

The Role of Work-Life Balance and Role Clarity in Improving Employee Performance Through Work Engagement at RSI At-Tin Husada Ngawi

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Abstract. Human resources are strategic assets in healthcare organizations and play an essential role in improving hospital service quality. Employee performance is influenced by several factors, including work-life balance, role clarity, and work engagement. This study aims to examine the effects of work-life balance and role clarity on employee performance, both directly and indirectly through work engagement as a mediating variable at RSI At-Tin Husada Ngawi. This study employed a quantitative explanatory research design. The population consisted of all employees of RSI At-Tin Husada Ngawi, and the sampling technique used was saturated sampling. Data were collected through questionnaires using a Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate both direct and indirect relationships among variables. The results indicate that role clarity has a positive and significant effect on both work engagement and employee performance. Work engagement also has a positive and significant effect on employee performance. Meanwhile, work-life balance has a positive effect on employee performance but does not improve employee performance through work engagement, indicating that work engagement does not mediate the relationship between work-life balance and employee performance. In contrast, work engagement successfully mediates the relationship between role clarity and employee performance. The study concludes that improving role clarity is more effective in enhancing employee engagement and performance than improving work-life balance through work engagement. Therefore, hospital management is encouraged to strengthen job clarity, clearly define roles and responsibilities, improve organizational communication, and foster employee engagement to achieve sustainable improvements in employee performance.

Keywords: Employee Performance; Hospital; Role Clarity; Work Engagement; Work-Life Balance.

1. Introduction

In an era of globalization and increasingly competitive work environments, organizations are required to manage human resources effectively to achieve their strategic goals. Employee performance is a key indicator in assessing an organization's effectiveness and efficiency (Nawang Sari et al., 2025). High-performing employees will be able to make significant contributions to achieving institutional targets, improving services, and developing work innovations. Therefore, various factors influencing employee performance need to be studied in depth so that organizations can formulate appropriate strategies to optimally manage and develop their human resources (Purbasari et al., 2021).

One important factor influencing employee performance is work-life balance. Work-life balance is a condition in which an individual is able to balance the demands of their work and personal life proportionally. An imbalance between work and personal life often leads to stress, fatigue, and even burnout, which can ultimately reduce employee performance. Conversely, if employees feel they have control and balance between their work and personal lives, they tend to be more productive, motivated, and loyal to the organization (Fanggidae et al., 2022).

Besides work-life balance, role clarity is also a crucial factor that can influence employee performance. Role clarity refers to employees' understanding of the tasks, responsibilities, and expectations imposed by the organization (Yusticia, 2024). When employees have good role clarity, they more easily understand what to do and how to do it. This reduces work ambiguity, increases efficiency, and minimizes errors in task execution. Conversely, role ambiguity can lead to confusion, decreased motivation, and increased conflict within the work team (Gaur & Gupta, 2021).

The third factor that is no less important is work engagement. Work engagement describes the positive psychological state of employees, characterized by vigor, dedication, and full appreciation for their work (absorption). Employees with high levels of engagement will demonstrate enthusiasm for their work, a sense of belonging to the organization, and a willingness to give their best effort. In the healthcare sector, work engagement is essential because employees are required to work not only procedurally but also with empathy, concern, and moral commitment to patients. High levels of work engagement have been shown to increase patient satisfaction, reduce work error rates, and strengthen the hospital's positive image (Aziz et al., 2025).

The feasibility of using work-life balance, role clarity, and work engagement variables to improve employee performance is supported by various relevant previous studies. Research conducted by Nuraini (2020) showed that work-life balance has a positive and significant effect on hospital employee performance, where employees who have a balance between work and personal life demands are able to work with greater focus, have lower stress levels, and are more productive. Meanwhile, a study by Sutanto, Sigiols, and Wijaya (2024) found different results, stating that work-life balance has no significant effect on employee performance. This finding aligns with the results of a literature review conducted by Ulum and Supriharyanti (2025), which emphasized that the effect of work-life balance on employee performance can vary depending on individual employee characteristics, industry sector, and work culture.

2. Research Methods

The type of research used in this study is explanatory quantitative research. This study aims to explain the relationship and influence between the independent variables, namely work-life balance and role clarity, and work engagement, with the dependent variable, employee performance. The quantitative approach was chosen because it can measure phenomena objectively through numbers, statistics, and structured data, and can illustrate causal relationships between variables (Riyadi & Suhana, 2025).

3. Results and Discussion

3.1. Variable Description

a. General Description of Research Object

At-Tin Husada Islamic Hospital (RSI) Ngawi is a healthcare facility established on May 26, 2014, by Hj. Sri Yatin, SE, as a form of social concern for the need for quality, affordable, and Islamic-themed medical services. Strategically located on the main Ngawi-Solo route, the hospital sits on approximately 5 hectares of land, with 2.1 hectares used for operational purposes.

As a Type C hospital, RSI At-Tin Husada provides outpatient services with 22 specialists and subspecialists, as well as an inpatient facility with a capacity of 160 beds spread across three floors, ranging from class III to VVIP. Supporting facilities include the Emergency Department, ICU, HCU, NICU, VIP delivery room, a modern laboratory, radiology (CT-Scan and 4D ultrasound), three integrated operating rooms, and hemodialysis services.

At-Tin Husada Islamic Hospital has also partnered with BPJS Kesehatan and various insurance companies, and has received accreditation in recognition of the quality of its services. With the motto "Professional Islamic Service with Heart," the hospital is committed to providing

professional, friendly, and Islamically-compliant services contribute to improving the health of the people of Ngawi and its surroundings.

At-Tin Hospital is a privately run hospital, specifically the At-Tin Husada Foundation, founded by Mrs. Hj. Sri Yatin, SE. As stated in the foundation's deed of establishment dated December 13, 2010, it is located in Ngawi City, East Java.

At-Tin Husada Islamic Hospital Ngawi is located at Jl. Raya Solo No. Km. 4, Krajan Selatan, Watualang, Ngawi District, Ngawi Regency, East Java 63218. It stands on a land area of 20,900 m² with a building reaching 3 floors. The location of At-Tin Husada Islamic Hospital Ngawi is as follows:

- a. North: Pitu Village, Pitu District.
- b. West: Grudo Village, Ngawi District.
- c. South: Geneng Village, Paron District.
- d. East: Kebon Village, Paron District.

The Vision of RSI At-Tin Husada Ngawi is: To become an Islamic Hospital with Professional Health Services and prioritize the quality of services, facilities, equipment and human resources in a comprehensive manner in the East Java region.

Meanwhile, the mission of RSI At-Tin Husada Ngawi is:

- a. Providing excellent and quality health services effectively, efficiently and humanely in a friendly atmosphere for patients and their families.
- b. Achieving the highest professional standards in healthcare through innovative education and research
- c. Upholding an Islamic work climate based on humanity, collegiality, cooperation, discipline and responsibility.
- d. Creating a scientific atmosphere in the hospital environment

b. Descriptive Analysis of Research Variables

A descriptive analysis of respondent characteristics was conducted to provide a general overview of the profile of the respondents who were the subjects of this study. The presentation of respondent characteristics aims to systematically describe the respondents'

conditions, thereby providing an initial understanding of the background of the respondents participating in the study. Information on respondent characteristics is also necessary to support the interpretation of the research results and provide an overview of the human resource conditions at the research site.

The characteristics of the respondents in this study were the workforce at At-Tin Husada Islamic Hospital in Ngawi, which served as the research object. The analysis of respondent characteristics is presented based on several aspects, namely employment status, length of service, gender, marital status, and number of dependent children. Each characteristic is presented in the form of a frequency distribution and percentage to provide clearer information regarding the distribution of the study respondents.

Through this descriptive analysis of respondent characteristics, it is hoped that a comprehensive picture of the profile of research respondents at RSI At-Tin Husada Ngawi can be obtained. The results of this description can then be used as a basis for understanding and interpreting the results of data analysis in subsequent research stages, particularly those related to the relationships between the variables studied.

Table Characteristics of Research Respondents

Characteristics	Category	Frequency (n)	Percentage (%)
Employee Status	Still	120	100%
	Total	120	100%
Length of work	1–5 Years	72	60%
	6–10 Years	35	29.2%
	>10 Years	13	10.8%
	Total	120	100%
Gender	Man	61	50.8%
	Woman	59	49.2%

	Total	120	100%
Marital status	Marry	95	79.2%
	Not married yet	25	20.8%
	Total	120	100%
Number of Children in Dependence	0 Children	33	27.5%
	1 Child	30	25%
	2 Children	52	43.3%
	3 Children	5	4.2%
	Total	120	100%

Source: Processed primary data, 2026

Based on Table, it can be seen that the characteristics of the research respondents at RSI At-Tin Husada Ngawi describe the general conditions.

The workforce was the subject of the study. Respondent characteristics were analyzed based on employment status, length of service, gender, marital status, and number of dependent children.

In terms of employment status, all 120 respondents (100.0%) were permanent employees. This indicates that the respondents in this study had a relatively stable employment status, allowing them to have an adequate level of engagement and experience with the work environment at At-Tin Husada Islamic Hospital in Ngawi.

Based on length of service, the majority of respondents (72 respondents, 60.0%) had worked for 1–5 years. Furthermore, 35 respondents (29.2%) had worked for 6–10 years, while 13 respondents (10.8%) had worked for more than 10 years. These results indicate that the majority of respondents have sufficient work experience, thus they are expected to understand the hospital's work system and organizational culture.

In terms of gender, the respondent composition was relatively balanced between men and women. Sixty-one (50.8%) were male, while 59 (49.2%) were female. This indicates that the workforce at At-Tin Husada Islamic Hospital in Ngawi is almost evenly divided between the two genders.

Based on marital status, the majority of respondents were married (95 respondents (79.2%)), while 25 respondents (20.8%) were single. This indicates that most respondents have family responsibilities that can affect their work-life balance.

In terms of the number of dependent children, the majority of respondents (52 respondents) had two children. Thirty-three (27.5%) had no children, 30 (25.0%) had one child, and five (4.2%) had three children. These results indicate that the majority of respondents had a moderate level of family dependents.

Overall, the characteristics of the respondents indicate that the employees of At-Tin Husada Islamic Hospital in Ngawi are predominantly those with 1–5 years of service, have a relatively balanced gender ratio, are mostly married, and have family responsibilities. These characteristics can provide a general overview of the respondents' conditions and support the interpretation of the results of the research variable analysis in the next stage.

Based on the data processing results in the thesis, the instrument uses a Likert scale of 1–5, and each variable consists of several indicators that have been established in the operational definition of the study. The average indicator value can be traced from the SPSS output in the Scale Mean if Item Deleted section and the total score of each construct; from this data, the following descriptive picture is obtained.

1. Description of Work-Life Balance Variables

No	Indicator	Average	Category
1	Time Balance	3.64	Good
2	Involvement Balance	3.71	Good
3	Satisfaction Balance	3.71	Good
	Average Variable	3.69	Good

The involvement balance and satisfaction balance indicators achieved the highest average scores of 3.71, while time balance achieved an average score of 3.64. Overall, work-life balance was in the good category. The research indicators for this variable consist of time balance, involvement balance, and satisfaction balance.

2. Description of Role Clarity Variables

No	Indicator	Average	Category
1	Understanding of duties and responsibilities	3.60	Good
2	Clarity of performance expectations from superiors	3.60	Good
3	Availability of information that supports the implementation of roles	3.60	Good
	Average Variable	3.60	Good

These results indicate that all Role Clarity indicators have the same average value, namely 3.60, so overall, employee role clarity is in the good category. In this thesis, Role Clarity is measured through task understanding, clarity of job expectations, and clarity of information/procedures that support job implementation.

3. Description of Work Engagement Variables

No	Indicator	Average	Category
1	Work spirit (Vigor)	3.64	Good
2	Dedication to work (Dedication)	3.50	Good
3	Appreciation of work (Absorption)	3.57	Good
	Average Variable	3.57	Good

The highest score was found in the vigor indicator at 3.64, while the lowest score was found in dedication at 3.50. Nevertheless, all three indicators still fall within the good category. The

study identified three main indicators of Work Engagement: vigor, dedication, and absorption.

4. Description of Employee Performance Variables

No	Indicator	Average	Category
1	Quality of work	3.27	Pretty good
2	Quantity of work	4.01	Good
3	Punctuality	3.61	Good
4	Cooperation	3.87	Good
5	Work discipline	3.54	Good
	Average Variable	3.66	Good

In Employee Performance, the work quantity indicator had the highest score of 4.01, while work quality received the lowest score of 3.27, categorized as quite good. Employee Performance indicators in this thesis include work quality, work quantity, punctuality, cooperation, and work discipline.

3.2. Data Analysis Results and Discussion

a. Validity and Reliability Test

Validity Test(Corrected Item-Total Correlation)

Validity testing was used to ensure that each question in the questionnaire was truly capable of measuring variables such as work-life balance, role clarity, work engagement, and work engagement at RSI At-Tin Husada Ngawi. The Corrected Item-Total Correlation value indicates the extent to which an item is consistent with the overall scale. If the correlation value is > 0.30, then the item is considered valid because it has a sufficiently strong relationship with the construct being measured, making it suitable for use in further analysis.

Table Validity Test Results

No	Variables	Question Items	R Count	R Table	Information
1	<i>Work-Life Balance</i>	Questionnaire 1	0.673	0.514	Valid
		Questionnaire 2	0.764	0.514	Valid
		Questionnaire 3	0.753	0.514	Valid
		Questionnaire 4	0.746	0.514	Valid
		Questionnaire 5	0.587	0.514	Valid
		Questionnaire 6	0.767	0.514	Valid
2	<i>Role Clarity</i>	Questionnaire 1	0.620	0.514	Valid
		Questionnaire 2	0.768	0.514	Valid
		Questionnaire 3	0.769	0.514	Valid
		Questionnaire 4	0.660	0.514	Valid
		Questionnaire 5	0.769	0.514	Valid
		Questionnaire 6	0.794	0.514	Valid
3	<i>Work Engagement</i>	Questionnaire 1	0.722	0.514	Valid
		Questionnaire 2	0.617	0.514	Valid
		Questionnaire 3	0.893	0.514	Valid

		Questionnaire 4	0.723	0.514	Valid
		Questionnaire 5	0.893	0.514	Valid
		Questionnaire 6	0.571	0.514	Valid
4	Employee Performance	Questionnaire 1	0.649	0.514	Valid
		Questionnaire 2	0.744	0.514	Valid
		Questionnaire 3	0.635	0.514	Valid
		Questionnaire 4	0.558	0.514	Valid
		Questionnaire 5	0.694	0.514	Valid

Validity testing is conducted to determine the level of validity or accuracy of the research instrument in measuring the variables being studied. Validity testing in this study uses the Pearson method.

Product Moment by comparing the calculated r value with the table r . Based on the number of trial respondents of 15 respondents, the table r value was obtained as 0.514 at a significance level of 5% with degrees of freedom ($df = n - 2 = 13$). A statement item is declared valid if the calculated r value

> r table.

Based on the validity test results in Table 4.2, it shows that all statement items in the Work-Life Balance, Role Clarity, Work Engagement, and Employee Performance variables have a calculated r value greater than the table r value of 0.514. Thus, all statement items used in this study are declared valid and suitable for use as research data collection tools.

In the Work-Life Balance variable, all statement items indicateThe calculated r value ranged from 0.587 to 0.767, thus all items were declared valid. The highest correlation value was found in Questionnaire 6 at 0.767, while the lowest value was found in Questionnaire 5 at 0.587.

For the Role Clarity variable, all items also met the validity criteria, with calculated r values ranging from 0.620 to 0.794. The highest value was found in Questionnaire 6 at 0.794, while the lowest value was found in Questionnaire 1 at 0.620.

Furthermore, for the Work Engagement variable, all items have a calculated r value ranging from 0.571–0.893, which indicates a level of validity.

good. The highest correlation values were found in Questionnaire 3 and Questionnaire 5 of 0.893, while the lowest value was in Questionnaire 6 at 0.571.

For the Employee Performance variable, all statement items were also declared valid with calculated r values ranging from 0.558 to 0.744. The highest value was found in Questionnaire 2 at 0.744, while the lowest value was found in Questionnaire 4 at 0.558.

Overall, the validity test results indicate that all research instrument items have met the validity criteria because the calculated r value is greater than the table r (0.514). Thus, the research instrument can be used in the next data collection stage because it is able to measure the research variables accurately and in accordance with the research objectives.

Test Reliability (Cronbach's Alpha)

Reliability testing aims to determine the internal consistency of a research instrument, namely whether respondents' answers to items within a variable are stable and reliable. A Cronbach's Alpha value >0.7 indicates that the instrument has a good level of reliability, meaning that items in variables such as work-life balance, role clarity, and work engagement can provide consistent results in measuring employee performance.

Table Reliability Test Results (Cronbach's Alpha)

No	Variables	Cronbach Alpha	Cut-off value	Results
1	Work-Life Balance	0.777	0.60	Reliable
2	Role Clarity	0.784	0.60	Reliable
3	Work	0.783	0.60	Reliable

	<i>Engagement</i>			
4	<i>Employee</i>	0.759	0.60	Reliable
	<i>Performance</i>			

Based on the results of the reliability test in Table, it can be seen that all research variables have a Cronbach Alpha value greater than the minimum limit value (cut off value) of 0.60, so that all research instruments are declared reliable.

The Work-Life Balance variable obtained a Cronbach's Alpha value of 0.777, indicating that the statement items in this variable have a good level of consistency. The Role Clarity variable obtained a Cronbach's Alpha value of 0.784, indicating that the statement items in this variable are able to provide consistent measurement results.

Furthermore, the Work Engagement variable obtained a Cronbach's Alpha value of 0.783, indicating a good level of reliability. Meanwhile, the Employee Performance variable obtained a Cronbach's Alpha value of 0.759, also indicating a good level of instrument consistency.

Based on these results, the highest Cronbach Alpha value was found in the Role Clarity variable at 0.784, while the lowest value was found in the Employee Performance variable at 0.759. However, all

The Cronbach Alpha value for each variable was above the minimum limit of 0.60, so that all statement items in the research instrument were declared reliable and suitable for use in further data collection and analysis stages.

Thus, it can be concluded that the research instrument on the variables of Work-Life Balance, Role Clarity, Work Engagement, and Employee Performance has a good level of reliability, so it can be used as a consistent measuring tool in research on the Role of Work-Life Balance and Role Clarity in Improving Employee Performance through Work Engagement at RSI At-Tin Husada Ngawi.

Classical Assumption Test

1. Normality Test (Kolmogorov-Smirnov)

The normality test was used to ensure that the research data, particularly the employee performance variable as the dependent variable, was normally distributed. A normal distribution is essential for linear regression analysis to produce valid results. If the

significance value (Sig.) is > 0.05 , the data is considered normally distributed, thus meeting the basic assumptions of statistical analysis.

Table Normality Test Results

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual

N		120
Normal Parameters ^a , b	Mean	.0000000
	Standard Deviation	.73205703
Most Extreme Differences	Absolute	.138
	Positive	.138
	Negative	-.109
Test Statistics		.438
Asymp. Sig. (2-tailed)		.167 ^c

Based on the results of the normality test in Table, it is known that the number of research data (N) is 120 respondents. The test results show an Asymp. Sig. (2-tailed) value of 0.167. This value is greater than the specified significance level of 0.05 ($0.167 > 0.05$).

Furthermore, the test results show a mean residual value of 0.0000000 with a standard deviation of 0.73205703, indicating that the model residuals are spread around the mean value. This indicates that the residual distribution in the research model is relatively good.

4. Conclusion

- 1 *Work-Life Balance* did not significantly affect work engagement. These results indicate that work-life balance does not directly increase employee engagement with their work.

- 2 *Role Clarity* has a positive and significant impact on Work Engagement. Clarity regarding tasks and responsibilities can reduce job uncertainty, allowing employees to work with greater confidence. When employees clearly understand what the organization expects of them, they develop a sense of ownership in their work, increased confidence in completing tasks, and a growing emotional attachment to the organization. Therefore, Role Clarity not only directly improves Employee Performance.
- 3 *Work Engagement* influential has a positive and significant impact on employee performance. Employees who are highly engaged in their work will demonstrate greater levels of enthusiasm, dedication, and appreciation in carrying out their duties.
- 4 *Work Engagement* does not directly mediate the relationship between Work-Life Balance and Employee Performance. This implies that the effect of Work-Life Balance on improving employee performance occurs directly without increasing work engagement. These findings indicate that the benefits of Work-Life Balance are felt more in the form of improving employees' physical and psychological conditions, thus directly impacting work productivity, rather than through the mechanism of increasing Work Engagement.
- 5 *Work Engagement* able to mediate the relationship between Role Clarity and Employee Performance. This means that role clarity not only has a direct influence on performance improvement but also increases employee engagement with their work, which in turn has an impact on employee performance. Thus, work engagement functions as a psychological mechanism that strengthens the influence of Role Clarity on Employee Performance. These findings indicate that employee performance improvement strategies will be more effective if organizations are able to create a clear work system while simultaneously building employee engagement with their jobs. Overall, this study produces a model that shows that increasing Employee Performance at RSI At-Tin Husada

Ngawi is more effectively implemented through strengthening organizational aspects rather than solely through individual approaches. Clarity in work systems, structured task allocation, effective organizational communication, and certainty regarding targets and responsibilities have proven to be key factors in building work engagement and improving employee performance. Meanwhile, work-life balance remains crucial in improving employee performance, but its impact is more direct, though not necessarily through employee engagement. Based on the overall findings, it can be emphasized that Role Clarity is the most decisive strategic organizational resource in improving Employee Performance, while Work Engagement acts as a psychological mechanism that strengthens the influence of Role Clarity on Employee Performance. This finding has implications that efforts to improve employee performance in healthcare organizations are not sufficient only through employee welfare policies, but must be supported by a human resource management system that is able to create role clarity, task certainty, effective communication, and a work environment that encourages the growth of employee engagement with the organization.

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