Analysis of Employee Engagement of PT KAI Daop 8 Surabaya Reviewed from Workload and Work-Life Balance

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Abstract

This study aims to examine the effect of workload and work-life balance on employee engagement at PT KAI Daop 8 Surabaya. The study was prompted by the importance of employee engagement in supporting organisational performance, which can be influenced by high workloads and the ability to maintain a balance between work and personal life. A quantitative approach was used in this study, employing a survey method. Data was collected by distributing questionnaires to 96 employees selected using simple random sampling. The data analysis method used in this study was Partial Least Squares (PLS) analysis to test validity, reliability, and hypotheses. The results revealed that workload had a negative effect, while work-life balance had a positive effect on employee engagement. Simultaneously, both variables had a significant effect on employee engagement. These findings emphasise the need for proportional workload management and the strengthening of work-life balance programmes to improve employee engagement and performance.

I. Introduction

In an era of increasingly dynamic competition, organizations are required not only to optimize operational processes, but also to strengthen the quality of human resource management to remain competitive. One of the crucial dimensions in talent management is *employee engagement*, which is the positive psychological attachment of employees to their work and organization which is reflected in vigor, dedication, and absorption (Schaufeli & Bakker, 2004). This attachment directly contributes to productivity, service quality, and sustainability of corporate performance because it encourages active participation, commitment, and *discretionary effort* of employees (Saptono et al., 2020). In this context, strengthening *employee engagement* is a strategic agenda across industries, including the public transportation sector that operates with high safety and reliability standards.

At the micro-organizational level, *employee engagement* relates to how job demands and organizational support meet in a healthy balance. The literature shows that excessive workload has the potential to lower morale, concentration, and loyalty, especially when cognitive and emotional demands are not offset by adequate work resources (Salwa & Yanuar, 2023). On the other hand, *work-life balance*—the balance between work responsibilities and personal life—is positively correlated with attachment, because the balance condition minimizes stress and *burnout*, while strengthening a sense of control, happiness, and satisfaction with work roles (Wijaya & Dewayani Soeharto, 2021; Ratnasari et al., 2023). Thus, proportionate workload management and an effective *work-life balance* policy are prerequisites for growing *employee engagement* in a sustainable manner.

The phenomenon on the ground at PT Kereta Api Indonesia (Persero) Operating Area 8 Surabaya (PT KAI Daop 8 Surabaya) emphasizes this urgency, especially in the security unit. The irregular shift work pattern and direct scheduling by the PAMKA unit imply uncertainty in the work rhythm and high operational preparedness. In the 2023–2025 period, there were 1,153 operational disruptions on trains—including passengers exceeding their relationship (430 cases), smoking on the train (423 cases), carrying prohibited goods (123 cases), not ticketing (80 cases), sexual harassment (43 cases), vandalism (21 cases), and technical disturbances such as KKA/anjlongan (18 cases). The intensity of the case demands the rapid involvement of security officers throughout the journey, including supervision, ticket verification, incident handling, cross-unit coordination, and report preparation, all of which increase physical, mental, perceptual, and emotional workload (Tarwaka, 2020). Performance that requires high preparedness with

limited rest intervals has the potential to disrupt *work-life balance* and, ultimately, affect *employee engagement* if not managed systemically.

The initial understanding of *the condition of employee engagement* in the security unit of PT KAI Daop 8 Surabaya was also supported by a pre-survey of 22 security officers. The pre-survey instrument measured recognition of contributions, sense of belonging to the team, and work environment's support for integrity and honesty. The results showed that the majority of respondents felt their contributions were appreciated by their superiors and colleagues (15 "yes"), felt a significant role in the team (14 "yes"), and rated the work environment to support integrity and honesty (15 "yes"). The findings indicate that there is a good level of engagement, but there are still some employees who have not felt appreciation and togetherness consistently, so that room for improvement remains open through increased individual recognition and strengthening team cohesion (Schaufeli & Bakker, 2004).

On the other hand, the pre-survey of *work-life balance* shows a more decisive challenge. The majority of respondents stated that work schedules interfere with family time (16 "no"), limited time for personal activities (14 "no"), and limited flexibility to rearrange schedules in urgent situations (14 "no"). Shift work patterns and incidental response demands on train travel narrow the gap space for physical and psychological recovery. Within the framework of *work–family enrichment* theory (Greenhaus & Powell, 2006), the low chances of enrichment from the family domain to the work domain reduce the positive energy, motivation, and attention required to maintain high attachment. Consequently, without adequate organizational support, it is difficult to achieve a balanced condition, so employee *engagement* is at risk of falling due to accumulated stress and fatigue.

The *Job Demands–Resources* (JD–R) framework describes this relationship systematically: *job demands* such as cognitive, physical, and emotional workloads, when not balanced by *job resources*—such as employer support, time allowance, schedule control, and a supportive work culture—will trigger a process of tension (*strain*) which reduces attachment (Bakker & Demerouti, 2007). However, when *job resources* are adequate, challenging demands can be experienced as *eustress* that drives engagement. Empirical findings show workload tends to be negatively associated with *employee engagement* (Salwa & Yanuar, 2023), while *work-life balance* is positively and significantly associated with engagement, including in manufacturing and service studies (Ariani & Siddiq, 2024; Alifia & Iryanti, 2023). This relationship is relevant to the characteristics of the duties of PT KAI Daop 8 Surabaya security officers who are dealing with incident variability, cross-unit coordination, and psychological pressure in maintaining travel safety and passenger comfort.

The constellation of phenomena, pre-surveys, and theoretical foundations underscores the importance of human resource policy design that combines two axes: workload management and strengthening *work-life balance*. Workload management needs to include a fair *shift* rhythm arrangement , a task rotation mechanism to minimize cognitive burnout, and adequate breaks after incident handling. Meanwhile, *work-life balance* requires policy support such as schedule flexibility within certain limits, access to psychosocial services, routine health activities, and recognition of contributions as a form of *relational resources*. Integrated policies are expected to encourage increased vigor, strengthen the *sense of belonging*, and foster long-term commitment to employees, so that the quality of public services carried out by PT KAI Daop 8 Surabaya is maintained.

Empirically, the study design focused on the influence of workload and *work life balance* on *employee engagement* in security officers at PT KAI Daop 8 Surabaya. This study departs from the observation that high operational disruptions and irregular *shift* patterns increase cognitive and emotional demands, while narrowing the space for work-life balance. At the same time, organizations have provided a number of *resources*—such as health facilities, sports, and spiritual support—but employees' perceptions of balance and schedule flexibility have not been optimal. Using a quantitative approach, this study aims to statistically examine the direction and strength of the influence of workload and *work-life balance* on *employee engagement*, thereby producing data-driven evidence for the formulation of targeted policy interventions.

The expected scientific contribution from this research is the enrichment of *the literature on employee engagement* in the public transportation sector and SOEs, a domain that is relatively less explored than studies in the private sector. In practical terms, research findings can be used by management to formulate strategies that balance the demands of work and organizational support: clarifying shift sharing mechanisms, strengthening cross-unit coordination to make incidental burdens more distributed, and ensuring feedback channels that affirm employee contributions. Thus, the policies born from this study not only address the symptoms of burnout and imbalance identified in the pre-survey, but also build a work ecosystem conducive to high engagement.

Substantially, this introduction places *employee engagement* as a target variable influenced by two main explanations: workload and *work-life balance*. The workload is articulated multidimensionally—physically,

mentally, perceptually, and emotionally—to reflect the reality of security tasks on train travel (Tarwaka, 2020). *Work-life balance* is operationalized through *time balance*, *involvement balance*, and *satisfaction balance* indicators (Rizka et al., 2022), and enriched with *a work–family enrichment perspective* to capture cross-domain dynamics (Greenhaus & Powell, 2006). Through the lens of JD–R, this study tested the hypothesis that leads to the negative influence of workload and the positive influence of *work life balance* on *employee engagement*. The expected results provide an intervention map that can be translated into scheduling practices, task rotation, psychosocial support, and performance recognition, which together strengthen employee attachment to PT KAI Daop 8 Surabaya's public service mission.

Finally, the strategic position of PT KAI Daop 8 Surabaya in the national transportation ecosystem demands a high level of service reliability. Employee attachment to the security unit is a vital element because it is at the forefront of service interactions and incident handling during the trip. An approach that combines workload management and strengthening *work-life balance* presents a policy path that is not only oriented towards productivity, but also on the sustainability of employee welfare. Based on empirical, pre-survey, and relevant theoretical phenomena, this study is intended to provide a comprehensive understanding of how two explanatory variables—workload and *work-life balance*—shape the variation *of employee engagement* within PT KAI Daop 8 Surabaya, as well as provide evidence-based recommendations for management to design precise and impactful interventions.

II. Research Methods

This study uses a quantitative approach with a survey design to test the influence of workload and *work life balance* on *employee engagement* in security officers of PT KAI Daop 8 Surabaya. The quantitative approach was chosen because it was able to provide an objective picture of the relationship between variables through statistical analysis. Primary data was obtained through the distribution of questionnaires to predetermined respondents, while secondary data was collected from internal company documents, scientific journals, and relevant literature that supported the theoretical framework of the research. The questionnaire was compiled using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree", to measure respondents' perception of statements that represent indicators of research variables (Sugiyono, 2020).

The research population is all security officers who work with *a shift system* at PT KAI Daop 8 Surabaya, totaling 127 people. The selection of this population is based on the characteristics of jobs that have a high level of workload and potential work-life imbalances. The determination of the number of samples was carried out using the Slovin formula with an error rate of 5%, so that 96 respondents were obtained. The sampling technique used is *simple random sampling*, which provides an equal opportunity for each member of the population to be selected as a respondent. This technique was chosen to ensure fair representation and reduce bias in data collection.

The research instrument consists of three main variables: workload, *work-life balance*, and *employee engagement*. Workload is measured through four indicators, namely physical, mental, perceptual, and emotional workload (Tarwaka, 2020). *Work-life balance* is measured using three main dimensions, namely *time balance*, *involvement balance*, and *satisfaction balance* (Rizka et al., 2022). Meanwhile, *employee engagement* is measured based on three indicators stated by Schaufeli and Bakker (2004), namely vigor, dedication, and absorption. Each indicator is translated into a statement that is clear and relevant to the context of the work of the security officers of PT KAI Daop 8 Surabaya.

Data collection was carried out through questionnaires that were distributed directly to respondents at the work site. In addition, informal interviews with management were conducted to strengthen understanding of operational conditions and support the interpretation of research results. The collected data was then analyzed using *the Partial Least Squares Structural Equation Modeling* (PLS-SEM) method with the help of SmartPLS software version 4.0. PLS-SEM was chosen because it is suitable for testing relationships between latent variables with a relatively small sample count and does not require a normal distribution (Ghozali & Latan, 2020).

The analysis was carried out through two main stages, namely *the outer model* and *the inner model*. External *model testing* aims to assess the validity and reliability of indicators against the measured construct. Convergent validity was tested through a *loading factor* value with a criterion of ≥ 0.70, while discriminant validity was checked through *cross loading* values and *Average Variance Extracted* (AVE) values that must exceed 0.50. The reliability of the construct was assessed using *Composite Reliability* and Cronbach's Alpha with a minimum limit of 0.70 (Hair et al., 2017). After the instrument was declared valid and reliable, *the inner model test* was performed to evaluate the structural relationships between latent variables. This evaluation included the value of the determination coefficient (R^2), effect size (f^2), as

well as testing the significance of the pathway through *a bootstrapping procedure* with the criteria of t-statistic ≥ 1.96 and p-value ≤ 0.05.

In addition to structural analysis, this study also uses descriptive analysis to describe the characteristics of respondents and the tendencies of answers to each variable. Descriptive analysis was carried out by calculating the average value, standard deviation, and frequency distribution of respondents' answers. The results of this analysis provide an initial overview of the conditions of workload, *work life balance*, and employee attachment within PT KAI Daop 8 Surabaya.

Overall, the methodology of this study is designed to ensure that hypothesis testing is carried out systematically and based on valid data. With a quantitative approach and PLS-SEM analysis, this study is expected to be able to provide strong empirical evidence on the influence of workload and *work-life balance* on *employee engagement*, so that it can be the basis for the formulation of more effective human resource management policies at PT KAI Daop 8 Surabaya.

III. Results and Discussion

1. Research Results

This study involved 96 respondents who were security officers of PT KAI Daop 8 Surabaya. The characteristics of the respondents showed that the majority were in the age range of 25–34 years (68%), which belonged to the productive age category with excellent physical condition and high energy levels. Most of the respondents were male (90%), reflecting the demands of security jobs that require high physical preparedness and mobility. Based on education level, 55.2% of respondents are high school graduates/equivalent, while the other 44.8% are Strata 1 (S1) graduates. In terms of working period, the majority of respondents (81.3%) have work experience between 0-8 years, which shows the dominance of relatively new to medium labor in the security unit of PT KAI Daop 8 Surabaya.

Descriptive analysis of workload variables indicates that most respondents feel a high level of physical and mental demand. The statement "I often feel physical fatigue from my work" earned dominant scores in the agree (34%) and neutral (41%) categories, indicating that physical fatigue is a common phenomenon among security personnel. In addition, the demands of high concentration that trigger mental stress are also seen from the distribution of answers, where 35% of respondents chose neutral and 27% agreed. Perceptual and emotional indicators show similar patterns, with a significant proportion of respondents admitting to being burned out quickly due to attention to small details as well as the emotional pressure of job responsibilities. Overall, these results reflect that the workload of security officers is at a moderate to high level, both from physical, mental, and emotional aspects.

In the *work-life balance* variable, the results of the analysis showed that most respondents were able to separate work and personal life, with 84% of respondents in the high category (scores 4 and 5). However, indicators related to personal time and mental health show a more varied distribution. As many as 65% of respondents stated that working hours allow them to have enough personal time, while another 35% felt that free time was still limited. Disruptions to mental and emotional health were also acknowledged by 23% of respondents, indicating the psychological impact of shifting work patterns and high preparedness demands. Nonetheless, the level of confidence in the company's support for maintaining a work-life balance in the future is quite high, with 83% of respondents saying they agree or strongly agree.

The *employee engagement* variable shows a positive trend. As many as 79% of respondents feel full of energy when carrying out work, 86% feel proud and have a high commitment to their work, and 89% always try to complete work on time. These findings indicate that although workloads are relatively high and work-life balance is not yet fully optimal, employee attachment to work remains at a good level. This can be attributed to internal factors such as a sense of moral responsibility for passenger safety and a work culture that emphasizes discipline and professionalism.

The results of the model test using PLS-SEM reinforce the descriptive findings. The *loading factor* value on all indicators is above 0.70, which indicates the convergent validity is met. The *Average Variance Extracted* (AVE) value for each construct also exceeds 0.50, while *the Composite Reliability* and Cronbach's Alpha are above 0.70, so the instrument is declared reliable. In the *inner model* test, the R^2 value for *the employee engagement* variable was 0.474, which means that the workload and *work life balance* were simultaneously able to explain 47.4% of the variation in employee engagement, while the rest was influenced by other factors outside the model. The *effect size* value (f^2) showed that *work-life balance* had a large influence on *employee engagement* ($f^2 = 0.685$), while workload had only a small effect ($f^2 = 0.028$).

Hypothesis testing through *the bootstrapping* procedure resulted in the finding that workload had a negative but insignificant effect on *employee engagement* (t-stats = 1.790 < 1.96; p-value = 0.038), while *work-life balance* had a positive and significant effect (t-stats = 10.110 > 1.96; p-value = 0.000). These results confirm that work-life balance is a dominant factor in increasing employee engagement, while a high workload tends to decrease engagement, although the effect is not significant. These findings are in line with the theory of *Job Demands–Resources* and *Work–Family Enrichment*, which emphasizes the importance of organizational support in balancing work demands so that employee attachment is maintained.

Overall, the results of this study show that although the security officers of PT KAI Daop 8 Surabaya face a fairly high workload, their attachment to work remains at a good level, especially when the company is able to provide support to maintain *a work-life balance*. Thus, strengthening policies that focus on schedule flexibility, task rotation arrangements, and psychosocial support are strategic steps to increase *employee engagement* in a sustainable manner.

2. Discussion

The results showed that *work life balance* had a positive and significant effect on *employee engagement*, while workload had a negative but insignificant effect. This finding is in line with the *Job Demands– Resources* (JD–R) framework proposed by Bakker and Demerouti (2007), where job attachment will increase when job *resources* are able to keep up with job *demands*. In the context of PT KAI Daop 8 Surabaya, *work-life balance* acts as an important resource that provides space for physical and psychological recovery, so that employees can maintain vigor, dedication, and absorption despite facing high work demands. Organizational support in the form of scheduling, health facilities, and belief in the company's commitment to maintaining work-life balance are factors that strengthen employee attachment.

The positive influence of work-life balance on *employee engagement* is also consistent with the *Work– Family Enrichment* theory (Greenhaus & Powell, 2006), which states that positive experiences in the family domain can improve the quality of performance and satisfaction in the work domain. When employees have enough time for personal and family activities, they tend to bring positive energy to the workplace, which is reflected in high morale and commitment. Previous research by Ariani and Siddiq (2024) and Alifia and Iryanti (2023) supports this finding, where work-life balance has been shown to improve employee engagement and performance. In this study, the highest scoring indicator was confidence in the company's future support, which indicates that perception of organizational commitment is a key determinant of engagement.

Conversely, the negative effect of workload on *employee engagement*, although not significant, shows that high work demands do not completely reduce employee attachment. This can be explained by the existence of adaptation mechanisms and intrinsic factors such as a sense of moral responsibility for passenger safety and a work culture that emphasizes professionalism. This finding is different from the results of research by Salwa and Yanuar (2023) which found a significant negative influence of workload on work engagement. This difference may be due to the relatively strong *job resources* at PT KAI Daop 8 Surabaya, such as peer support, supporting facilities, and an adequate compensation system, so that the negative impact of workload can be minimized.

An R^2 value of 0.474 indicates that workload and *work-life balance* simultaneously account for nearly half of the variation *in employee engagement*, while the rest is influenced by other factors such as leadership style, organizational culture, and social support. The large *effect size* value (f^2) on the *work life balance* (0.685) confirms the dominance of this variable in influencing employee attachment. Thus, the strategy to increase *employee engagement* should focus on strengthening *work-life balance policies*, such as schedule flexibility, task rotation arrangements, and the provision of psychosocial services. This approach is not only relevant to JD–R theory, but also supports the sustainability of organizational performance through improved employee well-being.

Practically, the results of this study imply that companies need to adopt policies that are more adaptive to the needs of employees. Although workload does not have a significant effect, managing work demands is still important to prevent the accumulation of long-term stress and fatigue. On the other hand, strengthening *work-life balance* must be a strategic priority because it has been proven to have a great impact on attachment. By creating a work environment that supports a work-life balance, PT KAI Daop 8 Surabaya can maintain high employee engagement, which in turn will improve the quality of public services and the company's competitiveness.

IV. Conclusions and Suggestions

Conclusion

Based on the results of the research on the safety of PT KAI DAOP 8 Suirabaya, it can be concluded that the following things are possible:

1. The keirja that is felt by the people of PT KAI DAOP 8 Suirabaya beiluim is able to increase the loyalty of employees. This means that high interest rates, high interest rates, and high interest rates in the field can lead to higher interest rates and higher interest rates in the field. Deingan deimikian, the higher the beiban keirja that is felt, the more beautiful the juiga level of eimployeeiei eingageimeint nya.

2. *Work lifei balancei* meinbecome a peinting thing for *eimployeeiei eingageimeint*. Employees who feel that they are being discriminated against will be more likely to be in the workplace. However, the ability to achieve a balance of time is still limited, so that the average person should follow a reasonable hour and implement a fair shift system so that the person has a good time to rest.

Suggestion

1. Based on the results of the research, the indicator with the highest value on the variable is the statement *"My research is intrinsic to the high concentration until it makes me feel streis."* This means that the Keirja project is still a challenge for the security forces. By doing so, the employees are able to follow the schedule of the work and the preparation of the yearly in a balanced way, providing a good time to rest, as well as providing training so that employees are focused and motivated in carrying out their exams.

2. On the other hand, the highest indicator of the variable of work life balance can be found in the statement *"I believe that the peiruisahaan will be teiruis to induce the balance of keirja and hiduip in the future."* This event reflects the expectations of employees in the face of the attention of the public in maintaining the meireika's security. By virtue of that, the management of the peirlui meiwuijuidkan duikuingan teirseibuit deingan meineiapply keirja hours that do not include 8 hours per day or 40 hours per week, as well as a fair shift system so that each person has the right to rest and personal time.

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