding the appreciation given by the company for the contribution of its employees and are able to pay attention to welfare according to their expectations, this will encourage employees to be optimally involved so that it will affect work engagement (Septiani & Frianto, 2023). This statement is reinforced by research conducted by (Kaur & Randhawa, 2021) and (Aldabbas et al., 2023) which found a positive and significant effect of perceived organizational support on work

engagement, namely the support and attention provided by the organization will be an important driver in increasing work engagement or employee work involvement in a company.

H2: Perceived organizational support has a positive effect on work engagement

RESEARCH METHOD

This study uses quantitative methods with data collection by distributing questionnaires via google form. The sampling technique uses saturated samples, namely the samples taken represent the entire population, it is known that the number of samples is 40 female employees of PTPN I Regional 4 Surabaya. Data analysis was carried out with SmartPLS software because this method is suitable for all types of data scales and does not require many assumptions and large samples.

RESULTS AND DISCUSSION

PLS Model Analysis

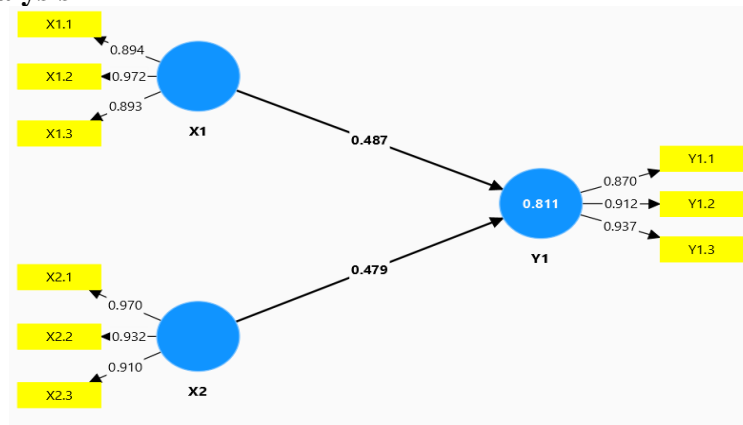


Figure 1
Path Diagram of PLS Output Results
Source: Data Processed, 2024

From the PLS output picture above, it can be seen that the factor loading value of each indicator is located above the arrow between the variable and the indicator, besides that it can also be seen from the path coefficient value which is above the arrow line between the exogenous and endogenous variables. The amount of R-Square which is right inside the endogenous variable circle (work engagement variable). Therefore, the indicator with the highest loading coefficient for Work Life Balance is the balance of engagement (X1.2) with

a factor loading of 0.972. As for Perceived Organizational Support, the indicator with the highest factor loading is justice support (X2.1) with a value of 0.970. For Work Engagement, the indicator with the highest factor loading is Focus (Y1.3) with a value of 0.937.

Structural Model Testing

Table 2
R-Square

	R-square	R-square adjusted
Work Engagement (Y)	0.811	0.801

Source: Data Processed, 2024

The value of R^2 (Work Engagement) of 0.811 indicates that this model is able to explain about 81.10% of the phenomenon studied. The rest (18.90%) is explained by other variables not included in the model and error factors. This means that the variables Work Life Balance, and Perceived Organizational Support contribute 81.10%, while other variables not included in the model affect 18.90%.

Hypothesis Testing

Table 3
Path Coefficients

	Path Coefficients	T Statistics	P Values
Work Life Balance (X1) -> Work Engagement (Y1)	0.487	3.507	0.000
Perceived Organizational Support (X2) -> Work Engagement (Y1)	0.479	3.193	0.001

Source: Data Processed, 2024

Work Life Balance has a positive effect on work engagement as evidenced by the path coefficients value of 0.487 and a T-statistic value of $3.507 > 1.96$ (t table value $Z\alpha = 0.05$) and a p-value of $0.000 < \alpha = 0.05$ (5%), then significant (positive). Meanwhile, Perceived Organizational has a positive effect on work engagement as evidenced by path coefficients of 0.479 and a T-statistic value of $3.193 > 1.96$ (t table value $Z\alpha = 0.05$) and a p-value of $0.001 < \alpha = 0.05$ (5%), then significant (positive).

Effect of Work Life Balance on Work Engagement

Based on the research that has been done, the results show that work life balance has a positive and significant effect on work engagement as evidenced by path coefficients of

0.487 where the p-value is $0.001 < \alpha = 0.05$ (5%) which has a direct effect. So that the hypothesis regarding the effect of work life balance on work engagement can be accepted.

In reality, there are still many employees who have not been able to balance their work life as evidenced by the low realization of employee leave taking. Employees with low leave-taking rates indicate that they pay less attention to personal or family needs which ultimately leads to fatigue, stress and decreased productivity. The low realization rate of leave-taking is due to the lack of replacement employees. Employees who take leave feel worried that their work will not be completed because there are no other employees who are adequate to replace them to complete their work until the leave period ends. Without adequate time off, employees will lose time for reflection and self-development which in turn leads to a feeling of being stuck in a monotonous routine and results in decreased work engagement.

Therefore, it can be concluded that female employees of PTPN I Regional 4 Surabaya are able to balance their work and personal lives with a balance of time, balance of involvement, and feel and have a balance of satisfaction with two important roles, namely personal life and work. If women employees get the opportunity to manage their lives to be balanced, they will feel happy and comfortable in doing their work so as to increase engagement with the company.

Effect of Perceived Organizational Support on Work Engagement

Based on the research that has been done, the results show that perceived organizational support has a positive and significant effect on work engagement as evidenced by path coefficients of 0.479 where the p-value is $0.001 < \alpha = 0.05$ (5%) which has a direct effect. So that the hypothesis regarding the effect of perceived organizational support on work engagement can be accepted.

In reality, companies have tried to provide support to their employees in the form of support and rewards, but differences in employee perceptions regarding the support provided by the company have led to decreased employee engagement as evidenced by the results of work engagement survey scores that are still below standard. This difference in perception is related to whether or not the support provided by the company is appropriate for all forms of employee contributions to the company's progress. For employees who feel that the support provided by the company is in accordance with their expectations, it means that they have

good perceived organizational support and vice versa, if employees feel that the support provided by the organization is not in accordance with their contribution to the company, the perceived organizational support felt by employees is not optimal.

It can be concluded that female employees of PTPN I Regional 4 Surabaya are able to feel the support provided by the organization in the form of justice support, leadership support and appreciation and harmonious working conditions. The support provided by organization will make employees have a good perception because the support provided by the company is in accordance with their expectations for the contributions that have been made the progress of the company. A good level of perceived organizational support will make employees more responsible and provide feedback to the company with all their abilities, one of which is through work engagement.

CONCLUSION

Employees with good work life balance and perceived organizational support will be increase their work engagement. Companies are expected to pay attention to work-life balance for female employees, one of which is by providing flexibility in working hours. When female employees need a balance of involvement, namely between life outside of work and still having to complete their work, with this flexibility in working hours they will be more effective in dealing with problems outside of their work without having to reduce their involvement in the workplace. In addition, the company is expected to be able to provide support in accordance with the contribution that employees have made to the company's progress. This support can take the form of justice support, namely by having clear policies regarding equality and justice in the workplace. The policy may include fair treatment in terms of employee recruitment, promotion, rewards and appraisals. Employee perceptions regarding the organizational support they feel and receive will provide positive feedback through their involvement in the workplace. For further research, it is hoped that this research can be developed with other variables such as self-efficacy, motivation, and work environment.

REFERENCES

- Aldabbas, H., Pinnington, A., & Lahrech, A. (2023). The Influence of Perceived Organizational Support on Employee Creativity: The Mediating Role of Work Engagement. *Current Psychology*, 42(8), 6501–6515. <https://doi.org/10.1007/s12144-021-01992-1>
- Amanda, H., & Drahen Soeling, P. (2021). The Influence of Organizational Culture and Perceived Organizational Support on Employee Engagement with Organizational Commitment as a Mediator. *Jurnal Adminitrasi Publik*, 19(1), 340–361.
- Anggraini, M. (2017). Pengaruh Percieved Organizational Support terhadap Organizational Citizenship Behavior dengan Job Engagement dan Job Satisfaction Sebagai Varibel Mediasi (Survey Pada Pusat Pendidikan dan Pelatihan Kementerian dalam Negeri Regional Yogyakarta).
- Badan Pusat Statistik. (2024, May 6). Tingkat Partisipasi Angkatan Kerja Menurut Jenis Kelamin. BPS-Statistic Indonesia. <https://www.bps.go.id/id/statistics-table/2/MjIwMCMY/tingkat-partisipasi-angkatan-kerja-menurut-jenis-kelamin.html>
- Claudia, M. (2018). The Influence Of Perceived Organizational Support, Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior (A Study of The Permanent Lecturers at University of Lambung Mangkurat, Banjarmasin). *Journal of Indonesian Economy and Business*, 33(1), 23–45. <http://journal.ugm.ac.id/jieb>
- Fatmawati, S., & Irbayuni, S. (2021). Effect Of Work Life Balance and Compensation on Job Satisfaction at Koperasi Setia Bhakti Wanita Surabaya. *Balance: Jurnal Ekonomi*, 17(1), 90–101.
- Jaya, M. R., Prakoso, H., & Putra, V. S. (2020). Pengaruh Perceived Organizational Support Terhadap Work Engagement Pada Karyawan Marketing di PT. Len Industri. *Prosiding Psikologi*, 6, 883–888. <https://doi.org/10.29313/.v6i2.24480>
- Kaur, R., & Randhawa, G. (2021). Supportive supervisor to curtail turnover intentions: do employee engagement and work–life balance play any role? *Evidence-Based HRM*, 9(3), 241–257. <https://doi.org/10.1108/EBHRM-12-2019-0118>
- Lansart, T. A., Tewal, B., & Dotulong, L. O. H. (2019). Pengaruh Kecerdasan Emosional, Dukungan Organisasi dan Keadilan Organisasional terhadap Kinerja Pegawai di Biro Organisasi Sekretariat Daerah Pemerintah Provinsi Sulawesi Utara. *EMBA*, 7(4), 5593–5602.
- Mariyanti, S., Lunanta, L. P., & Ratnaningtyas, A. (2023). Model Work-Life Balance Dalam Peningkatan Employee Engagement pada Perempuan Bekerja yang Menjalani Peran Ganda. *Psychophedia Jurnal Psikologi Universitas Buana Perjuangan Karawang*, 7.
- Mauludi, M. F., & Kustini, K. (2022). Pengaruh Work Life Balance dan Lingkungan Kerja Non Fisik terhadap Loyalitas Karyawan pada Generasi Milenial. *J-MAS (Jurnal Manajemen Dan Sains)*, 7(2), 472–476. <https://doi.org/10.33087/jmas.v7i2.414>

- Mufarrihah, J. L., Yuniardi, M. S., & Syakarofath, N. A. (2020). Peran Perceived Organizational Support terhadap Work Engagement Karyawan. *Gadjah Mada Journal of Psychology (GamaJoP)*, 6(2). <https://doi.org/10.22146/gamajop.56396>
- Nurcahyo, T. W. (2021). Reward, Perceived Organizational Support and Supervisor Support (POS), Work Life Balance Sebagai Faktor Kinerja Karyawan Melalui Employee Engagement. *Jurnal Personalia, Financial, Operasional, Marketing Dan Sistem Informasi*, 28(2), 14–27.
- Putri, S. A. P., Zellawati, A., & Setasari, P. (2022). Employee Engagement Ditinjau dari Iklim Organisasi dan Work Life Balance sebagai Variabel Intervening. *Jurnal IMAGE*, 02(5), 62–77.
- Rincy, V. M., & Panchanatham, N. (2010). Development of a Psychometric Instrument to Measure Work Life Balance. *Continental J. Social Sciences*, 3, 50–58. <http://www.wiloludjournal.com>
- Saifullah, F. (2020). Pengaruh Work-Life Balance dan Flexible Work Arrangement Terhadap Kinerja Karyawati Muslimah Konveksi. *BISNIS : Jurnal Bisnis Dan Manajemen Islam*, 8(1), 29–36. <https://doi.org/10.21043/bisnis.v8i1.7045>
- Septiani, A. E., & Frianto, A. (2023). Pengaruh Work Life Balance dan Perceived Organizational Support terhadap Employee Engagement pada BPJS Ketenagakerjaan. *Jurnal Ilmu Manajemen*, 11(2), 266–277.
- Singh, S., & Koradia, K. (2017). Psychological Well Being and Work-Life Balance of Women Working - A co-relational study. <http://www.ijser.org>
- Swarnalatha, C., & Prasanna, T. S. (2013). Leveraging Employee Engagement for Competitive Advantage: Hr's Strategic Role (Vol. 2, Issue 1).
- Syafitri, R. A., & Iryanti, E. (2022). Pengaruh Disiplin Kerja dan Kepuasan Kerja Melalui Work Engagement Terhadap Kinerja Karyawan Kantor Pos Cabang Utama Surabaya 60000. *Management Studies and Entrepreneurship Journal*, 3(5), 2620–2627. <http://journal.yrpiuku.com/index.php/msej>