

**THE INFLUENCE OF WORK-LIFE BALANCE,  
EMPLOYEE ENGAGEMENT ON EMPLOYEE  
PERFORMANCE IN YASYFIN GONTOR HOSPITAL  
EMPLOYEES WITH ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR AS A MEDIATING  
VARIABLE**



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2025 M/1447 H**

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**THESIS**

Presented to the University of Darussalam Gontor in Partial Fulfilment  
of Requirements for Completing the Bachelor's degree program in the  
Department of Management

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## **ABSTRAK**

### **PENGARUH KESEIMBANGAN KEHIDUPAN KERJA, KETERLIBATAN KARYAWAN TERHADAP KINERJA KARYAWAN RUMAH SAKIT YASYFIN GONTOR DENGAN PERILAKU KEPENDUDUKAN ORGANISASI SEBAGAI VARIABEL MEDIASI**

Lonjakan beban kerja di sektor kesehatan belakangan ini memicu kekhawatiran serius, terutama menyangkut kesejahteraan dan daya tahan produktivitas para tenaga medis. Di tengah situasi ini, Rumah Sakit Yasyfin Darussalam Gontor sebagai institusi baru yang berlandaskan nilai-nilai Islam berhadapan dengan dilema: bagaimana menjaga performa karyawan tetap stabil, sembari menciptakan suasana kerja yang sehat dan tetap memikat. Tantangan ini tak sekadar teknis, tetapi juga menyentuh aspek manusiawi dalam pengelolaan sumber daya. Penelitian ini mengkaji dampak WLB dan EE terhadap EP Rumah Sakit Yasyfin Gontor, dengan OCB sebagai variabel mediasi. Penelitian kuantitatif ini mengambil sampel acak 130 karyawan (medis dan non-medis). Data dikumpulkan melalui kuesioner terstruktur, kemudian dianalisis dengan metode Partial Least Square (PLS) menggunakan perangkat lunak Smart PLS 3.2.9. Hasil penelitian menunjukkan bahwa WLB berpengaruh signifikan terhadap EP dan OCB. EE juga berpengaruh signifikan terhadap EP dan OCB. Selain itu, WLB dan EE terbukti memberikan pengaruh tidak langsung yang signifikan terhadap EP melalui OCB, sementara OCB sendiri memiliki pengaruh kuat terhadap EP, menegaskan perannya sebagai mediator. Temuan ini menegaskan bahwa penciptaan WLB dan peningkatan EE mampu mendorong munculnya perilaku ekstra-rol yang positif (OCB), yang pada akhirnya meningkatkan kinerja karyawan. Oleh karena itu, Rumah Sakit Yasyfin Gontor disarankan untuk memperkuat kebijakan WLB dan mengembangkan strategi EE yang sejalan dengan nilai-nilai Islam agar dapat membangun tenaga kerja yang produktif, berkomitmen, dan memiliki kontribusi berkelanjutan bagi organisasi.

**Kata Kunci :** Employee, Engagement, OCB, Performance, WLB

## **ABSTRACT**

### **THE INFLUENCE OF WORK-LIFE BALANCE, EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE IN YASYFIN GONTOR HOSPITAL EMPLOYEES WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MEDIATING VARIABLE**

The recent surge in workload in the health sector has raised serious concerns, particularly regarding the welfare and productivity of medical personal. Amidst this situation, Yasyfin Darussalam Gontor Hospital, as a new institution based on Islamic values, faces a dilemma: how to maintain stable employee performance while creating a healthy and attractive work environment. This challenge is not merely technical, but also touches on the human aspect of resource management. This study examines the impact of WLB and EE on EP at Yasyfin Gontor Hospital, with OCB as a mediating variable. This quantitative study took a random sample of 130 employees (medical and non-medical). Data were collected through structured questionnaires and analyzed using the Partial Least Square (PLS) method with Smart PLS 3.2.9 software. The results of the study indicate that WLB has a significant influence on EP and OCB. EE also has a significant influence on EP and OCB. In addition, WLB and EE are proven to have a significant indirect influence on EP through OCB, while OCB itself has a strong influence on EP, confirming its role as a mediator. These findings confirm that creating WLB and increasing EE can encourage positive extra-role behavior (OCB), which ultimately improves employee performance. Therefore, Yasyfin Gontor Hospital is advised to strengthen its WLB policies and develop EE strategies in line with Islamic values in order to build a productive, committed workforce that makes a sustainable contribution to the organization.

**Keywords :** Employee, Engagement, OCB, Performance, WLB

## DECLARATION

Name : Muhammad Al Farizi  
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Title : The Influence of Work-Life Balance, Employee Engagement on Employee Performance in Yasyfin Gontor Hospital Employees with Organizational Citizenship Behavior as a Mediating Variable

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or a knowledge, the work presented is entirely my own.

Ponorogo, Rabbiul Tsani 23<sup>th</sup>, 1447 H  
October 15<sup>th</sup>, 2025 M

Author,



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## APPROVAL OF SUPERVISOR

To Honourable,  
**Dean of Faculty of Economics and Management**  
**University of Darussalam Gontor**

*Bismillahirrahmanirrahim,*  
*Assalamualaikum Wr, Wb.*

I have to honor to present this thesis written by:


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Reg. Number : 432022421039  
Title : The Influence of Work-Life Balance, Employee Engagement on  
Employee Performance in Yasyfin Gontor Hospital Employees with  
Organizational Citizenship Behavior as a Mediating Variable

It has been processed and corrected to fulfil the requirement for the  
Undergraduate program in Management, Faculty of Economics and Management.  
Therefore, we request the thesis could be examined soon.

*Wassalamualaikum Wr, Wb.*

Ponorogo, Rabbiul Tsani 23<sup>th</sup>, 1447 H  
October 15<sup>th</sup>, 2025 M

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## APPROVAL OF DEAN

The Faculty of Economics and Management University of Darussalam Gontor has received the thesis written by:

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It is accepted as a fulfillment of the requirement for the degree of Bachelor of Management, academic year 1446 - 1447 H / 2025 - 2026 M.

Ponorogo, Jumadil Awal 28<sup>th</sup>, 1447 H  
November 19<sup>th</sup>, 2025

M

Dean, Faculty of Economics and  
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## THESIS EXAMINATION COMMITTEE APPROVAL

The examination committee declared that the thesis written by:

Name : Muhammad Al Farizi

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Title : The Influence of Work-Life Balance, Employee Engagement on Employee Performance in Yasyfin Gontor Hospital Employees with Organizational Citizenship Behavior as a Mediating Variable

It has passed to thesis examination and it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as an undergraduate thesis for the degree of Bachelor in Department of Management, Faculty of Economics and Management, University of Darussalam Gontor.

Chairman

Secretary



**Lathiefa Rusli, SE., M.M**



**Yayan Firmansah, Ph.D.**

**The team of thesis Examination:**

**1<sup>st</sup> Examiner:** Yayan Firmansah, Ph.D



**2<sup>nd</sup> Examiner:** Bagas Bambang Pamujo, M.H.



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## MOTTOS

إِنَّمَا الْأَعْمَالُ بِالنِّيَّاتِ

“Indeed, every deed depends on its intention.”

(HR. Bukhari dan Muslim)

إِنَّ اللَّهَ يُحِبُّ إِذَا عَمِلَ أَحَدُكُمْ عَمَلًا أَنْ يُتْقِنَهُ

“Indeed, Allah loves when anyone of you performs a task, that he perfects it.”

(HR. Al-Baihaqi)

وَكَذَلِكَ جَعَلْنَاكُمْ أُمَّةً وَسَطًا

“And thus, we have made you a justly balanced nation.”

(Qur'an, Surah Al-Baqarah: 143)

“A man with dreams must walk the path of balance — working with excellence, striving with faith, and trusting that effort done sincerely will lead him to purpose”

(someone)

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## DEDICATION

With gratefulness to Almighty Allah and sincerity of heart, I dedicate this thesis to:

1. My beloved mother, Ilin Marlina, and my beloved father, Syaikh, who have always strived to educate and guide me from childhood to the present. I love them. May Allah place them in Jannatun Na'im. Aamiin.
2. My beloved brother, Eka Isya Wardhana, and my beloved sister, Arrum Maisya Az Zahra. I love them. May Allah place them in Jannatun Na'im. Aamiin.
3. The extended family of Islamic Boarding School Darussalam Gontor, who have helped me to continue my studies at University of Darussalam Gontor.
4. My thesis supervisor, Al – Ustadzah Lathiefa Rusli, S.E., M.M., who has guided and educated me with great sincerity and patience.
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May prayers and greetings of peace be upon our Prophet Muhammad SAW, his family and his companions. May we be among those who are entitled to intercession on the Day of Judgement. Amin

Although this research is far from perfect, the researcher hopes for Allah SWT's approval of everything that has been done here. In addition, it is hoped that the results of this research will be beneficial to oneself and others. On this occasion, the researcher would like to express his deepest gratitude to:

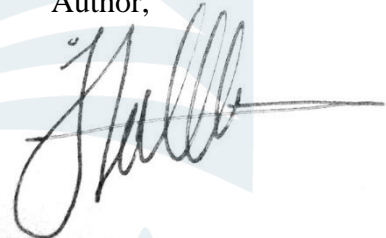
1. Presidents of Islamic Boarding School Darussalam Gontor: Al – Ustadz K.H. Hasan Abdullah Sahal.; Al – Ustadz Drs. K.H. M. Akrim Mariyat. Dipl.A.Ed.; and Al – Ustadz Prof. Dr. K.H. Amal Fathullah Zarkasyi, M.A. may Allah entirely protect and keep them.
2. Rector of University of Darussalam Gontor, Al – Ustadz Prof. Dr. K.H. Hamid Fahmy Zarkasyi, M.A.Ed. M.Phil.; 1<sup>st</sup> Vice Rector of Academic and Students Affairs, Al – Ustadz Assoc. Prof. Dr. Abdul Hafidz Zaid, M.A.; 2<sup>nd</sup> Vice Rector of Human Resources and Institutional Development, Al – Ustadz Assoc. Prof. Dr. Setiawan Bin Lahuri, M.A.; 3<sup>rd</sup> Vice Rector of Research and Cooperation, Al – Ustadz Assoc. Prof. Dr. Khoirul Umam, M.Ec.; and 4<sup>th</sup> Vice Rector of Administration and Finance, Al – Ustadz Royyan Ramdhani Djayusman, Ph.D. who continually motivate and instruct us. May Allah lighten their steps in carrying out the mandate at the University of Darussalam Gontor.
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Ponorogo, Rabbiul Tsani 23<sup>th</sup>, 1447 H  
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