



The Effect of Work-Life Balance and Motivation on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province

Nola Forensia^{1*}, Irfan Mahdi²

Faculty of Economics and Business, Universitas Muhammadiyah Pontianak

Corresponding Author: Nola Forensia nolafrnsia@gmail.com

ARTICLE INFO

Keywords: Work-Life Balance, Motivation, Employee Engagement

Received : 27, June

Revised : 28, July

Accepted: 30, August

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ABSTRACT

This study addresses the limited evidence explaining the simultaneous effects of Work-Life Balance and Motivation on Employee Engagement among Civil Servants in specialized public healthcare service units. It aims to analyze the effects of Work-Life Balance and Motivation on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. A quantitative approach with an associative research method was employed. The population and sample comprised 164 Civil Servants, excluding the Head of the UPT, selected using saturated sampling. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS. The results show that Work-Life Balance and Motivation simultaneously have a significant effect on Employee Engagement and jointly explain 41.7% of its variation. Partially, both Work-Life Balance and Motivation have positive and significant effects on Employee Engagement, with Motivation demonstrating a stronger relative contribution. The novelty of this study lies in examining these factors simultaneously among Civil Servants working in a specialized public healthcare service setting. Practically, the findings suggest that public healthcare management should support employees' work-life balance through proportional workload and working-time arrangements while strengthening motivation through recognition, a supportive work environment, and employee development opportunities.

INTRODUCTION

Human resources are one of the key elements that determine how an organization carries out its activities and achieves its objectives. This role means that workforce management is not limited to fulfilling staffing requirements, but also encompasses workforce planning, recruitment, placement, and employee management to enable employees to perform their roles optimally (Fiernaningsih et al., 2024). As job demands continue to evolve, organizations also need to pay attention to employees' ability to maintain a balance between their work and personal lives. Work-Life Balance reflects an individual's ability to meet work demands while maintaining a personal life without neglecting either domain (Saputra & Masdupi, 2025). The quality of employee involvement in work is also inseparable from motivation, namely an internal drive that emerges in response to various stimuli and subsequently directs work-related behavior (Luthans as cited in Busro, 2018). When employees are able to maintain life balance and have a strong drive to work, engagement with their work becomes increasingly important for the organization. Employee Engagement reflects employees' involvement and emotional commitment, as demonstrated by their willingness to participate, contribute, and carry out responsibilities conscientiously in both their work and the organization (Wakhyuni, 2025).

UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, is a technical implementation unit that provides mental health services, services related to substance abuse (NAPZA), services for children with special needs, medical services, nursing services, and supporting services based on West Kalimantan Governor Regulation Number 158 of 2021. In 2026, the institution had 165 Civil Servants, consisting of one Head of the UPT, 20 employees in the Administrative Subdivision, 100 employees in the Service Section, and 44 employees in the Medical Support Section, with 60.61% of employees assigned to the Service Section (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026). Service operations are conducted from Monday to Friday using an electronic fingerprint attendance system to record employees' arrival and departure times (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026). The UPT's technical duties also include promotive, preventive, curative, rehabilitative, and referral activities in accordance with applicable regulations (Peraturan Gubernur Kalimantan Barat Nomor 158 Tahun 2021).

Employee data indicate changes in attendance patterns during the 2023-2025 period. The absenteeism rate was 0.74% in 2023, increased to 0.87% in 2024, and returned to 0.74% in 2025 (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026). Total tardiness also increased from 186,425 minutes in 2023 to 198,350 minutes in 2024, before declining to 191,210 minutes in 2025, while early departures increased from 138,462 minutes to 148,740 minutes before decreasing to 143,090 minutes over the same period (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026). A lack of balance between work and personal life has been associated with increased employee absenteeism in previous research (Mohd et al., 2016). Higher motivation has

also been reported to be associated with a lower tendency toward absenteeism (Ha & Moon, 2023). Strong emotional engagement and commitment to work can encourage employees to perform their daily duties with greater enthusiasm and motivation (Usni & Mahdi, 2025). Higher levels of Employee Engagement have also been associated with better employee attendance (King et al., 2020). Positive self-evaluation and a strong work ethic can strengthen employees' engagement and commitment to the organization (Riadi et al., 2024).

Leave and service data reveal additional changes over the same period. The number of leave days increased from 1,235 days in 2023 to 1,651 days in 2024, an increase of 33.68%, and rose again to 1,975 days in 2025, representing a further increase of 19.62% compared with the previous year (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026). Vacation periods have been associated with recovery from work demands and improved employee well-being through temporary detachment from work activities (Grant et al., 2025). Work leave has also been reported to support physical and mental recovery, which is associated with work motivation and productivity (Isma et al., 2019). Relaxation following a vacation may be associated with increased work engagement and reduced fatigue (Kühnel & Sonnentag, 2011). In terms of service performance, the Community Satisfaction Survey score was 83.86 in 2023, decreased to 83.75 in 2024, and increased to 84.10 in 2025, with all scores remaining in the good category (UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2026).

The institutional data reveal a phenomenon that warrants further examination. During the 2023–2025 period, absenteeism, tardiness, and early departures fluctuated, while the number of leave days increased consistently. Although the Community Satisfaction Survey scores remained in the good category, these workforce patterns indicate changes in employees' attendance and availability that may affect the consistency of service delivery. However, these administrative data do not directly demonstrate whether employees have low or high levels of engagement. Therefore, an empirical examination is required to determine whether employees' ability to balance their work and personal lives and their motivation to perform their duties are associated with Employee Engagement. This issue is particularly important because UPT Klinik Utama Sungai Bangkong provides mental health, substance abuse, special-needs, medical, nursing, and supporting services that require employees' sustained energy, dedication, concentration, and responsibility.

Based on an interview with Ms. Yunita, S.Kep.Ns., Head of the Pediatric Polyclinic at UPT Klinik Utama Sungai Bangkong, West Kalimantan, it was found that a balance between work and personal life needs to be maintained so that employees can continue to perform their duties optimally. Therefore, the institution grants employees leave entitlements in accordance with applicable regulations and does not implement an overtime system, thereby allowing employees to complete their duties within the established working hours. In addition, motivation provided by leaders, such as support, guidance, and recognition of employee performance, can enhance employees' enthusiasm for work. These conditions encourage employees to provide services in accordance

with established standards as a manifestation of their engagement in performing their duties optimally. They also demonstrate responsibility in carrying out their duties and commitment to providing the best possible services to the community.

Previous studies have examined the relationships among Work-Life Balance, Motivation, and Employee Engagement, but differences remain in their focus and research context. Octa and Nuvriasari (2025) found that Work-Life Balance had a positive and significant effect on Employee Engagement among PJK3 employees in the Special Region of Yogyakarta. Rahmadany and Saragih (2021) reported that Work Motivation had a positive and significant effect on Employee Engagement among employees at the BPJS Kesehatan Head Office. Meanwhile, other studies have more frequently examined Work-Life Balance and Motivation in relation to absenteeism. Mohd et al. (2016) investigated the relationship between Work-Life Balance and absenteeism, whereas Ha and Moon (2023) examined the role of work motivation in voluntary absenteeism within public sector organizations. These studies provide important evidence regarding the separate roles of Work-Life Balance and Motivation, but they remain limited in explaining how the two factors simultaneously relate to Employee Engagement among Civil Servants working in a specialized public healthcare service unit.

Addressing this research gap is important because employee engagement in specialized public healthcare institutions is closely connected with employees' capacity and willingness to maintain consistent service performance. Employees are required not only to fulfill administrative responsibilities but also to remain energetic, dedicated, and fully involved when providing services to individuals with mental health conditions, substance abuse problems, and special needs. Understanding the relative contribution of Work-Life Balance and Motivation can therefore provide a more relevant basis for developing employee-management policies that support both employee well-being and service continuity.

The novelty of this study lies in the simultaneous examination of Work-Life Balance and Motivation as factors associated with Employee Engagement among Civil Servants in a specialized public healthcare service setting. Unlike previous studies that examined these factors separately or focused on different organizational contexts, this study integrates both variables within a single research model at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. Accordingly, the study is expected to extend the contextual understanding of Employee Engagement in public healthcare organizations and provide practical insights for managing employees' work-life balance and motivation.

Based on the phenomenon gap, research gap, urgency, and novelty described above, this study aims to analyze the effects of Work-Life Balance and Motivation on Employee Engagement, both partially and simultaneously, among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

LITERATURE REVIEW

Work-Life Balance

Work-Life Balance is a condition in which individuals are able to manage work and personal-life demands so that fulfilling responsibilities in one domain does not result in neglect of the other (Saputra & Masdupi, 2025). The concept includes managing the relationship and boundaries between work and personal or family life to establish balance in carrying out both roles (Clark, 2000, as cited in Fiernaningsih et al., 2024). Work-Life Balance in this study is measured using three dimensions: time balance, involvement balance, and satisfaction balance (McDonald & Bradley, 2005). Time balance refers to a balanced allocation of time between work and personal life, involvement balance concerns balanced involvement across the two domains, and satisfaction balance reflects a balance in the satisfaction derived from work and personal life (McDonald & Bradley, 2005). Work-Life Balance may be associated with job characteristics, personal characteristics, and environmental factors (Saputra & Masdupi, 2025). The relationship between Work-Life Balance and Employee Engagement is supported by Octa and Nuvriasari (2025), who found that Work-Life Balance had a positive and significant effect on Employee Engagement among PJK3 employees in the Special Region of Yogyakarta. Zhang et al. (2026) found that Work-Life Balance was positively associated with Work Engagement among healthcare workers.

H1: Work-Life Balance has a positive and significant effect on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

Motivation

Motivation describes an internal drive that emerges in response to stimuli and influences an individual's behavior in carrying out an activity (Luthans as cited in Busro, 2018). In an organizational setting, motivation is associated with an individual's willingness to exert effort to achieve organizational goals while simultaneously fulfilling specific personal needs (Robbins & Coulter as cited in Priansa, 2016). Motivation in this study is measured based on the hierarchy of needs, comprising physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Abraham Maslow as cited in Fiernaningsih et al., 2024). Work motivation may also be influenced by personal conditions, the environment, recognition, achievement, aspirations, learning ability, and leaders' efforts to motivate employees (Priansa, 2016). Participation, communication, recognition of contributions, delegation of authority, and attention to employees are principles associated with the development of work motivation (Mangkunegara as cited in Busro, 2018). Rahmadany and Saragih (2021) found that Work Motivation had a positive and significant effect on Employee Engagement among employees at the BPJS Kesehatan Head Office. Nusraningrum et al. (2024) found that Motivation had a positive and significant effect on Employee Engagement, indicating that employees with a stronger drive to perform their work are more likely to become actively involved in their duties and organizational activities.

In the public sector context, Zahari and Kaliannan (2023) identified motivation, particularly Public Service Motivation, as an important antecedent of Work Engagement.

H2: Motivation has a positive and significant effect on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

Employee Engagement

Employee Engagement refers to the degree of an individual's involvement and emotional commitment to work and the organization, reflected in engagement, enthusiasm to contribute, and responsibility in performing work (Wakhyuni, 2025). Employee Engagement is also understood as a relationship that reflects employees' attachment to the values upheld by the organization (Siahaan as cited in Jamillah et al., 2023). Employee Engagement in this study is measured through vigor, dedication, and absorption (Schaufeli et al., 2002, as cited in Muhdini, 2020). Vigor reflects energy, mental resilience, and willingness to exert effort at work; dedication describes involvement accompanied by enthusiasm, pride, and a sense of meaning in one's work; while absorption reflects an individual's concentration and full involvement in work activities (Schaufeli et al., 2002, as cited in Muhdini, 2020). Employee Engagement is also associated with communication, organizational goals and values, leadership, management, job design, learning, recognition, salary and benefits, well-being, and the work environment (Elliott & Corey, 2018). In this study, Employee Engagement is positioned as the dependent variable and is analyzed based on the effects of Work-Life Balance and Motivation. Zahari and Kaliannan (2023) identified positive psychological conditions, motivation, leadership, organizational support, and job resources as important antecedents of Work Engagement

H3: Work-Life Balance and Motivation simultaneously have a significant effect on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

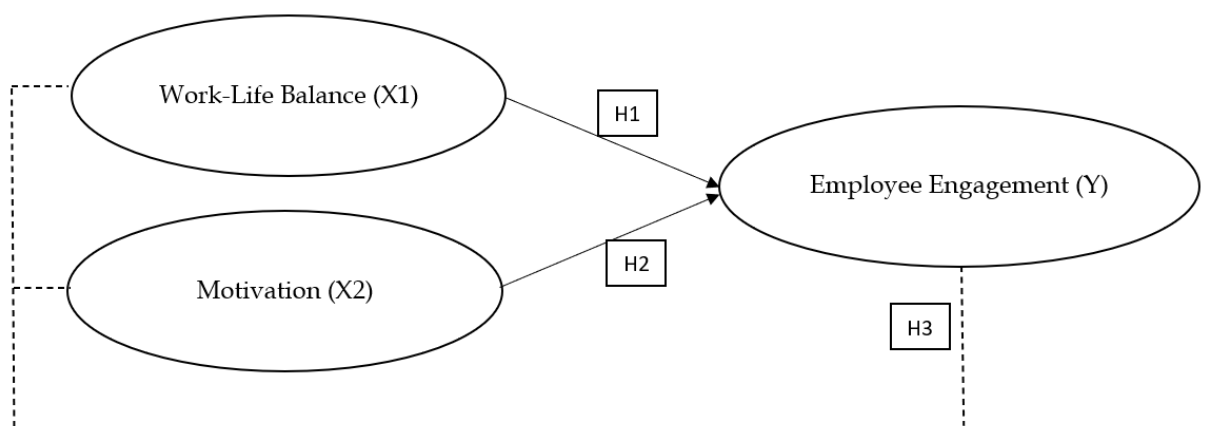


Figure 1. Conceptual Framework

METHODOLOGY

This study employed an associative research method to examine the effects of Work-Life Balance (X1) and Motivation (X2) on Employee Engagement (Y). Primary data were collected through an interview with the Head of the Children's Clinic Section at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, and through questionnaires distributed to Civil Servants. The interview was used to obtain preliminary information and clarify the research problem (Sugiyono, 2017). The questionnaire was used to collect data through a set of written statements answered by respondents (Sugiyono, 2017). Secondary data included the institution's profile, the number of employees by section, absenteeism, tardiness, early departures, and Community Satisfaction Survey scores. The study population consisted of 164 Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, in 2026, excluding the Head of the UPT. Saturated sampling was applied (Sugiyono, 2017), so all 164 members of the population were included as research respondents.

The research variables consisted of Work-Life Balance and Motivation as independent variables and Employee Engagement as the dependent variable. The questionnaire was structured based on the theoretical dimensions of the three research variables. The Work-Life Balance instrument consisted of six statement items covering time balance, involvement balance, and satisfaction balance, based on McDonald and Bradley (2005). The Motivation instrument consisted of ten statement items representing physiological needs, safety needs, social needs, esteem needs, and self-actualization needs, based on Maslow's hierarchy of needs as cited in Fiernaningsih et al. (2024). Employee Engagement was measured using six statement items covering vigor, dedication, and absorption, based on Schaufeli et al. (2002, as cited in Muhdini, 2020). Measurement used a five-point Likert scale, ranging from Strongly Disagree with a score of 1 to Strongly Agree with a score of 5 (Sugiyono, 2017).

Instrument feasibility was assessed through validity and reliability tests. Validity was tested using Product Moment correlation, with an item considered valid when the *r*-count value was greater than the *r*-table value or met the specified significance criterion (Siregar, 2017). Reliability was used to assess the consistency of an instrument in producing stable measurements under the same conditions (Siregar, 2017). An instrument was considered reliable when the reliability coefficient was greater than 0.60 (Siregar, 2017).

Data analysis was performed using SPSS and included classical assumption tests, multiple linear regression, the correlation coefficient, the coefficient of determination, the F test, and the t test. The normality test used the Kolmogorov-Smirnov method, with a significance value > 0.05 as the criterion for a normal distribution (Sahir, 2021). The linearity test used the Test of Linearity to assess the linear relationship between the independent and dependent variables (Sahir, 2021). The multicollinearity test referred to the Tolerance and Variance Inflation Factor (VIF) values, with the criteria of Tolerance > 0.10 and VIF < 10 (Sahir, 2021).

The effects of Work-Life Balance and Motivation on Employee Engagement were analyzed using multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + e$ (Sahir, 2021). The strength of the relationship among variables was assessed using the correlation coefficient, while the ability of the independent variables to explain variation in the dependent variable was measured using the coefficient of determination (R^2) (Sahir, 2021). Hypothesis testing used a 5% significance level, with the F test used to examine the simultaneous effects of Work-Life Balance and Motivation and the t test used to examine the partial effect of each independent variable on Employee Engagement (Sahir, 2021).

RESULTS AND DISCUSSION

Research Instrument Testing

a. Validity Test

The validity test was conducted to ensure that each statement item in the questionnaire accurately measured the research variable. Testing was performed by correlating each item score with the total variable score. An item was considered valid when the r-count value was greater than the r-table value. With 164 respondents, the degrees of freedom (df) were determined using the formula $n - 2$, namely $164 - 2 = 162$. At a significance level of 0.05, the r-table value was 0.153. The validity test results for all items in each variable are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work-Life Balance (X1)	X1.1	0.773	0.153	Valid
	X1.2	0.591		
	X1.3	0.706		
	X1.4	0.555		
	X1.5	0.789		
	X1.6	0.755		
Motivation (X2)	X2.1	0.507	0.153	Valid
	X2.2	0.492		
	X2.3	0.656		
	X2.4	0.458		
	X2.5	0.699		
	X2.6	0.708		
	X2.7	0.693		
	X2.8	0.719		
	X2.9	0.724		
	X2.10	0.726		
Employee Engagement (Y)	Y1.1	0.618	0.153	Valid
	Y1.2	0.566		
	Y1.3	0.633		
	Y1.4	0.713		
	Y1.5	0.642		
	Y1.6	0.676		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all statement items for Work-Life Balance (X1), Motivation (X2), and Employee Engagement (Y) had r-count values greater than the r-table value of 0.153. These findings indicate that each item adequately represents the variable being measured. Therefore, all instrument items were declared valid and suitable for use in the data collection process.

b. Reliability Test

The reliability test was conducted to assess the consistency of the research instruments in measuring each variable. Cronbach's Alpha was used, with an instrument considered reliable when its Cronbach's Alpha value was ≥ 0.60 . The reliability test results for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Work-Life Balance (X1)	0.790	6	Reliable
Motivation (X2)	0.842	10	
Employee Engagement (Y)	0.710	6	

Source: Processed Data, 2026

Based on the reliability test results in Table 2, Work-Life Balance (X1), Motivation (X2), and Employee Engagement (Y) each had a Cronbach's Alpha value above the minimum threshold of 0.60. These results indicate that the instruments for all variables had an adequate level of consistency. Therefore, all statement items were declared reliable and suitable for use as data collection instruments in this study.

Classical Assumption Test

a. Normality Test

The normality test was conducted to determine whether the research data were normally distributed as one of the prerequisites for statistical analysis. The Kolmogorov-Smirnov method was used, with data considered normally distributed when the significance value was greater than 0.05. The normality test results obtained through SPSS data processing are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	164
Test Statistic	.055
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

Based on the normality test results in Table 3, the Asymp. Sig. (2-tailed) value was 0.200. This value was greater than the significance level of 0.05,

indicating that the criterion for a normal distribution was met. Therefore, the data were considered normally distributed and suitable for further analysis.

b. Linearity Test

The linearity test was conducted to determine whether the relationship between each independent variable and the dependent variable followed a linear pattern. A relationship was considered linear when the Sig. Linearity value was less than 0.05 and the Deviation from Linearity value was greater than 0.05. The linearity test results using the Test for Linearity are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Employee Engagement * Work-Life Balance	.000	.366	Linear
Employee Engagement * Motivation	.000	.164	

Source: Processed Data, 2026

Based on Table 4, the relationship between Work-Life Balance and Employee Engagement had a Sig. Linearity value < 0.001 and a Deviation from Linearity value of 0.366, while the relationship between Motivation and Employee Engagement had a Sig. Linearity value < 0.001 and a Deviation from Linearity value of 0.164. Because the Sig. Linearity values were < 0.05 and the Deviation from Linearity values were > 0.05 , both relationships were considered linear and met the linearity assumption.

c. Multicollinearity Test

The multicollinearity test was conducted to determine whether strong correlations existed among the independent variables in the regression model. Excessively high correlations can affect the stability of regression coefficient estimates and reduce the model's accuracy in explaining relationships among variables. The multicollinearity test results based on SPSS data processing are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Work-Life Balance	.704	1.421
	Motivation	.704	1.421
a. Dependent Variable: Employee Engagement			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, Work-Life Balance (X1) and Motivation (X2) each had a Tolerance value of 0.704 and a VIF value of 1.421. The Tolerance values were greater than 0.10, while the VIF values were less than 10.00. Therefore, the regression model showed no indication of multicollinearity among the independent variables.

Hypothesis Testing

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the effects of two or more independent variables on a dependent variable, both partially and simultaneously. This analysis was also used to construct a model describing the direction and magnitude of the relationships among the research variables. The regression coefficient test results based on SPSS data processing are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.151	.309		3.726	.000
	Work Life Balance	.242	.081	.213	2.971	.003
	Motivation	.476	.068	.505	7.038	.000

a. Dependent Variable: Employee Engagement

Source: Processed Data, 2026

Based on the multiple linear regression analysis results in Table 6, the following regression equation was obtained:

$$Y = 1.151 + 0.242X_1 + 0.476X_2$$

The equation can be interpreted as follows:

- 1) The constant (a) of 1.151 indicates that when Work-Life Balance (X₁) and Motivation (X₂) are equal to 0, the estimated Employee Engagement (Y) value is 1.151.
- 2) The Work-Life Balance regression coefficient (b₁) of 0.242 indicates a positive direction of effect. This means that each one-unit increase in Work-Life Balance will increase Employee Engagement by 0.242 units.
- 3) The Motivation regression coefficient (b₂) of 0.476 also indicates a positive direction of effect. This means that each one-unit increase in Motivation will increase Employee Engagement by 0.476 units.

b. Correlation Coefficient Analysis (R)

Correlation coefficient analysis was used to measure the strength and direction of the relationship between two or more variables. The results of the correlation coefficient analysis are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.410	.20781

Predictors: (Constant), Motivation, Work Life Balance.

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) was 0.646. This value falls within the interval of 0.60-0.799, indicating that the relationship of Work-Life Balance and Motivation with Employee Engagement is categorized as strong.

c. Coefficient of Determination (R^2)

Based on the coefficient of determination (R^2) analysis presented in Table 7, the R-Square value was 0.417. This value indicates that Work-Life Balance and Motivation jointly explain 41.7% of the variation in Employee Engagement. In other words, 41.7% of the changes in Employee Engagement in this research model can be explained by the two independent variables. Meanwhile, the remaining 58.3% is explained by other factors or variables outside Work-Life Balance and Motivation that are not included in this research model.

d. Simultaneous Test (F Test)

The simultaneous test (F test) was used to determine whether all independent variables jointly had a significant effect on the dependent variable. This test was used to assess the significance of the model's simultaneous effect before further interpreting each variable. Based on the SPSS data processing results, the F test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	4.977	2.489	57.629	.000 ^b
Residual	6.952	.043		
Dependent Variable: Employee Engagement Predictors: (Constant), Motivation, Work Life Balance.				

Source: Processed Data, 2026

Based on the simultaneous test (F test) results in Table 8, the F-count value was 57.629, which was greater than the F-table value of 3.05. In addition, the significance value of 0.000 was also less than 0.05. These results indicate that H3 was accepted. Therefore, Work-Life Balance and Motivation simultaneously had a significant effect on Employee Engagement.

e. Partial Test (t Test)

The partial test (t test) was conducted to determine the individual effect of each independent variable on the dependent variable in accordance with the hypotheses formulated. This test aimed to assess the significance of the effect of each independent variable separately on the dependent variable. Based on the SPSS data processing results, the partial test (t test) results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.151	.309		3.726	.000
Work Life Balance	.242	.081	.213	2.971	.003

Motivation	.476	.068	.505	7.038	.000
a. Dependent Variable: Employee Engagement					

Source: Processed Data, 2026

Based on the partial test (t test) results presented in Table 9, the t-count value of each variable was compared with the t-table value of 1.974. In addition, a significance level of 0.05 was used as the basis for determining the significance of the effect of each independent variable on the dependent variable. The partial test results can be described as follows:

1. The Work-Life Balance variable (X1) obtained a t-count value of 2.971, which was greater than the t-table value of 1.974. The significance value of 0.003 was also less than 0.05. These results indicate that H1 was accepted. Therefore, Work-Life Balance partially had a significant effect on Employee Engagement.
2. The Motivation variable (X2) obtained a t-count value of 7.038, which was greater than the t-table value of 1.974. The significance value of 0.000 was also below the significance level of 0.05. Based on these results, H2 was accepted. Therefore, Motivation partially had a significant effect on Employee Engagement.

The Effect of Work-Life Balance on Employee Engagement

The findings demonstrate that Work-Life Balance has a positive and significant effect on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. This relationship indicates that employees' ability to allocate their time, involvement, and satisfaction proportionally between work and personal life is relevant to maintaining their engagement at work. When employees have sufficient time for personal responsibilities and recovery, they are more likely to preserve the physical and psychological energy required to perform their duties. This condition can support vigor by maintaining employees' energy, dedication by enabling them to remain enthusiastic and committed, and absorption by helping them concentrate more fully on their work.

This relationship is particularly important in a specialized healthcare service setting. Employees at UPT Klinik Utama Sungai Bangkong provide mental health, substance abuse, special-needs, medical, nursing, and supporting services that require sustained attention and emotional readiness. An imbalance between work and personal life may limit opportunities for recovery and reduce the resources available to manage intensive service demands. Conversely, a more balanced allocation of time and involvement may help employees maintain their capacity to respond consistently to patients' and service users' needs.

The finding is consistent with Chaniago and Rahmawati (2024), Siregar et al. (2022), and Octa and Nuvriasari (2025), who reported that Work-Life Balance positively and significantly affected Employee Engagement in different organizational settings. Recent international evidence also provides support for this result. Zhang et al. (2026) found that Work-Life Balance was positively

associated with Work Engagement among healthcare workers and explained that adequate coordination between work and personal roles supported employees' recovery and engagement. Their study further identified work frustration as a mechanism linking Work-Life Balance with Work Engagement. This comparison suggests that the present finding is not limited to private-sector or general organizational contexts but is also relevant to healthcare employees who face intensive and continuous service demands. Nevertheless, because the present study used a cross-sectional design, the finding should be interpreted as statistical evidence of a positive relationship within the proposed model rather than definitive proof of causality.

The Effect of Motivation on Employee Engagement

The findings demonstrate that Motivation has a positive and significant effect on Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. Motivation provides the direction, energy, and persistence that encourage employees to become more involved in performing their duties. When employees perceive that their physiological and safety needs are adequately fulfilled, they may have greater stability in carrying out their work. The fulfillment of social needs can strengthen employees' sense of belonging, while recognition and opportunities for self-actualization can enhance the meaning and value they attach to their roles. These conditions can encourage employees to invest greater energy, enthusiasm, and concentration in their work.

In the context of public healthcare services, motivation may have particular importance because employees are responsible for serving individuals with complex health and psychosocial needs. Employees who perceive their duties as meaningful and receive appropriate recognition and opportunities for development may be more willing to maintain their commitment despite demanding service conditions. Motivation therefore supports Employee Engagement not merely by encouraging task completion but also by strengthening employees' willingness to remain dedicated and psychologically involved in their work.

This finding is consistent with Lestari et al. (2023) and Rahmadany and Saragih (2021), who found that Work Motivation positively and significantly affected Employee Engagement. It is also supported by Nusraningrum et al. (2024), who reported that Motivation had a positive and significant effect on Employee Engagement and encouraged employees to become more actively involved in their work. In the public sector context, Zahari and Kaliannan (2023) identified motivation, particularly Public Service Motivation, as an important antecedent of Work Engagement. Their systematic review indicated that public employees who perceive their work as meaningful and oriented toward public service tend to demonstrate stronger engagement. The consistency of these findings across private, public, and service-sector organizations reinforces the importance of motivation as a psychological resource that supports employees' involvement in their work.

The Effect of Work-Life Balance and Motivation on Employee Engagement

The findings show that Work-Life Balance and Motivation simultaneously have a significant effect on Employee Engagement. Together, these variables explain 41.7% of the variation in Employee Engagement, indicating that engagement is associated with both employees' capacity to balance their work and personal lives and their motivation to perform their duties. Work-Life Balance helps employees maintain the personal resources and recovery needed to remain energetic and focused, while Motivation encourages them to direct those resources toward organizational responsibilities. The two variables therefore represent complementary conditions: one supports employees' capacity to engage, whereas the other strengthens their willingness to engage.

This finding is consistent with Firmansyah and Rochdianingrum (2025), who reported that Work Motivation and Work-Life Balance positively and significantly affected Employee Engagement within a model that also included Leadership. It is also consistent with the broader evidence summarized by Zahari and Kaliannan (2023), who found that engagement in public organizations is influenced by a combination of personal, job-related, leadership, and organizational factors. Accordingly, Employee Engagement cannot be understood solely through one individual or organizational factor.

The remaining variation in Employee Engagement that is not explained by Work-Life Balance and Motivation indicates the possible relevance of other factors outside the present model. Previous research has associated engagement with leadership, organizational support, job design, recognition, workplace relationships, and opportunities for employee development. However, because these factors were not measured in the present study, their contributions cannot be confirmed from the current findings. Future research may incorporate these variables to provide a more comprehensive explanation of Employee Engagement among public healthcare employees.

The findings extend the application of Work-Life Balance and Motivation research to Civil Servants working in a specialized public healthcare service unit. The results suggest that maintaining Employee Engagement requires an integrated approach. Policies supporting workload and working-time balance may help employees preserve their capacity to work, while recognition, supportive relationships, security, and development opportunities may strengthen their motivation to remain involved in delivering public healthcare services.

CONCLUSIONS AND RECOMMENDATIONS

The results show that Work-Life Balance has a positive and significant relationship with Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. Employees who are able to maintain a balance between work demands and personal life tend to demonstrate stronger engagement with their work. This indicates that balance in time, involvement, and satisfaction between work and personal life is relevant to supporting Employee Engagement.

Motivation also shows a positive and significant relationship with Employee Engagement. Employees with a stronger drive to perform their work tend to demonstrate higher levels of involvement, commitment, and responsibility in carrying out their duties. In this research model, Motivation makes a relatively greater contribution than Work-Life Balance in explaining Employee Engagement.

Simultaneously, Work-Life Balance and Motivation are significantly related to Employee Engagement. This finding indicates that employee engagement is associated with the ability to maintain a balance between work and personal life as well as with employees' motivation to perform their work. Therefore, both aspects are important in understanding Employee Engagement among Civil Servants at UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

Based on the findings, UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, is advised to maintain and improve working conditions that support employees' Work-Life Balance. This can be achieved through more proportional management of workloads and working time, enabling employees to carry out their work responsibilities without neglecting their personal-life needs. Attention to time balance, involvement balance, and satisfaction balance between work and personal life is expected to help maintain employees' engagement with their work.

With regard to Motivation, the organization is advised to pay attention to the fulfillment of employee needs by providing a safe and supportive work environment, fostering positive workplace relationships, recognizing employee contributions and achievements, and providing opportunities for employees to develop their abilities and potential at work. These efforts should be implemented consistently so that employees maintain a strong drive to carry out their duties and responsibilities.

In addition, Work-Life Balance and Motivation should be managed in an integrated manner as part of efforts to maintain Employee Engagement. Employee management policies should not focus solely on task completion but should also consider conditions that support employees' energy, dedication, and involvement at work. Through this approach, UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, is expected to maintain employee engagement while supporting consistent service delivery.

FURTHER STUDY

Future studies may include other variables that may be associated with employee engagement, such as job satisfaction, work environment, organizational support, leadership style, compensation, career development, and organizational culture. The scope of future research may also be extended to other public service institutions or healthcare facilities so that the findings are not limited to a single organizational unit. Qualitative approaches or mixed methods may also be used to obtain a deeper understanding of employees' experiences in developing engagement with their work.

ACKNOWLEDGMENT

The authors express their gratitude to UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, for the support provided throughout the research. Appreciation is also extended to all Civil Servants who participated as respondents and were willing to provide data by completing the questionnaire. The authors also thank the academic supervisor for guidance, corrections, and assistance throughout the preparation of the study. Gratitude is further extended to family members, colleagues, and other parties who provided assistance and support until the study was completed.

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