

Employee Engagement in the Creative Industry Sector of North Sumatra: Analyzing Work-Life Balance Stimulants and Perceived Organizational Support

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ABSTRACT

Employee engagement in the creative industry in North Sumatra is an important concern, considering the contribution of this sector to the regional and national economy. The creative industry, which is full of innovation and high dynamics, requires competent human resources and a strong emotional attachment and commitment to work. This study analyzes factors influencing employee engagement, especially through the work-life balance and perceived organizational support approaches. Using quantitative research methodology, this study aims to identify the relationship between these two factors and employee engagement in the creative industry sector in North Sumatra. The number of samples used was 210 respondents, as determined by the purposive sampling method. The study's results confirmed that work-life balance and perceived organizational support positively and significantly affect employee engagement. These findings are expected to provide insight for companies in designing more effective and sustainable human resource management strategies, especially in this innovation and creativity-oriented sector.

Keywords: Work-Life Balance; Perceived Organizational Support; Employee Engagement; Creative Industries Sector

INTRODUCTION

Companies or agencies in running their businesses or organizations will refer to the company's vision and mission (Van et al., 2023);(Wang et al., 2023), to achieve the company's vision and mission means having to determine the goals and targets to be achieved by the company to achieve these goals and targets requires support from various internal management functions of the company, including from the human resources sector (Efendi et al., 2023);(Romi et al., 2023);(Silalahi et al., 2022). Employee engagement is an important issue in the creative industry, especially in North Sumatra, which is experiencing rapid development in this sector. The creative industry in North Sumatra is growing in quantity and is increasingly competitive in innovation and production quality (Fahreza et al., 2019);(Wijastuti et al., 2021). In this condition, employee engagement becomes very relevant because it directly relates to the company's productivity, innovation, and sustainability (Sofiyan et al., 2022);(Bin Saeed et al., 2019). Employees with a high level of engagement usually show a strong commitment, high enthusiasm, and dedication to their work. Therefore, studying the factors that drive employee engagement, such as work-life balance and perceived organizational support, is important (Nasser et al., 2022);(Gonlepa et al., 2023).

Work-life balance is one of the main elements influencing employee engagement, especially in industries that demand high creativity and innovation (Yu

et al., 2022);(Houssein et al., 2020). In the creative industry sector, the boundaries between work and personal life are often blurred because many jobs require inspiration and thinking unrelated to specific working hours (Butarbutar et al., 2022);(Yi & Mei Peng, 2023). When employees can balance their personal and work lives well, they tend to be happier, less stressed, and more motivated to make maximum contributions. Conversely, an imbalance between the two can cause mental fatigue that has a negative impact on employee engagement in the long term (Pathak & Lawande, 2021);(Wood et al., 2020). Previous research shows that work-life balance significantly influences employee engagement, especially in the creative industry sector that demands flexibility and innovation. According to a study by (Riyanto et al., 2019);(Wijayanto et al., 2022), an excellent work-life balance improves well-being and job satisfaction, ultimately contributing to higher employee engagement. In the context of the creative industry, where employees often work under high pressure with tight time demands, work-life balance plays an essential role in maintaining mental and physical balance. Another study by (Siska et al., 2022);(Mulang, 2022), revealed that employees with a maintained work-life balance show a stronger commitment and a greater desire to contribute, especially in an environment that requires high creativity and dedication.

In addition to work-life balance, perceived organizational support is an essential factor influencing employee engagement (Jia-jun & Hua-ming, 2022);(Imran et al., 2020). Perceived organizational support refers to employees feeling that the organization supports them, cares about their well-being, and appreciates their contributions (Sulistyawati & Sufriadi, 2020);(Li et al., 2022). When employees feel supported by the company, they feel appreciated and motivated to contribute more. This support can be in the form of performance awards, policies prioritizing employee welfare, and transparent career development. With good perceived organizational support, employees will feel an emotional bond with the company that positively impacts their level of engagement (Pimenta et al., 2024);(Alshaabani et al., 2021). According to research by (Sulistyawati & Sufriadi, 2020);(Gemilang & Riana, 2021), when employees feel that the company cares about their well-being and appreciates their contributions, their level of involvement in work tends to be higher. In the creative industry sector, which often demands innovation and extra work, positive organizational support, such as recognition of work results, awards, and career development, can strengthen employees' sense of belonging to the company. Research by (Juliana & Hendriati, 2020);(Rahmi et al., 2021) also shows that POS can increase intrinsic motivation and employee job satisfaction, ultimately strengthening their loyalty to the company. Thus, companies that can create an environment that supports and values employees can significantly increase employee engagement, positively impacting productivity and creativity in the creative industry.

The relationship between work-life balance and perceived organizational support on employee engagement is important to study, considering that these two factors can effectively stimulate employee engagement. Various studies have shown that maintaining a work-life balance and positive perceptions of organizational support can reduce turnover rates and increase job satisfaction. For companies in the creative industry sector, these two factors can be a strategic solution in facing the challenges of a dynamic and fluctuating workforce. Employee engagement is the key to long-term success in the creative industry, complete with uncertainty and

rapid change. This study focuses on the creative industry in North Sumatra, which has a unique work culture, social environment, and values adopted by the local community. In this context, work-life balance and perceived organizational support may have different effects than other industrial sectors. The creative industry in North Sumatra consists of various fields such as design, media, advertising, and performing arts that require employees always to innovate. Therefore, it is important to understand how these two factors affect employee engagement in the context of local culture and the characteristics of the existing creative industry.

This study attempts to fill the research gap by exploring the impact of work-life balance and perceived organizational support on employee engagement in the creative industry in North Sumatra. This study uses quantitative methods to obtain objective and reliable data from the population of creative industry workers in this area. Thus, this study is expected to contribute to the development of literature on employee engagement and provide practical implications for companies in managing and retaining emotionally engaged employees. The results of this study are expected to provide insight into the importance of work-life balance policies and effective forms of organizational support for companies in the creative industry. With a deeper understanding of employee needs, companies can design work policies and practices in accordance with the demands and dynamics of the creative industry. Ultimately, this is expected to increase employee engagement, impacting companies' productivity and competitiveness in North Sumatra.

METHOD

This study uses a library and field research design with a causal associative approach to see the relationship between several uncertain variables. (Turner, 2020), mentions that causal design is useful for analyzing how one variable affects another. It is also helpful in experimental research, where the researcher treats the independent variable in a controlled manner to directly see its impact on the dependent variable. The population in this study were workers in the creative sector industry, and the number of populations in this study was unknown. In this study, the researcher used purposive sampling. The purposive sampling technique is used when the researcher aims to target individuals with specific characteristics of interest (Turner, 2020). In addition to having more than one year of work experience in the same position, those who work in the creative industry operations are not outsourced workers or third parties who work for the creative industry. According to (Hair, 2014), if the population is unknown, the sample size can be determined from 5-10 times the number of indicators used in a single construct. This study uses 21 indicators from 5 dimensions of existing variables, so the number of research samples obtained is $21 \times 10 = 210$. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a regression test, hypothesis test, correlation test, and coefficient of determination. Furthermore, the measurement of research variable indicators is summarized in the variable operational definition table, which can be explained in Table 1:

Table 1. Operational Definition of Research Variables

Variable	Code	Items	Adapted From
Work-Life Balance	TL1	Time Balance	(Pathak & Lawande, 2021);(Wood et al., 2020)
	TL2	The Balance of Engagement	
	TL3	Satisfaction Balance	
Perceived Organizational Support	POS1	Fairness	(Jia-jun & Hua-ming, 2022);(Kao et al., 2023)
	POS2	Supervisor Support	
	POS3	Organizational Rewards	
	POS4	Favorable Job Conditions	
Employee Engagement	OCB1	Vigor	(Soelton et al., 2021);(Wang et al., 2023)
	OCB2	Dedication	
	OCB3	Absorption	
	OCB4	Fair Compensation Policy	
	OCB5	Rewards and Recognition	

RESULTS AND DISCUSSION

Respondents in this study came from various demographic backgrounds, including gender, age, education level, and type of business. Based on gender, the number of male respondents reached 85 people (40.47%), while women were more dominant with 125 people (59.53%). The age range of the largest respondents was in the 30-39 year group with 75 people (35.72%), followed by the 20-29 year age group with 55 people (26.19%), the 40-49 year group with 53 people (25.23%), and the 50-59 year group with 27 people (12.86%). In terms of education level, the majority of respondents had a high school education background with 142 people (67.62%), while those with a bachelor's degree were 60 people (28.57%) and those with a master's degree 8 people (3.81%). The types of businesses run by respondents also varied, with the culinary sector being the largest, with 83 people (39.52%). Other types of businesses include fashion, as many as 22 people (10.48%), automotive 26 people (12.38%), agribusiness 19 people (9.05%), and event organizers, as many as 16 people (7.62%). In addition, as many as 44 people (20.95%) run other types of businesses that are not explicitly listed. These demographics show diversification that reflects the variety of characteristics and needs of respondents in the creative industry of North Sumatra, which can influence their perceptions regarding work-life balance and perceived organizational support in the context of their work.

Table 2. Profile of Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	85	40.47
	Woman	125	59.53
Age (years)	20-29	55	26.19
	30-39	75	35.72
	40-49	53	25.23
	50-59	27	12.86
	High school	142	67.62
Level of education	Bachelor	60	28.57
	Masters	8	3.81
	Culinary	83	39.52
Type of business	Fashion	22	10.48
	Automotive	26	12.38

Categories	Details	Amount	Percentage (%)
	Agribusiness	19	9.05
	Event Organizer	16	7.62
	Other Types of Business	44	20.95

1. Validity and Reliability Test

Validity Testing assesses the accuracy or precision of a measuring instrument in measuring what is to be measured. In simpler terms, validity testing aims to evaluate whether a set of measuring instruments effectively measures what it is supposed to measure.

Table 3. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Work-Life Balance	0.530	9	Valid
Perceived Organizational Support	0.559	12	Valid
Employee Engagement	0.544	15	Valid

Based on the validity test of Table 3 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid(Ghozali, 2016). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Work-Life Balance	0.839	9	Reliable
Perceived Organizational Support	0.766	12	Reliable
Employee Engagement	0.719	15	Reliable

The results of the experiment's reliability shown in Table 4 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable(Ghozali, 2016).

2. Multiple Regression Test

Table 5. Linear Regression Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std.Error		
1 (Constant)	15,203	4,463	3,406	,001
Work-Life Balance	,600	,148	4,066	,000
Perceived Organizational Support	,467	,085	5,457	,000

The equation model is obtained from the multiple linear regression above = $15.203 + 0.600X_1 + 0.467X_2$, meaning that work-life balance and perceived organizational support positively affect employee engagement. Based on these equations, it can be explained as follows:

- The constant value of 15.203 can be interpreted if the variables of work-life balance and perceived organizational support are considered zero, then the value of employee engagement will be 15.203.
- The value of the beta coefficient on the work-life balance variable is 0.600, which means that every change in the work-life balance variable by one unit will result in a change in employee engagement. Of 0.600 units with the assumption that the other variables are at a constant value
- The value of the beta coefficient on the perceived organizational support variable is 0.467, which means that every change in the perceived organizational support

variable by one unit will result in a change in employee engagement of 0.467 units, assuming that the other variables are at a constant value.

3. Simultaneous and Partial Hypothesis Testing

Experiment F is used to examine the variable binding simultaneously. Simultaneous hypothesis testing analyzes whether work-life balance and perceived organizational support variables can influence employee engagement.

Table 6. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
Regression	3479,991	2	43,881	,000b
residual	8844,909	207		
Total	12594,900	209		

Based on the results of the simultaneous test analysis in Table 6, the F-count value is $43.881 > \text{from F-table with } (0.05; 2 \text{ vs. } 208) \text{ of } 3.04$ or with a significant $0.000 \leq 0.05$ can be work-life balance and perceived organizational support significantly influences employee engagement simultaneously. Subsequently, a partial test was conducted to analyze the effect of work-life balance partially and perceived organizational support on employee engagement. Based on the results of data analysis in Table 5, the results of the t-test in this study are as follows:

- Work-life balance has a significant level of $0.000 \leq 0.05$, meaning that work-life balance significantly affects employee engagement.
- Perceived organizational support has a significant level of $0.000 \leq 0.05$, meaning that perceived organizational support significantly affects employee engagement.

4. Coefficient of Determination Test

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 7:

Table 7. Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,546a	,298	,291	6,537

Based on the results of the data analysis in Table 7 above, the correlation test results show 0.546, indicating a strong enough relationship between work-life balance and perceived organizational support and employee engagement. Next, the coefficient of determination value is 0.298, which means that the level of employee engagement of 29.8% can be explained by work-life balance and perceived organizational support, while other factors can explain the remaining 70.2%, not discussed in this study.

Discussion

According to the results of the data analysis, it was confirmed that work-life balance has a positive and significant effect on employee engagement. This is because balancing work and personal life helps employees reduce stress and fatigue, ultimately increasing their focus and motivation. In this sector, where work often involves irregular hours and intense workloads, employees need enough time to recharge and gain inspiration. When employees feel they can balance their personal and professional lives, they tend to feel more satisfied with their work, resulting in increased engagement. This balance allows them to give their best in their work, an important factor in an industry that relies on creativity and innovation. In addition, a well-maintained work-life balance strengthens employees' emotional

attachment to the company because employees feel that the company cares about their well-being. Many studies have shown that work-life balance increases intrinsic motivation, reduces turnover rates, and increases employee loyalty. In the creative industry sector, employees highly appreciate company support for work-life balance, such as providing flexible working hours or remote work opportunities. These policies encourage them to feel valued as individuals, not just as workers. This creates a strong sense of belonging, significantly increasing employee engagement and improving performance.

According to the results of the data analysis, perceived organizational support has a positive and significant effect on employee engagement. Employees who feel supported by the company tend to have higher loyalty and commitment. Employees who feel that the company cares about their well-being, career development, and work-life balance are more motivated to contribute optimally. In the creative industry, which relies heavily on individual initiative and creativity, strong organizational support is important in creating a safe environment for employees to innovate and take risks that can positively impact the company. Employees who feel supported by the company generally have more muscular emotional attachments, feel appreciated, and are better prepared to face work challenges, which ultimately increases their level of engagement. In addition, perceived organizational support helps foster positive feelings and optimism among employees, which are important for maintaining their involvement in their daily work. With support such as recognition for contributions, awards for achievements, and access to training and development programs, creative industry employees feel more appreciated and encouraged to develop. Perceived organizational support also helps employees deal with high work pressure in the creative sector because they know the company is ready to support them in facing challenges. This kind of support creates a positive work environment, making employees more enthusiastic, engaged, and ready to give their best to the company in the long run.

CONCLUSION

In conclusion, work-life balance and perceived organizational support significantly influence employee engagement in the creative industry sector in North Sumatra. Employees who feel a balance between their personal and work lives tend to be more satisfied, enthusiastic, and engaged in their work. Likewise, a strong perception of organizational support creates a sense of security and appreciation, which increases employee loyalty and engagement. In a dynamic and creative work environment such as the creative industry, high employee engagement is key to a company's success in remaining competitive. Therefore, managing these two aspects is an important strategic step to maintain employee engagement. Companies in the creative industry in North Sumatra should start implementing programs that support work-life balance and strengthen perceived organizational support. For example, companies can provide flexible working hours, work-from-home opportunities, and additional leave to help employees better balance work and personal life. In addition, building perceptions of organizational support can be done through reward programs, recognition of employee achievements, and providing access to skills development. Thus, companies can help employees manage work stress and improve their engagement. In terms of implications, implementing effective work-life balance and perceived organizational support policies will

positively impact company performance. Employees who feel supported and can balance work and personal life will be more productive, loyal, and able to contribute to the innovation needed by the creative industry. In addition, high levels of engagement can reduce turnover and costs incurred for new recruitment, which ultimately increases company efficiency. By understanding and implementing policies that support employee well-being, companies in the creative sector of North Sumatra can build a positive work culture and support long-term business growth.

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