

The Effect Of Work Life Balance And Work Engagement On Employee Performance At Dr. Mohammad Zyn Sampang Regional Hospital

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Abstract

Purpose: This study aims to determine the influence of Work Life Balance and Work Engagement partially and simultaneously on employee performance at Dr. Mohammad Zyn Sampang Regional General Hospital.

Methodology/approach: The method used is a quantitative method with a sample of 62 employees of Dr. Mohammad Zyn Sampang Regional General Hospital.

Results/findings: The results of the work life balance and work engagement variables partially have a significant effect on employee performance with a (t) value for the work life balance variable being positive at 7.230 and with a (t) value for the work engagement variable being positive at 3.313 where the value is greater than the t-table of 2.001. The work life balance and work engagement variables simultaneously have a significant effect on employee performance with a (F) value of 38.319 where the value is greater than the F-table of 3.150 and the work life balance variable has a more dominant effect on employee performance with a coefficient value of 0.528 or 52.8 % with the note that other variables are constant.

Conclusions: Work-life balance and high work engagement contribute positively to improved employee performance. The better the work-life balance employees have, the higher their performance at Dr. Mohammad Zyn Sampang Regional General Hospital.

Limitations: This research was only conducted at one regional hospital institution and used questionnaire data that was perceptual in nature, so the results cannot be generalized to all other institutions or regions.

Contribution: The results of this study can be used as a reference for management in designing policies that support work-life balance and increase employee engagement to improve organizational performance.

Keywords: *Work-Life Balance, Work Engagement, and Employee Performance*

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1. Introduction

The development of the digital era has brought significant changes to human resource (HR) management in various organizational sectors, including the healthcare sector. In the context of hospitals, the main challenge of HR management is how to optimize employee performance amidst high work demands, service complexity, and significant psychological pressure (Effendy et al., 2024). Hospitals, as service organizations, are required to provide comprehensive and quality healthcare services as mandated by Law Number 44 of 2009 concerning Hospitals. To provide superior service, hospitals must be able to utilize all their resources, especially HR as the main driving force of the organization. RSUD dr. Mohammad Zyn Sampang (RSMZ) is a regional general hospital that has been operating since 1976 and is the main healthcare service center for the people of Sampang Regency. Along with the increasing public demand for healthcare services, RSMZ continues to strive to improve service quality by strengthening HR management aspects. This hospital implements a remuneration

policy based on the 3P concept (People, Performance, Position) as a strategy to improve employee welfare and work motivation. (Dakota et al., 2017) . However, the results of the Sustainability Report of Dr. Mohammad Zyn Sampang Regional General Hospital in 2023 showed a decline in the level of employee engagement and satisfaction compared to 2022, where the level of employee engagement decreased from 90.53% to below the target, and employee satisfaction decreased from 3.20 (scale 4.00).

This phenomenon indicates an imbalance between workload and employee well-being. In the context of healthcare, employee performance plays a crucial role because it directly relates to the quality of patient care. Optimal performance is influenced not only by technical competence but also by the employee's psychological state and individual well-being. Two factors often associated with improved performance are Work-Life Balance (WLB) and Work Engagement (WE) (Putri et al., 2021) . Work-life balance describes an individual's ability to balance the demands of work and personal life (Vyas & Arthur, 2017) . Meanwhile, work engagement is a positive psychological state characterized by vigor, dedication, and full involvement (absorption) in work (Raniswati & Puspitadewi, 2009) . Previous research has shown that work-life balance has a significant influence on performance (R. Putra et al., 2025) and contributes to increased work engagement (Larasati, 2019) . However, in practice, medical and non-medical staff in hospitals often face long working hours, irregular shifts, high psychological pressure, and a significant burden of responsibility for patient safety. These pressures can trigger stress and burnout, potentially reducing employee engagement and performance (Hartono & Paramarta, 2024).

This phenomenon also occurs at Dr. Mohammad Zyn Regional General Hospital, Sampang. Based on internal observations, the high workload and patient backlog often require employees to work longer hours beyond their scheduled shifts. This reduces rest time, social interaction, and personal activities. Consequently, the work-life balance decreases, which can negatively impact employee engagement *and* performance. Therefore, the question arises whether implementing a better work-life balance can increase *work engagement* and ultimately improve employee performance at the hospital. Nationally, Gallup survey data (2022) shows that employee engagement in Indonesia is only 24%, the lowest in Southeast Asia. This illustrates that the majority of employees in Indonesia do not yet have a high level of work engagement with the organization. This condition is relevant to the situation of employees at Dr. Mohammad Zyn Regional General Hospital, Sampang, who are experiencing decreased morale and enthusiasm for work due to high work pressure.

Several previous studies have been conducted in the private or manufacturing sectors, while research examining the relationship between work-life balance, work engagement, and employee performance in the public service sector, especially regional hospitals, is still limited (Hartono & Paramarta, 2024; Savitri, 2023) . This creates a research gap that needs to be filled to understand the psychological dynamics and work behavior of employees in the regional health sector. Based on these phenomena and research gaps, this study aims to analyze the effect of Work-Life Balance and Work Engagement on Employee Performance at Dr. Mohammad Zyn Sampang Regional General Hospital. The results of this study are expected to provide empirical contributions to the development of HR management in the health sector, as well as become a reference in formulating policies to improve the welfare and productivity of regional hospital employees.

2. Literature review and hypothesis

2.1 Literature Review

2.1.1 Conservation of Resources (COR) Theory

According to the Conservation of Resources (COR) theory developed by Hobfoll, resources include various things such as objects, the environment, conditions, individual characteristics, energy, and other elements that a person deems valuable or uses to achieve important goals in life. The value placed on these resources varies from person to person, depending on their experiences and the situations they encounter. (Brough et al., 2017) . This theory is based on the assumption that every employee has limited time, energy, and other resources. Therefore, COR emphasizes that individuals: (1) tend to strive to accumulate and maintain resources so they can face challenges without experiencing negative impacts; and (2) deliberately invest their existing resources to obtain additional resources in the future. Overall, people usually use their extra resources in positive activities that can improve well-being and contribute to the growth and accumulation of resources in a sustainable manner (Wood et al., 2020) .

2.1.2 Work Life Balance

Work-life balance is a state of equilibrium in which the demands of a person's work and personal life are equal or balanced. A similar explanation explains that work-life balance, in its broadest sense, is defined as a satisfactory level of engagement or compatibility between various roles in a person's life. In this case, work-life balance involves examining a person's ability to simultaneously manage the multifaceted demands of life (Putri et al., 2021) . Schermerhorn (2008) in (R. Putra et al., 2025) stated that work-life balance is how a person is able to balance the demands of work with personal and family needs. Based on the several definitions above, it can be concluded that work-life balance is a condition of balance between work life and personal life that will create a sense of satisfaction for both.

2.1.3 Work Engagement

The concept of engagement was first introduced by Kahn (1990). He explained that engagement is the full involvement of employees in their roles at work. In this state, individuals become engaged with their work and demonstrate physical, cognitive, and emotional self-expression when carrying out their duties (Harahap, 2023) . The cognitive dimension reflects employees' beliefs or views about the organization, their leaders, and their working conditions. Meanwhile, the emotional dimension relates to the positive or negative feelings employees have toward the organization and their leaders. The physical dimension relates to the amount of energy employees expend in carrying out their work responsibilities (Agusnia, 2020) .

2.1.4 Employee Performance

Employee performance in healthcare institutions includes clinical/non-clinical task effectiveness, procedural compliance, quality of patient interactions, and productivity (Hakim & Bella, 2023) . Performance is influenced by skills, motivation, job satisfaction, work environment conditions, and psychological factors such as engagement and well-being. Performance measurement can use objective indicators (presence, number of patients treated, error rate) and subjective indicators (supervisor assessment, self-assessment, patient satisfaction) (Pakpahan & Syahreza, 2025) .

2.2 Hypothesis

2.2.1 The Influence of Work Life Balance on Performance

Several studies (Asari, 2022; Turangan, 2022) have found that WLB has a positive impact on performance: when employees can balance work and personal life, they are more productive, have fewer absences, and perform better on their assignments. In the hospital sector, WLB is important because long shifts and emotional stress can reduce cognitive and physical abilities, thus reducing service quality. Based on these results, the first hypothesis is:

H¹ : Work Life Balance partially influences the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital.

2.2.2 Work Engagement partially influences the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital.

Work engagement reflects an employee's level of emotional attachment and commitment to their work and organization. Employees with high levels of engagement tend to perform better because they work with enthusiasm, focus, and responsibility. Based on previous theory and empirical findings, the following hypothesis is proposed:

H² : Work Engagement has a partial positive effect on the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital.

2.2.3 The Work Life Balance variable has a more dominant influence on the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital.

Work-Life Balance reflects an employee's ability to balance the demands of work and personal life. This balance plays a crucial role in maintaining motivation, satisfaction, and work productivity. Several previous studies (Hasaniyah et al., 2023; Putri et al., 2021) indicate that Work-Life Balance has a greater influence on performance than other psychological variables such as Work Engagement because it directly impacts employees' physical and emotional well-being. Based on this description, the following hypothesis is proposed:

H³ : *Partially, the Work Life Balance variable has a more dominant influence on the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital compared to Work Engagement.*

3. Methodology

This study uses a quantitative approach with an associative method, which aims to determine the influence between two or more variables empirically. The quantitative approach was chosen because this study focuses on hypothesis testing and analysis of relationships between variables using numerical data (Sugiyono, 2020) . The associative method is used to determine the effect of Work Life Balance (X_1) and Work Engagement (X_2) on Employee Performance (Y) at Dr. Mohammad Zyn Sampang Regional General Hospital. The research was conducted at Dr. Mohammad Zyn Sampang Regional Hospital, located at Jl. Rajawali No. 10, Karang Dalem, Sampang Regency, East Java. The study took place from March to May 2024, encompassing observation, questionnaire distribution, and data processing.

The population in this study was all employees of Dr. Mohammad Zyn Sampang Regional General Hospital, including medical and non-medical personnel. The sampling technique used purposive sampling, which is the selection of respondents based on certain criteria relevant to the research objectives (Sugiyono, 2020) . The criteria used included permanent employees and those who had worked for at least one year. Based on personnel data, the sample size used was 62 respondents. The types of data used are primary data and secondary data. Primary data were obtained through the distribution of closed questionnaires to respondents, while secondary data were obtained from the annual report and sustainability report of Dr. Mohammad Zyn Sampang Regional General Hospital in 2023. The research instrument used a Likert scale of 1–5, with alternative answers ranging from “strongly disagree” (1) to “strongly agree” (5) (Sugiyono, 2020) .

The Work Life Balance variable is measured through the dimensions of time balance, involvement balance, and satisfaction balance; the Work Engagement variable includes the dimensions of vigor, dedication, and absorption; while the Employee Performance variable is measured based on indicators of quality, quantity, punctuality, and responsibility. Data analysis was carried out quantitatively using multiple linear regression analysis with the help of the SPSS program, including validity tests, reliability tests, classical assumptions, t-tests (partial), F-tests (simultaneous), and coefficient of determination (R^2) tests to determine the magnitude of the influence of independent variables on the dependent variable (Sugiono, 2016).

4. Results and discussion

4.1 Results

The respondents in this study were employees of Dr. Mohammad Zyn Regional General Hospital in Sampang City . A total of 62 employees were selected as respondents, with characteristics based on gender and age . Based on the data grouping results, the characteristics of the respondents can be described as follows:

4.1.1 Characteristics Based on Gender

The characteristics of the respondents' identities in this study based on gender can be seen in the table below :

Table 4.1
Respondent Characteristics By Gender

Gender	Amount	Percentage (%)
Man	39	62.9%
Woman	23	37.1%
Total	62	100 %

Source: processed data

4.1.2 Respondent Characteristics Based on Age

The characteristics of the respondents' identities in this study based on age can be seen in the table below:

Table 4.2
Respondents By Age

Age	Amount	Percentage (100)
15 - 20 years	9	14.5%

21 - 25 years	17	27.4%
26 - 30 years	25	40.3%
> 31 Years	11	17.7%
Total	62	100%

Source: Processed Data

4.2 Results of Reliability Test and Validity Test

4.2.1 Validity Test Results

To determine the validity of the instrument, calculate the correlation coefficient (r-count) being tested. The calculated results are then compared with the correlation value in the Pearson table (r-table) with a certain significance level, usually chosen at 5% (0.05) and n = the number of appropriate data. Validity testing is carried out with the following criteria:

- If $r\text{-count} > r\text{-table}$ then the questionnaire is said to be valid
- If $r\text{-count} < r\text{-table}$ then the questionnaire is said to be invalid

With a total of 62 respondents, the r-table value obtained was 0.254 (Appendix 14)

Table 4.3

Validity Test Results

Variables	Question	r-count	r-table	Information
X1	1	0.729	0.254	Valid
	2	0.733	0.254	Valid
	3	0.796	0.254	Valid
X2	1	0.801	0.254	Valid
	2	0.861	0.254	Valid
	3	0.731	0.254	Valid
Y	1	0.550	0.254	Valid
	2	0.640	0.254	Valid
	3	0.789	0.254	Valid
	4	0.558	0.254	Valid
	5	0.654	0.254	Valid
	6	0.738	0.254	Valid

Source: SPSS Processed Data. Appendices 7 to 9

From the results of the validity test, it can be concluded that each questionnaire item given to respondents is valid because the calculated r_h value is greater than the value r_{table} .

4.2.2 Results Reliability Test

Reliability testing using several testing techniques aims to produce a reliability coefficient as a reference for determining the level of data reliability. Reliability testing is conducted on valid questions. An instrument (questionnaire) is considered reliable if These variables have Cronbach's values alpha above 60% (0.60) will display it in the following table:

Table 4.4

Reliability Test Results

Variables	Cronbach's alpha	Note
X1	0.617	Reliable
X2	0.715	Reliable
Y	0.732	Reliable

Source: SPSS Processed Data. Appendices 10 to 12

Based on the table above, it can be seen that each questionnaire item given to respondents is reliable because the variables have a Cronbach's alpha value above 0.60. This proves that this research can be continued.

4.3 Multiple Linear Regression Test

Multiple linear regression analysis is used to measure the strength of the relationship between two or more variables and to indicate the direction of the relationship between the independent and dependent variables. Researchers have conducted multiple linear regression analysis using the

Statistical Package for the Social Sciences (SPSS). This analysis produces an equation whose results can be explained as follows:

Table 4.5
Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1,199	0.344	
X 1	0.528	0.073	0.635
X2	0,216	0.065	0.291

Source: SPSS Processed Data. Appendix 13

Based on table 4.8 *coefficients*^a, a multiple linear regression equation can be drawn up which can be produced as follows:

$$\alpha = 1.199$$

$$\beta_1 = 0.528$$

$$\beta_2 = 0.216$$

The results are reflected in the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

So we get the following equation:

$$Y = 1.199 + 0.528 X_1 + 0.216 X_2$$

This equation means that :

1. value (α) of shows that if the independent variable is 0 then the dependent variable is 1.199 .
2. For every additional 1 point in the coefficient value of variable X1, the Y variable will increase by 0.528 or 52.8 % , provided that the other variables are constant.
3. Every additional 1 point in the coefficient value of variable X2 will increase the variable Y. by 0.216 or 21.6 % provided that other variables are constant.
4. The variable that has the most dominant influence on variable Y is variable X1 , namely 52.8 % .

a. Analysis of the Coefficient of Determination

The coefficient of determination is used to measure the contribution of the independent variable, namely Work Life Balance (X1) . and Work Engagement (X2) on the dependent variable, namely Y.

The results of data processing using SPSS are as follows:

Table 4.9

Coefficient of Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.752 ^a	0,565	0,550	0,32078

Source: SPSS Processed Data. Appendix 13

Based on the table above, it can be seen that the R value is 0.752, then when squared it will produce a value of 0.565. This value is the R Square value which when expressed as a percentage is 56.5%. This means that the independent variable influences the dependent variable by 56.5%, while the remaining 43.5% is influenced by other variables outside this study, such as motivation, reward and punishment variables, work conflict, work environment, and others.

To see the level of correlation, researchers use the following criteria:

- If the R Square value is 0.000 – 0.199 the correlation is “Very Low”
- If the R Square value is 0.200 – 0.399 the correlation is “Low”
- If the R Square value is 0.400 – 0.599, the correlation is “Moderate”
- If the R Square value is 0.600 – 0.799, the correlation is “Strong”

- If the R Square value is 0.800 – 1.000, the correlation is “Very Strong”

The R value is known Square is 0.565 which means the correlation level is " Medium ", so the greater the R Square value, the stronger the influence, and vice versa.

4.4 Hypothesis Testing

4.1 t-Test Results (Partial Test)

- test is used to partially test the independent variables (X_1 and X_2) with the dependent variable (Y) which are statistically significant . The results of data processing using SPSS are as follows:

Table 4.6
t-Test Results

Model		Unstandardized Coefficients		Unstandardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,199	0.344		3,487	0.001
	X1	0.528	0.073	0.635	7,230	0,000
	X2	0,216	0.065	0.291	3,313	0.002

Source: SPSS Processed Data. Appendix 13

From the table above, the following conclusions can be drawn based on the SPSS calculation results:

1. The known value (t) for the variable *work life balance* has a positive value of 7,230 where the value is greater than the t-table, namely 2.00 1. This means that *the work life balance* variable has a significant influence on the performance of employees at Dr. Mohammad Zyn Sampang Regional Hospital
2. The known value (t) for the *work engagement* variable has a positive value of 3.313, where this value is greater than the t-table, namely 2.001 . This means that the *work engagement* variable has a significant influence on the performance of employees at Dr. Mohammad Zyn Sampang Regional Hospital
3. To identify the dominant variables influencing employee performance , see the table above, which has the highest coefficient value and the lowest significance value. *Work-life balance* is the dominant variable influencing employee performance at Dr. Mohammad Zyn Sampang Regional General Hospital, with a coefficient value of 7.230.

4.2 F Test Results (Simultaneous Test)

F- test is used to simultaneously test the independent variables (X_1 and X_2) with the dependent variable (Y) that are statistically significant . The results of data processing using SPSS are as follows:

Table 4.11
F-test

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	7,886	2	3,943	38,319	0,000 ^b
Residual	6,071	59	0.103		
Total	13,957	61			

Source: Processed data

Based on the table above, it is known that (F) is 38.319, where this value is greater than the F-table, which is 3.150, meaning that *the work life balance* variable and *work engagement* has a significant impact on employee performance Dr. Mohammad Zyn Sampang Regional Hospital.

4.3 Discussion

Based on the results of data processing using multiple linear regression analysis, the results obtained show that the variables *Work Life Balance* and *Work Engagement* have a positive and significant effect on the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital, both simultaneously and partially. The calculated F value of 38.319 is greater than the F table of 3.150 with a significance level of $0.000 < 0.05$. This means that the two independent variables together are able to explain variations in employee performance improvements at this hospital. This finding shows that the balance between work and personal life and employee engagement in work are important factors that influence work results.

The results of this study support the *Job Demands-Resources (JD-R) Model theory* developed by (Bakker & Demerouti, 2017) where the balance between job demands *and* available resources *determines* the level of employee engagement and performance. In the context of RSUD dr . Mohammad Zyn Sampang, employees face high work pressure due to the characteristics of hospital work that demands precision, great responsibility for patient safety, and rotating work schedules. If the workload is not balanced with organizational support and personal life balance, it can reduce work enthusiasm, cause emotional exhaustion, and lead to decreased performance. (Hasaniyah et al., 2023) . The research findings show that the *Work Life Balance variable* has a greater influence on performance than *Work Engagement* , with a t-value of 7.230 and a regression coefficient of 0.528. This means that increasing the balance between work life and personal life of employees will contribute significantly to improving their performance. This condition is in line with the results of research by IGAW Putra & Utama, (2017) which states that the balance of time and satisfaction in carrying out work and family roles helps employees avoid stress, increase concentration, and strengthen loyalty to the organization.

Furthermore, these results are also in line with research by Vyas & Arthur, (2017) which states that individuals who have a good work-life balance will tend to have higher levels of productivity and creativity. In a 24-hour hospital environment, this balance is very important so that medical and non-medical personnel can maintain their physical and emotional stability. Thus, hospital management needs to pay attention to aspects of work time management, providing rest rights, and social support in the work environment so that this balance can be achieved . Meanwhile, the *Work Engagement variable* was also shown to have a positive influence on employee performance with a t-value of 3.313. This finding supports the view (Schaufeli & Bakker, 2010) that *engagement* describes a positive psychological condition in which individuals show high enthusiasm (*vigor*), dedication (*dedication*), and full involvement (*absorption*) in work. Employees with high work engagement tend to be more enthusiastic, take initiative, and have a strong sense of responsibility in completing

their tasks. In the context of healthcare services, this engagement is reflected in how employees provide services with empathy, respond quickly to patient needs, and maintain service quality.

This research also aligns with the results of Saks' (2019) research, which found that *employee engagement* plays a crucial role in improving performance effectiveness in the public sector because it can strengthen organizational commitment and reduce turnover rates. At RSUD dr. Mohammad Zyn Sampang, high work engagement is crucial to ensure that every employee feels they have a direct contribution to the success of healthcare services. However, a high level of *engagement* cannot be maintained without an adequate work-life balance. Therefore, *Work-Life Balance* can be viewed as the primary foundation for sustainable *Work Engagement*. The coefficient of determination (R^2) of 0.565 indicates that *Work-Life Balance* and *Work Engagement* can explain 56.5% of the variation in employee performance changes, while the remaining 43.5% is influenced by other factors such as intrinsic motivation, work environment, leadership style, and reward systems. This finding supports the research of Wibowo and Marpaung (2021), which emphasizes that work-life balance is indeed an important factor, but optimal performance improvement can only be achieved if the organization also has a fair and supportive human resource management system.

Theoretically, the results of this study reinforce the concept of *Conservation of Resources (COR) Theory* from Hobfoll, (1989), which explains that individuals will strive to maintain and protect the resources they have, such as time, energy, and emotional well-being. When employees have a balance in their work life, they can manage these resources efficiently so they are not easily exhausted or lose motivation. Conversely, when the balance is disturbed, they tend to experience psychological stress that can reduce performance. Overall, this study confirms that *Work Life Balance* is the most dominant variable in influencing employee performance, followed by *Work Engagement*. This strengthens the view (Mangkunegara, 2017) that employee performance is not only determined by technical abilities, but also by psychological and social conditions that affect daily work. By creating a balanced work environment and encouraging employee engagement, hospitals can improve performance, productivity, and the quality of service to the community.

5. Conclusion

5.1. Conclusion

Based on the results of the analysis and discussion, it can be concluded that Work Life Balance and Work Engagement have a positive and significant effect on the performance of employees at Dr. Mohammad Zyn Sampang Regional General Hospital, both partially and simultaneously. Partially, Work Life Balance has a more dominant influence on performance than Work Engagement, as indicated by the regression coefficient value of 0.528. This indicates that the balance between work life and personal life is the main factor that drives increased employee performance, especially in a hospital work environment that has high pressure and great responsibility for patient safety.

This research also reinforces the Job Demands–Resources (JD-R) and Conservation of Resources (COR) theories, which emphasize the importance of managing personal and organizational resources to maintain morale, dedication, and work performance. Thus, balancing job demands and organizational support is proven to be key to optimal performance in the regional healthcare sector.

5.2. Limitation

This study has several limitations. First, the scope of the study was limited to one institution, namely Dr. Mohammad Zyn Regional Hospital in Sampang, so the results cannot be generalized to all regional hospitals in Indonesia. Second, the data used were sourced from a questionnaire with a perceptual approach, so there is a possibility of respondent subjectivity bias. Third, this study only examined two independent variables, while employee performance in the hospital context can also be influenced by other factors such as leadership style, organizational culture, compensation, or work motivation. Therefore, the results of this study better reflect the specific conditions of Dr. Mohammad Zyn Regional Hospital in Sampang at the time the study was conducted.

5.3. Suggestion

Based on the research results and limitations found, several recommendations can be put forward.

1. For the management of Dr. Mohammad Zyn Sampang Regional General Hospital, it is recommended to strengthen work-life balance policies by implementing a fairer shift system, providing sufficient rest time, and providing employee well-being programs to maintain the physical and mental health of employees.
2. To improve Work Engagement, hospitals can hold self-development training, team building activities, and awards for good performance so that employees feel appreciated and emotionally involved in their work.
3. For further research, it is recommended to expand the research object to several other regional hospitals so that the results are more representative, as well as adding other variables such as job satisfaction, motivation, and leadership style that may contribute to improving employee performance.

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