



The Mediating Role of Work Engagement in the Relationship between Work-Life Balance, Workload, and Organizational Citizenship Behavior among Healthcare Workers in Hospitals– A Literature Review

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Abstract. This study aims to develop a conceptual framework regarding the mediating role of work engagement in the relationship between work-life balance, workload, and organizational citizenship behavior (OCB) among healthcare workers in hospitals, by adopting the Job Demands–Resources (JD-R) Theory. The research methodology uses a structured conceptual approach by synthesizing various relevant literature from previous studies to develop and analyze a conceptual model. The results of the literature review show that work-life balance and workload affect OCB both directly and indirectly through the mediation of work engagement. Although good work-life balance increases the motivation and work engagement of healthcare workers, excessive workload can reduce engagement levels and inhibit positive behavior towards the organization. These findings confirm that work engagement functions as a psychological mechanism that bridges the influence of work-life balance and workload on OCB. The originality of this study lies in its integration of the role of work engagement as a mediator that explains the dynamics of the relationship between work demands and work resources among healthcare workers in hospitals, which has rarely been comprehensively studied in Indonesia. From the practical perspective, this study has implications in the implementation of work-life balance policies or management of proportional workloads and enhancement programs focusing on work engagement that may produce stronger positive behavior among healthcare workers promoting better quality hospital services.

Keywords: Work-life balance; Workload; Work engagement; Organizational Citizenship Behavior; JD-R Theory; Healthcare workers.

1. Introduction

The healthcare sector is one of the most stressful and high-risk fields of work in the world. Healthcare professionals experience a number of challenges, including high workloads, long working hours, expectations for professionalism and stress arising from close contact with patients and their family members. Burnout, which is one of the consequences of work-life imbalance, has been reported in 46% of health care workers globally by the Center for Disease Control and Prevention. This situation proves that WLB is still a major concern among healthcare workers [1]

The voluntary behavior and extra contributions of healthcare workers, known as Organizational Citizenship Behavior (OCB), reflect individuals' voluntary behavior to help colleagues, actively participate in the organization, and contribute more than their formal responsibilities [2], [3]. In the hospital context, OCB of healthcare workers plays an important role in improving the quality of patient care, teamwork effectiveness, and institutional reputation [2], [3]. Two factors that are thought to influence OCB are work-life balance and workload [4], [5].

A healthy work-life balance greatly contributes to the motivation and involvement of staff, as they can efficiently juggle their professional duties and personal/family commitments. When healthcare workers feel they have control over their schedules and sufficient time for personal activities, stress levels decrease, which ultimately increases job satisfaction and overall well-being [4], [5], [6]. On the other hand, healthcare providers in high-demand roles had significantly greater levels of anxiety, depression and fatigue symptoms leading to undermine their performance and involvement with work. Overwork also produces lower work quality of life and results in higher absenteeism and turnover among personnel.[7].

On the other hand, work engagement is an important factor that determines the extent to which healthcare workers can remain motivated and contribute optimally despite facing heavy work pressure. Work engagement includes vigor (energy and perseverance), dedication (sense of importance in work), and absorption (involvement in work) and helps protect healthcare workers from burnout. Healthcare workers with

high work engagement tend to be more motivated, enthusiastic, and proactive in their roles, which increases the likelihood of them exhibiting Organizational Citizenship Behavior (OCB). Work engagement is characterized by enthusiasm, dedication, and sincerity in performing tasks [8]. Therefore, work engagement is thought to act as a mediating variable linking work-life balance and workload to healthcare workers' OCB.

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Previous research shows that poor work-life balance among nurses is significantly associated with increased stress levels and decreased job continuity. Low work-life balance is consistently associated with higher work stress among nurses, which can negatively impact mental health, job satisfaction, and organizational commitment [9], [10]. Meanwhile, a study by [11] revealed that high workloads have a negative impact on the motivation and productivity of healthcare workers. Other studies also state that workloads affect employee productivity [12].

However, a number of studies show that healthcare workers with high levels of work engagement are still able to demonstrate positive behavior towards the organization, such as helping colleagues, maintaining work ethic, and providing optimal service to patients, which reflect Organizational Citizenship Behavior (OCB). This shows that work engagement has the potential to be a psychological variable that bridges the influence of work-life balance and workload on OCB. Research shows that healthcare workers with high levels of work engagement tend to exhibit positive behavior towards the organization, such as helping colleagues, maintaining work ethic, and providing optimal service to patients, all of which are characteristics of Organizational Citizenship Behavior (OCB) [13].

However, research on the relationship between work-life balance, workload, work engagement, and OCB in Indonesia, particularly among healthcare workers in critical areas of hospitals, is still limited. Most studies only examine the direct relationship between variables without considering the mediating role of work engagement. In addition, previous studies have shown varying findings; some state that work-life balance has a positive effect on OCB, while others find no significant effect. These differences in results indicate that other variables play a role in explaining this relationship, one of which is work engagement.

Based on the above description, it is important to further examine how work engagement mediates the influence of work-life balance and workload on the Organizational Citizenship Behavior of healthcare workers in hospitals. Work engagement plays an important role as a psychological factor that bridges the relationship between work-life balance and workload with Organizational Citizenship Behavior. Health workers with high levels of work engagement tend to show dedication, enthusiasm, and commitment in carrying out their duties, and are willing to do things beyond their formal roles for the advancement of the organization. However, previous studies still show varying findings regarding the relationship between work-life balance, workload, work engagement, and Organizational Citizenship Behavior, especially in the context of health workers in critical areas of hospitals.

2. Literature Review

2.1 Job Demands Resources (JD-R)

The Job Demands-Resources (JD-R) model serves as the grand theory in this study. Theoretically, the Job Demands-Resources (JD-R) model introduced by [14] explains that high work demands without adequate job resources can reduce work engagement. Conversely, organizational support and work-life balance can strengthen engagement and encourage extra-role behaviors such as OCB [15], [16]. In the field of health services, the engagement in work has been considered as an essential variable directly associated with well-being at work and performance quality (service to the patient) among workers. [17].

The Job Demands-Resources (JD-R) model has become an influential lens for understanding work environments in a range of fields, including health care. The model consists of two concepts that appear in all

jobs: job demands and job resources. Job demands refer to existing requirements, which can include high workloads, time pressure, and the complexity of tasks to be completed. Meanwhile, job resources encompass all forms of support that can help employees cope with these demands, such as social support, autonomy at work, and work-life balance. The interaction between these two components is crucial in determining the level of work engagement and employee performance.

Research conducted by [18] shows that when job demands are too high, this can lead to a decrease in work engagement. For example, in the context of healthcare workers, excessive workloads due to an increase in the number of patients can cause fatigue and stress, which in turn reduces their motivation and engagement in their work. Conversely, adequate job resources, such as support from supervisors and coworkers, as well as a good work-life balance, can increase work engagement. Understanding this is very important, because healthcare workers who are well engaged in their work tend to provide better service to patients, which ultimately has a positive impact on the quality of care provided.

In another study, [19] emphasized that job engagement among nurses is greatly influenced by existing job resources. For instance, supervisory support and organisational climate predict nurses' task engagement. Peer Review When nurses feel supported by those in charge and have a positive work environment, they are more engaged in their work and that makes a difference for patients and their health outcomes..This shows that creating a supportive work environment is essential for increasing work engagement among healthcare workers.

Furthermore, [20] highlights the role of work engagement as a mediator in the relationship between supervisor support and turnover intention among construction workers. These findings are relevant in the context of healthcare workers who often face high work pressure. Support from supervisors can increase work engagement, which in turn can reduce healthcare workers' intention to leave their jobs. This shows that strategies to increase organizational support and create a positive work environment are crucial for retaining quality healthcare workers and reducing high turnover rates.

Indeed, the potential influence of work-life balance on work engagement should be taken into account at this point. Research by [21], demonstrates that having a high work-life balance in the workplace can enhance employee well-being (and by extension, increase work engagement). For instance, healthcare employees with more leisure time to rest and socialize outside of work exhibited reduced stress and increased job demand capacity. Therefore, healthcare organizations need to pay attention to this aspect of work-life balance in order to create a healthier and more productive work environment.

In conclusion, the Job Demands-Resources Model (JD-R) provides a robust framework for understanding how job demands and resources influence healthcare workers' job engagement. Research shows that excessive job demands can reduce work engagement, while adequate job resources, including organizational support and work-life balance, can increase it. By understanding the interaction between these demands and resources, healthcare organizations can develop more effective strategies to increase work engagement, which will ultimately have a positive impact on service quality and patient satisfaction.

2.2 Work life balance

Work Life Balance is a conceptually defined as the state of optimal situation in which workplace and personal lives coexist to their mutual benefit, allowing individuals to meet work responsibilities while also attending to family's well-being, community involvement, or quality of private life. This concept emphasizes the ability of individuals to manage their time, energy, and roles in a balanced manner so that they can achieve satisfaction in both aspects of life [21].

In the context of healthcare workers, work-life balance is an important factor that affects performance, work engagement, and extra-role behaviors such as Organizational Citizenship Behavior (OCB). [22] states that a balance between work and personal life enables healthcare workers to work with higher motivation and maintain emotional commitment to the organization. This condition helps them avoid excessive stress and fatigue due to high work demands in a hospital environment.

[23] operationalize work-life balance as an individual's perception of the extent to which an organization provides flexibility and support so that employees can balance work responsibilities with personal life. The indicators used in measuring WLB cover three main aspects. The first aspect is time balance, which is the ability to allocate time proportionally between work and personal life. The second aspect is involvement balance, which is the level of emotional and psychological participation of individuals in these two domains. The third aspect is satisfaction balance, which is the level of satisfaction felt by individuals towards their achievements in work and personal life [21], [24].

Thus, operationally in healthcare worker research, work-life balance can be measured through individuals' perceptions of the extent to which they are able to maintain harmony between professional responsibilities and personal life without experiencing role conflict, stress, or a decline in emotional well-being. When WLB is high, healthcare workers tend to have stronger motivation and work engagement and exhibit positive behavior toward the organization [21], [22], [23].

2.3. Work Load

Workload can be defined as the total, complexity, and demands of tasks that must be completed by an individual within a certain period of time. Workload is not just about how much work you have to do, but also about the pressure, intensity and amount of responsibility in your work. Workload generally tends to be high among HCWs owing to the urgency nature of their work, direct patient demands, as well as long and unpredictable work hours. [25], [26]. Excessive workload can cause physical and mental fatigue, reduce job satisfaction, and have a negative impact on the performance and mental health of healthcare workers [27], [28].

According to [22], workload can also be seen as an individual's perception of the amount of responsibility and pressure they face at work, which often affects their level of work engagement and perception of support from the organization. When individuals feel that their workload is high but are not supported by adequate assistance from the organization, this can reduce their motivation and commitment to work.

Other studies by [29], [30] show that there is a direct relationship between workload and employee satisfaction and performance. Excessive workload can cause stress and fatigue, while a balanced workload can increase motivation and productivity. In the context of the hospital work environment, effective workload management is crucial for maintaining the well-being of healthcare workers and ensuring the quality of service is maintained.

Thus [25], work-load is an important factor for human resource management, especially in health care. It is important for the organization to support, ensure balance in workload-related programs and also provide an equitable distribution of work so that healthcare providers are enabling to work effectively without impairing their physical and mental health.

2.4 Work engagement

Work engagement Work engagement is a construct delineating individuals' positive attachment to their work, manifesting as enthusiasm, dedication and absorption in work tasks. Work engagement is a positive psychological state of mind toward work that characterizes with high levels of energy and enthusiasm, inspiration and full absorption by one's job performance [22].

Individuals with high levels of work engagement tend to show great energy, pride in their work (dedication), and the ability to focus fully on their work (absorption). Furthermore, [31] explains that work engagement reflects a consistent motivational state, in which workers have high energy, focus, and commitment to their work. In the context of healthcare workers, this engagement is very important because it can increase mental resilience and service effectiveness in stressful work situations. Their research results also show that work engagement can be increased through adequate organizational support, especially in crisis situations such as the COVID-19 pandemic.

From another perspective, [18] explain that work engagement is the result of the interaction between job demands and job resources. When resources such as social support, autonomy at work, and feedback are readily available, work engagement will increase and contribute to a decrease in burnout. These findings are in line with research [19] which confirms that work engagement among nursing staff plays an important role in improving the quality of health services and interpersonal relationships in the workplace.

On the other hand, [32] found that work-life balance is also an important factor that affects work engagement levels. When individuals can balance work demands and personal life, they are better able to show enthusiasm, dedication, and engagement in their work. In the same context, [20] showed that work engagement functions as a significant mediating variable in the relationship between supervisor support and turnover intention, meaning that the higher the level of work engagement, the lower the desire of employees to leave their jobs.

Based on these various perspectives, it can be concluded that work engagement is a positive and energetic psychological state that encourages individuals to participate actively and productively in their work. For healthcare professionals, engagement is a process that has an essential place in ensuring service delivery resilience and performance (perceived as a critical factor for the continuum of effective patient service) particularly in settings with high workload and stress environments. [18], [19], [20], [22], [31], [32]

2.5 Organizational Citizenship Behavior

Employee voluntary behavior (Organizational Citizenship Behavior/OCB) is voluntary actions taken by employees that go beyond their formal duties or job descriptions, but contribute positively to the effectiveness and sustainability of the organization. [22] states that OCB is a personal action stimulated by the feeling of obligation merit and commitment to the organization, even when one's actions are not rewarded through an official reward system. In the context of healthcare workers in hospitals, OCB is seen when nurses or medical staff voluntarily help colleagues, pay more attention to patients, or create a conducive work atmosphere without being asked by their superiors.

Furthermore, [33] reveal that OCB is one of the key factors in sustainable organizational development. OCB encourages collaboration, improves efficiency between units, and strengthens social cohesion in the workplace. Thus, this voluntary behavior not only strengthens relationships between employees but also enhances the reputation and productivity of the organization as a whole.

OCB is also closely related to organizational support and work engagement. [31] show that perceptions of organizational support can increase work engagement, which in turn encourages prosocial behaviors such as OCB. In a hospital environment, support from leaders and coworkers fosters a sense of belonging and moral responsibility, which ultimately motivates healthcare workers to contribute more than expected.

Furthermore, [34] states that OCB is a form of contextual performance influenced by psychological factors such as affective commitment, job satisfaction, and organizational justice. Employees who feel valued and treated fairly tend to exhibit voluntary behavior that supports a positive organizational climate.

In the context of healthcare workers, OCB is very important because the hospital work environment often requires cross-professional cooperation and high social sensitivity. [35] emphasize that voluntary behavior by medical personnel, such as helping overwhelmed colleagues, sharing clinical knowledge, or maintaining communication between teams, is an important factor in the quality of patient care.

Conceptually, OCB usually consists of several main dimensions such as altruism (helping colleagues), conscientiousness (obedience and responsibility above minimum standards), sportsmanship (tolerance of organizational conditions), courtesy (respectful attitude and maintaining good relationships), and civic virtue (active participation in organizational life). These dimensions collectively form the foundation of positive behavior that strengthens organizational culture, especially in the public service sector such as hospitals.

Thus, it can be concluded that OCB is voluntary work behavior that stems from commitment, a sense of belonging, and emotional attachment to the organization, which plays an important role in improving organizational effectiveness and service quality, especially in high-intensity work environments such as hospitals.

3. Methodology

Adopting a conceptual approach, this study aims to disambiguate the theoretical concepts, and offer new interpretations drawing on already published literature.. According to [36] a theoretical review presents an overview of the concept and establishes a theoretical foundation that can then be tested through empirical work at a later date.. Relevant literature is integrated to support the research objectives, thereby providing a comprehensive understanding of the relationship between the main variables, namely work-life balance, workload, work engagement, and organizational citizenship behavior (OCB) among healthcare workers in hospitals. This approach produces a conceptual framework that describes how work engagement acts as a mediating variable in the relationship between work-life balance and workload on organizational citizenship behavior. This framework aims to answer several main research questions, namely (1). Does work-life balance affect the Organizational Citizenship Behavior of healthcare workers in hospitals? (2). Does workload affect the Organizational Citizenship Behavior of healthcare workers in hospitals? (3). Does work-life balance affect the work engagement of healthcare workers in hospitals? (4). Does workload affect the work engagement of healthcare workers in hospitals? (5). Does work engagement affect the organizational citizenship behavior of healthcare workers in hospitals? (6). Does work engagement mediate the effect of work-life balance on the Organizational Citizenship Behavior of healthcare workers in hospitals? (7). Does work engagement mediate the effect of workload on the Organizational Citizenship Behavior of healthcare workers in hospitals?

4. Results & Discussion

4.1 Work-life balance on Work engagement

Work-life balance is an important factor influencing healthcare workers' work engagement. Employee Continuance Commitment When people feel they are able to control the work- life conflict, they demonstrate more EDC (energy, dedication and concentration) in their jobs.

[32] revealed that work-life balance has a positive impact on work engagement across various sectors of the European workforce, including among healthcare workers. These findings are consistent with those of [37], which confirm that good work balance among nurses is closely related to psychological well-being and higher levels of work engagement. Therefore, the better the balance between the work and personal lives of healthcare workers, the higher their commitment to their jobs.

4.2 Workload and Work Engagement

Workload is one of the important elements of job demands that can affect the psychological and emotional conditions of healthcare workers. When the workload is too high, it can lead to fatigue, stress, and decreased motivation, which in turn can reduce individuals' engagement in their work.

Research conducted by [18] shows that high job demands have a negative relationship with work engagement among medical personnel, especially doctors and nurses. Similar findings were also revealed by [28] who stated that heavy workloads have a negative impact on the satisfaction and morale of healthcare workers. Therefore, high workloads tend to reduce the level of work engagement among healthcare workers in hospitals.

4.3 Work Engagement on Organizational Citizenship Behavior

Work engagement plays an important role in encouraging extra-role behaviors such as Organizational Citizenship Behavior (OCB). Individuals with high levels of work engagement generally show enthusiasm, commitment, and a desire to contribute beyond their official responsibilities.

[19] discovered that work engagement of nurses positively influences their prosocial behaviors, job satisfaction and service performance. These findings are supported by [38], who argue that engaged health care workers are more likely to engage in professional and extra-role behavior towards organization. Hence, the stronger they are work engaged, the more likely of healthcare worker OCB.

4.4 Work-Life Balance and Organizational Citizenship Behavior

Work-life balance is not only important for the well-being of individuals, it also affects desirable work behavior in an organization. Healthcare workers who successfully balance their personal and professional lives tend to have high job satisfaction and motivation to voluntarily assist colleagues and the organization.

Research conducted by [33] reveals that work-life balance is an important element in the formation of sustainable Organizational Citizenship Behavior (OCB) within an organization. [37] also confirms that work-life balance plays a role in improving mental health and prosocial behavior among healthcare workers. Therefore, the better the work-life balance, the greater the likelihood of OCB behavior emerging in a hospital environment.

4.5 Workload on Organizational Citizenship Behavior

High workload levels can reduce the ability of healthcare workers to exhibit extra-role behavior. When individuals face excessive work pressure, they tend to focus more on their main tasks and tend to neglect voluntary behaviors, such as helping colleagues or actively participating in organizational activities.

According to [28], high workloads have a negative impact on employee performance and positive behavior. Meanwhile, research by [27] also found that an increase in workload can reduce an individual's ability to exhibit prosocial behavior in the workplace. This indicates that heavy workloads have the potential to reduce the level of Organizational Citizenship Behavior (OCB) among healthcare workers.

4.6 Work Engagement mediates Work-Life Balance on Organizational Citizenship Behavior

Work engagement functions as a psychological mechanism that connects work-life balance with OCB. Good work-life balance creates a positive emotional atmosphere, increases enthusiasm and attachment to work, which ultimately encourages OCB behavior.

[31] found that among health care workers throughout the COVID-19 epidemic, work engagement mediated the impact of organizational support on employee behavior. [20] also found that work engagement is a significant mediating variable between organizational factors and employee behavior. Thus, a balance between life and work can increase OCB through increased work engagement among healthcare workers.

4.7 Work Engagement mediates Workload on Organizational Citizenship Behavior

Work engagement functions as a psychological mechanism that connects work-life balance with OCB. Good work-life balance creates a positive emotional atmosphere, increases enthusiasm and attachment to work, which ultimately encourages OCB behavior.

[31] showed that in the context of healthcare workers during the COVID-19 pandemic, work engagement acted as a mediator in the relationship between organizational support and employee behavior. [20] also found that work engagement was a significant mediating variable between organizational factors and employee behavior. Therefore, work-life balance can increase OCB through increased work engagement among healthcare workers.

Work engagement can also function as a mediator in the relationship between workload and OCB behavior. Workload is inversely related with work engagement levels, which influences the decrease in positive behavior toward organization. On the other hand, if workload is well handled, healthcare staffs are able to feel committed and have high levels of OCB.

Research [18] shows that high job demands reduce work engagement, while [19] emphasizes that medical personnel with high engagement are more likely to exhibit positive behavior towards the organization. Thus, work engagement is an important variable that explains how workload affects the OCB behavior of healthcare workers.

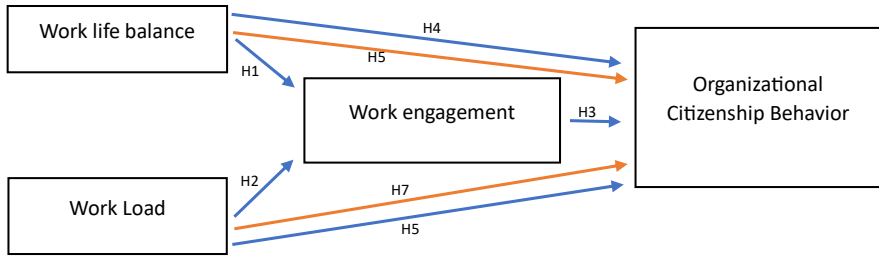


Fig. 1. Conceptual framework

The conceptual framework used is derived from discussions and a combination of previous studies. This conceptual study suggests that work-life balance and workload have an impact on the organizational citizenship behavior (OCB) of healthcare workers, both directly and through the mediation of work engagement. These results are consistent with the proposition of the Job Demands-Resources (JD-R) Theory, which suggests that a balance between job demands and job resources will determine work engagement and positive behavior on the part of workers at their workplace. Work engagement is also a key mediating variable; healthcare workers with more work-life balance are more likely to have higher levels of work engagement, report greater levels of vigor, dedication and concentration at work. Sooner or later these conditions are going to encourage the observance of a voluntary behaviour like helping colleagues and doing more than what is required by their job description. Overload, on the other hand, may decrease work engagement when they are not so coupled with sufficient support and resources. Nonetheless, as long as healthcare professionals can well balance the perceived workload and sustain emotional and cognitive engagement at work, the spill-over effect on OCB may still be produced. Therefore, work engagement is a vital mediator connecting the impact of work-life balance and workload to organizational citizenship behavior of healthcare personnel in hospital.

5. Conclusion

The results of the literature analysis show that work-life balance (WLB) and workload are two key factors that influence organizational citizenship behavior (OCB) among healthcare workers, both directly and through the mediating role of work engagement. The balance between work demands and personal life plays an important role in increasing the motivation, dedication, and participation of healthcare workers in their work. When this balance is maintained, healthcare workers tend to be more motivated to exhibit voluntary behaviors such as helping colleagues and actively participating in organizational activities [21], [22], [23].

Conversely, excessive workloads can reduce work engagement levels, increase stress, and decrease the tendency to exhibit Organizational Citizenship Behavior (OCB) [7], [26]. However, with adequate organizational support, healthcare workers can still maintain high levels of work engagement [14], [17]. In the present analysis, work engagement is considered to be a psychological mechanism that explains how WLB and workload influence OCB. Highly engaged healthcare professionals are more committed and loyal toward their work, so they stimulate positive organizational behavior [39]. These findings reinforce the Job Demands-Resources (JD-R) Theory, which emphasizes the importance of balancing job demands and job resources in shaping engagement and extra-role behavior [14], [15].

This research supports the application of JD-R Theory within a health context in Indonesia. Theoretically, as work-life balance (WLB) as a work resource and workload as job demands affect engagement and EOB from healthcare workers [17]. Furthermore, this study emphasizes the role of work engagement as a psychological mediator that transforms work conditions into positive behavior [22], [40], and enriches the Organizational Citizenship Behavior (OCB) theory by showing that the voluntary behavior of healthcare workers is influenced by situational and organizational factors, not just individual factors.

In practical terms, Hospitals should develop policies that encourage work-life balance by providing a flexible scheduling and provide psychosocial support with enough leave time. [2]. Proportional workload

management is also important to prevent healthcare workers from becoming exhausted and to keep them engaged in their work [4], [7]. In addition, work engagement enhancement programs such as training, reward systems, and support from superiors need to be strengthened ([22], [40]). Finally, building an inclusive, communicative, and supportive organizational culture will strengthen Organizational Citizenship Behavior (OCB) and improve the quality of patient care [41], [42]. In short, the success of a hospital does not depend solely on (technical) competency of health workers but also their ability to integrate home and work effectively by maintaining an appropriate level of job challenge and high work engagement promoting patients' perceived quality care and citizens service satisfaction.

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