

Work Balance, Employee Engagement and Workload on the Effectiveness of Organizational Structure at the Class II Non TPI Palopo Immigration Office

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Abstract

The effectiveness of organizational structures in the public sector, especially in service agencies like the Immigration Office, is strongly influenced by human resource factors. Work-life balance, employee engagement, and workload directly and indirectly affect organizational performance. This study examines the impact of these factors on the effectiveness of organizational structures at the Class II Non-TPI Palopo Immigration Office. A quantitative approach with an explanatory design was used. The population and sample included all 70 employees (total sampling). Data were collected using a structured questionnaire with a five-point Likert scale covering work-life balance, employee engagement, workload, and organizational structure effectiveness. Analysis was conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS), including t-tests, F-tests, and R² tests. Results showed that work-life balance, employee engagement, and workload each had a positive and significant effect on organizational structure effectiveness. Simultaneously, these factors significantly influenced employee performance, which further improved organizational effectiveness. Therefore, managerial strategies that focus on enhancing work-life balance, boosting employee engagement, and managing workload appropriately are crucial to ensure that organizational structures function dynamically, adaptively, and responsively to public service demands.

Keywords: Structure_Effectiveness; Workload; Work_Balance; Employee_Engagement

1. Introduction

In public sector organizations, the effectiveness of the organizational structure is a key factor in determining the institution's performance, particularly in public service. An effective organizational structure is not only determined by the hierarchy or division of tasks, but also by the human element within the organization, such as employees. Specifically, it relates to the effectiveness of employees in responding and contributing to their respective roles. Several important factors influencing this effectiveness are work-life balance, workload, and employee engagement, which can be managed synergistically.

Work-life balance refers to an individual's ability to meet work demands without sacrificing personal life. In public sector work contexts such as immigration offices, employees often face time pressures, administrative responsibilities, and high service expectations. Research shows that a good work-life balance positively impacts job satisfaction, organizational commitment, and reduces the risk of burnout [1]. In addition, an imbalance between work demands and personal life can reduce the effectiveness of performance and the quality of public services [2].

Excessive workload is a major cause of decreased productivity and employee engagement. A workload that is disproportionate to individual capacity and organizational structure will cause job stress, reduce satisfaction, and negatively impact work outcomes [3]. Studies in the education sector show that high workloads are inversely proportional to employee engagement and work effectiveness [4]. Therefore, it is important for an agency to manage its workload strategically to keep it within reasonable limits [5].

Employee engagement is also an important indicator in assessing the success of human resource management. Employees who are emotionally and cognitively engaged in their work are more committed, productive, and likely to support organizational goals. Meta-analytic studies have shown that employee engagement is significantly related to organizational effectiveness and customer satisfaction [6]. In government agencies such as the Palopo Class II Non-TPI Immigration Office, employee involvement is becoming increasingly relevant given the complexity of tasks and the importance of excellent public service.

These three variables—work-life balance, workload, and employee engagement—are interrelated and influence the effectiveness of an organizational structure. If not managed properly, an imbalance or overload can potentially reduce employee engagement and negatively impact the efficiency and clarity of structural functions. Conversely, high employee engagement can buffer the negative impacts of workload and increase flexibility within the organizational structure.

This study aims to analyze the influence of work-life balance, employee engagement, and organizational structure effectiveness. The research focuses on the Palopo Class II Non-TPI Immigration Office as a relevant concrete case study, given the unique structural and resource challenges inherent in this institution. The results are expected to contribute to the development of data-driven managerial policies, both in local and national contexts.

2. Methodology

This study uses a quantitative approach with an explanatory research design that aims to explain the causal relationship between the independent variables, namely work balance, employee engagement and workload, with the dependent variable, namely the effectiveness of the organizational structure in August 2025. The population and sample of the study were all employees of the Class II Non TPI Palopo Immigration Office, totaling 70 people (total sampling) with a margin of error of 10%. Primary data were obtained through a structured questionnaire compiled based on indicators of each variable using a five-point Likert scale, ranging from strongly disagree to strongly agree. The research instrument includes aspects of work balance (time balance, engagement, satisfaction, flexibility), employee engagement (productivity, team performance, leadership role), workload (task completion time, working conditions, time and physical burden), and the effectiveness of the organizational structure (organizational goal achievement, adaptability, accountability). The data analysis technique used Structural Equation Modeling-Partial Least Square (SEM-PLS). The analysis stages include classical assumption tests, namely multicollinearity with VIF criteria <10 and heteroscedasticity with p-value criteria >0.05 . Furthermore, a partial test or t-test is carried out with p-value criteria <0.05 and a simultaneous test or F-test with p-value criteria <0.05 . The determinant coefficient test (R² Test) is also carried out to analyze the overall strength of the model. Based on the conceptual framework built, the hypotheses of this study are as follows: Work balance affects the effectiveness of organizational structure; Employee involvement affects the effectiveness of organizational structure; Workload affects the effectiveness of organizational structure; Work balance, employee involvement, and workload simultaneously affect the effectiveness of organizational structure.

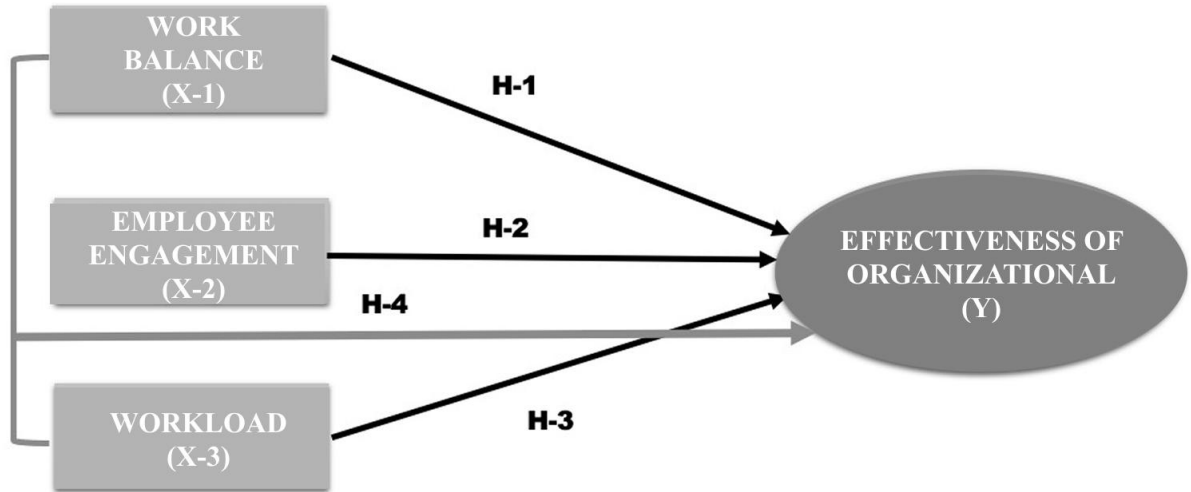


Figure 1 Research Concept Framework

3. Result and Discussion

3.1. Result

Based on the data collected from all respondents, the following description of the respondent characteristics was obtained;

Table 1 Respondent Description

Characteristics	Frequency	Percentage
Gender		
Man	53	75.71%
Woman	17	24.29%
Age		
>20 years	2	2.86%
20-30 years	29	41.43%
31-40 years	33	47.14%
41-50 years	6	8.57%
Education		
High School/Vocational School	25	35.72%
Diploma	1	1.43%
S1	40	57.14%
S2	4	5.71%
Employee Status		
ASN	36	51.43%
CPNS	22	31.43%
PPNPN	12	17.14%

Based on the table above, the number of male respondents (75.71%) is greater than the number of female respondents (24.29%). The age group is dominated by those aged 31-40 years (47.14%). In terms of education, the majority are bachelor's graduates (57.14%). Employment status is dominated by civil servants (ASN) at 51.43%.

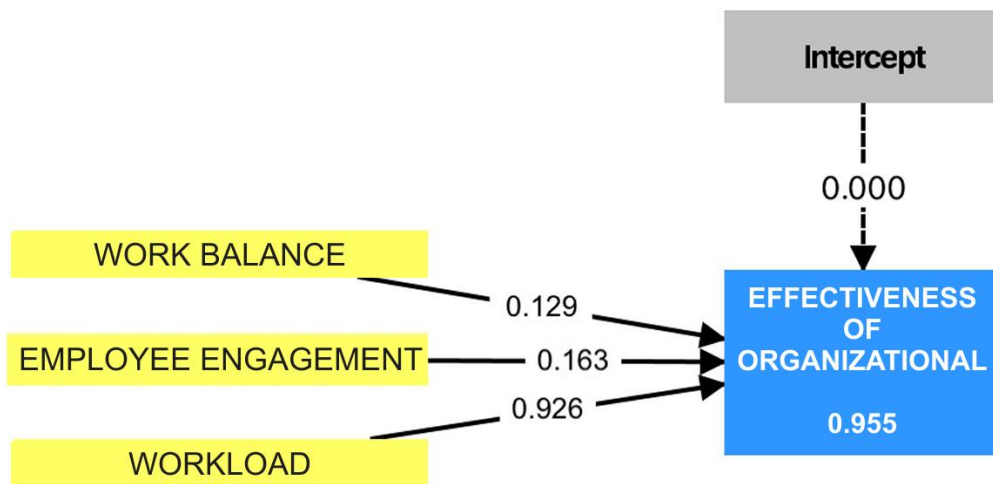


Figure 2 SEM Model

Classical Assumption Test (Multicollinearity and Heteroscedasticity)

Table 2 Classical Assumption Test

Variables	Standardized Coefficients	Multicollinearity (VIF <10)	Heteroscedasticity (p value > 0.05)	Information
Work-Life Balance	0.129	2,462		Valid
Employee Engagement	0.163	1,503	0.000	Valid
Workload	0.926	1,925		Valid

Table 2 shows the results of the classical assumption test for multicollinearity (VIF <10) and heteroscedasticity (p-value >0.05) across all variables, which are deemed valid. Therefore, it can be stated that the data used in this study are proven to be free from multicollinearity (high correlation) and heteroscedasticity (error variance), thus meeting the validity requirements for further regression analysis.

Partial Test or T Test

Based on the t-test results in the table below, all variables show p-values <0.05. This indicates that each independent variable, work-life balance, employee engagement, and workload has a positive and significant effect on the effectiveness of organizational structure.

Table 3 Partial Test Results (T-Test)

Hypothesis	Variables	T-value	Sig. (P-value = < 0.05)	Results
H1	Work-life balance -> Organizational Structure Effectiveness	2,678	0.000	Accepted
H2	Employee Engagement -> Organizational Structure Effectiveness	4,033	0.000	Accepted
H3	Workload -> Effectiveness of Organizational Structure	4,522	0.000	Accepted

Simultaneous Test or F Test

Based on the simultaneous test results in the table below, the calculated F-value is 67.588 with a p-value of 0.000 (<0.05). This indicates that the variables of work environment, job stress, organizational culture, and work discipline simultaneously have a positive and significant effect on employee performance.

Table 4 Simultaneous Test Results (F Test)

Model	F-count	Sig (p-value = < 0.05)	Information
Multiple Regression	67,588	0.000	Significant

Determinant Coefficient Test (R²)

Based on the R² test in the table below, the 0.955 value indicates that 95.5% of the variation in employee performance can be explained by the work environment, job stress, organizational culture, and work discipline. The remaining 4.5% is explained by factors outside this research model.

Table 5 Determinant Coefficient Test Result

Model	R-square	Adjusted R Square	Information
Multiple Regression	0.955	0.953	Strong

3.2. Discussion

3.2.1. The Influence of Work Balance on the Effectiveness of Organizational Structure

The results of this study indicate that work-life balance positively and significantly influences the effectiveness of the organizational structure at the Class II Non-TPI Palopo Immigration Office. This finding is relevant to the literature showing that when employees feel able to balance the demands of work and personal life, they tend to have higher energy, motivation, and psychological capacity to support organizational operations (e.g., increased productivity, commitment, and task stability). A meta-analysis concluded that work-life balance arrangements have a positive relationship with organizational performance, including attendance, organizational commitment, and employee retention [7].

Theoretically, this positive influence can be explained through social exchange theory and the job demand-resource model (JD-R Model). When organizations support work-life balance policies (flexibility, reasonable work hours, and adequate leave), employees respond with loyalty, commitment, and a willingness to contribute more to the organization's structure. The study, "Making the Link between Work-Life Balance Practices and Organizational Performance," states that work-life balance practices can strengthen the reciprocal relationship between organizations and employees through socioeconomic processes such as mutual support, reduced turnover, and increased productivity [8].

The structure of the Palopo Class II Non-TPI Immigration Office is well-managed, particularly regarding administrative duties, public services, immigration oversight, and regulations. These duties are often tight, requiring emergency or responsive tasks (e.g., handling cross-agency coordination). If employees in this environment face high workload pressure without adequate policies or a work-life balance culture, fatigue, role conflict, and decreased structural effectiveness (difficulty coordinating between units, slow responses, and overlapping functions) will emerge.

A significant finding in this study indicates that employees at the Palopo Class II Non-TPI Immigration Office feel they have a good work-life balance and tend to be more cooperative in carrying out the organization's structural functions. Employees have defined boundaries of authority, maintain communication between departments, and are more disciplined in their procedures. Consequently, the organizational structure is more effective because the human element (employees) supports the functioning of the structural mechanisms rather than disrupting them [9]. However, the influence of work-life balance on the effectiveness of organizational structures has the potential to be moderated by organizational context factors such as bureaucratic culture, leadership support, and human resource (HR) levels. Several recent studies also suggest that the effects of work-life balance policies may be relatively small or inconsistent if they are not accompanied by managerial support or an organizational culture that supports work-life balance (WLB) [10]. Therefore, support and strengthening of organizational culture, leadership support, and adjustments to local policies are still needed.

3.2.2. The Influence of Employee Involvement on the Effectiveness of Organizational Structure

Employee engagement was found to have a positive and significant influence on the effectiveness of the organizational structure at the Class II Non-TPI Palopo Immigration Office in this study. This means that the higher the level of employee engagement, the more effectively the organizational structure can be implemented. This finding is consistent with the literature showing that employees who feel emotionally, cognitively, and behaviorally engaged will contribute more proactively to organizational functions, such as inter-unit coordination, procedural compliance, and initiatives in improving work processes. This study found that employee engagement is significantly related to organizational performance indicators [11].

From a social exchange theory perspective, when organizations address employees' psychological and professional needs, such as recognition, support, and participation in decision-making, employees will feel obligated to respond positively through loyalty, initiative, and adherence to the organizational structure. In the JDR model, engagement arises when job

resources, such as social support, autonomy, and competency development, are perceived as sufficient to meet or balance job demands. Engaged employees tend to utilize these resources to strengthen the effects of the organizational structure, making it more responsive and adaptive [12].

Several internal factors can bridge the relationship between employee engagement and structural effectiveness, particularly in the context of the Palopo Class II Non-TPI Immigration Office. When employees feel connected to the agency's vision, have adequate facilities and support from leadership, and have open communication between units, they tend to be quicker at navigating work processes, resolving structural obstacles, and adapting procedures when unforeseen situations arise. Thus, the organizational structure becomes, rather than a rigid, dogmatic framework, but rather an effective work system supported by the elements within it [13].

The results of this study also underscore that organizational structure is not simply a formal issue (hierarchy, unit division, job design), but also a human element that must play an active role within it. The effectiveness of an organizational structure can be hampered if employees are passive, simply carrying out routines without innovation or collaboration between divisions [14]. Employee engagement as an internal driver of organizational structure bridges the gap between formal design and operational reality. As empirical research, this study adds to the evidence that public agencies can also benefit from employee engagement.

However, several other studies also show that the engagement effect is stronger when the organizational environment is supportive, leaders are fair, and internal communication is open (moderate) [6]. If internal policies, bureaucratic procedures, or a bureaucratic culture are rigid or do not support employee participation, these obstacles can undermine the effectiveness of employee engagement in promoting structural effectiveness. Therefore, even if employee engagement is proven to be effective, management needs to ensure that structural support (e.g., training, reward systems, open communication) is also in place.

3.2.3. The Influence of Workload on the Effectiveness of Organizational Structure

The results of this study indicate that workload has a positive and significant effect on the effectiveness of the organizational structure at the Class II Non-TPI Palopo Immigration Office. This finding indicates that a structured and fairly distributed workload, aligned with employee capacity, can actually improve the effectiveness of the organizational structure. This is consistent with the literature's view that challenging workloads (challenge stressors) can increase motivation, productivity, and coordination within an organization when supported by a sound work system. One study found that an appropriate workload can trigger increased employee engagement and strengthen the designed operational structure [15].

Workload can also be a positive driver if balanced with adequate resources such as role clarity, good supervision, and coworker support. When workload is well managed, employees tend to be more organized, efficient, and motivated to work within the organization's structural guidelines [16]. This will improve coordination between units, accelerate decision-making, and strengthen structural control functions. A similar study also revealed that high workloads, but positive employee perceptions, were associated with increased focus and better procedural compliance [17].

High workloads are also an unavoidable reality due to complex operational tasks, including document services, immigration supervision, and cross-agency coordination, particularly at the Immigration Office. However, the findings of this study indicate that employees at the Palopo Class II Non-TPI Immigration Office tend to respond to this workload productively, due to the relatively clear division of tasks, efficient structural communication channels, and a standardized reporting system. As a result, the existing organizational structure is not merely a "formal framework," but a real, effectively implemented work system. This demonstrates that high workloads are not always an obstacle but can actually be a driver of organizational effectiveness when managed systematically. Workloads can encourage employees to follow procedures, maintain a work rhythm, and enhance cross-unit collaboration. In the context of organizational structure, this strengthens relationships between departments, encourages a clear escalation flow, and ensures the functioning of organizational units according to their respective roles. In other words, an optimal workload contributes to the effectiveness of the organizational structure.

3.2.4. Influence Work Balance, Employee Engagement, and Workload on Employee Performance Simultaneously on the Effectiveness of Organizational Structure

The results of the study indicate that simultaneously, work-life balance, employee engagement, and workload significantly influence employee performance, which in turn impacts the effectiveness of the organizational structure at the Class II Non-TPI Palopo Immigration Office. These three variables are interrelated and simultaneously create working conditions that support individual and collective productivity. Work-life balance provides a stable psychological foundation for employees to manage work pressure without sacrificing their personal lives, allowing them to carry out their duties with greater focus and responsibility [18]. Meanwhile, employee engagement acts as a key driver that encourages employees to actively contribute to organizational goals [19]. Employees who feel emotionally and professionally engaged are more likely to fulfill their roles within the organizational structure, maintain cross-unit communication, and proactively complete tasks. As for a workload that is distributed fairly and within optimal limits actually functions as a performance trigger [20]. A challenging yet manageable workload can improve focus, efficiency, and adherence to organizational workflows. The combination of these three factors creates a synergy that drives overall employee performance. In the context of the Palopo Class II Non-TPI Immigration Office, which has complex and often busy tasks, employee performance is a key factor in ensuring the organizational structure runs functionally and responsively [21].

The effectiveness of an organizational structure is highly dependent on the readiness and capacity of employees to carry out their structural roles [22]. When employees achieve high performance due to a good work-life balance, high engagement, and a productive workload, the organizational structure not only operates according to a bureaucratic scheme but also functions dynamically and adaptively. This finding confirms that the effectiveness of an organizational structure is determined not only by its structural design or formal division of functions, but also by the performance of the people within it. This is also related to the interaction of various psychological and operational factors.

4. Conclusion

This study demonstrates that work-life balance, employee engagement, and workload have a positive and significant impact on the effectiveness of the organizational structure at the Palopo Class II Non-TPI Immigration Office, both partially and simultaneously. Work-life balance plays a crucial role in maintaining employee psychological stability, enabling them to perform their duties with greater focus, discipline, and consistency. Employee engagement is a key driver that strengthens commitment, increases loyalty, and encourages inter-divisional collaboration, enabling the organizational structure to function effectively. A fairly and optimally distributed workload can drive productivity, efficiency, and compliance with established structural mechanisms. Simultaneously, these three variables create synergy that results in improved employee performance and ultimately impacts the effectiveness of the organizational structure. Therefore, the results of this study emphasize the importance of managerial strategies focused on managing work-life balance, increasing employee engagement, and appropriate workload management so that the organizational structure can function dynamically, adaptively, and responsively to the demands of public service.

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