

The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement

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Abstract

This study aimed to examine and analyze the effect of quality of work-life, organizational culture and job satisfaction on employee engagement with employees of CV. Surya Nedika Isabella. The cause of the decline in employee performance is due to lack of job satisfaction and the lack of support for the work environment in the company so that employees feel less comfortable. The method used in this research is the quantitative method with a descriptive approach. The population in this study were all employees of CV. Surya Nedika Isabella, totaling 90 people. Data were collected by questionnaires that have been tested for validity and reliability. The data analysis technique used was the multiple linear regression method with the saturated sampling technique. The data collection technique used is a questionnaire/questionnaire. The results of this study are the quality of work-life has a significant effect on employee engagement, organizational culture has a substantial impact on employee engagement, job satisfaction has a significant impact on employee engagement, quality of work-life, organizational culture and job satisfaction has a significant effect on employee engagement.

Keywords: Quality of Work Life, Organizational Culture, Job Satisfaction, Employee Engagement.

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I. Introduction

Human Resources (HR) in the company needs to be managed professionally to achieve a balance between the needs of employees and the demands and capabilities of the company's organization. This balance is the primary key for the company to develop productively and fairly (Mangkunegara, 2009).

CV. Surya Nedika Isabella is one of the companies engaged in the bottled drinking water industry in Kuningan Regency, which reaches the lower class with various brands such as Asmi, Afata, Arta and Eva. In this business, the level of competition in the business world is getting higher because there are many competitors in the bottled drinking water industry such as Anair, Aqua, Aziza, Sanqua and many more. To survive and thrive in this competition, companies must develop and process various resources owned by the company, such as capital, materials and machinery, to achieve company goals. In addition, the company also needs human resources, namely employees.

Employee performance CV. Surya Nedika Isabella, in 2018-2019 mostly received a performance assessment in the excellent category; however, the data shows that there are still employees who get a performance assessment in the superb class every year. Meanwhile, in 2020 there was a very significant decline in employee performance. From these conditions, it can be concluded that employee performance from year to year fluctuates with the lowest level of performance in 2020. Apart from employee performance data in 2018-2020, to strengthen the research, the author conducted a preliminary study to determine the employee engagement that occurs in employees by using a pre-questionnaire regarding Employee Engagement distributed to 90 respondents, namely employees of CV. Surya Nedika Isabella.

Based on the results of interviews with staff regarding Employee Engagement, it can be concluded that the level of Employee Engagement is still not high. Employee engagement with the company is still not high; this can be a problem because the heightened sense of engaged employees can affect the contribution that employees make to the company.

According to Kahn (1990). Employee engagement is a multidimensional form of emotional, cognitive, and physical aspects of intertwined employees. Rothbard (in Saks 2006) also suggests an explanation of attachment as a motivational construct that has two dimensions which include one's cognitive attention (availability) to think about one's work role in a period) and appreciation of one's intensity in focusing on one's work role.

Quality of Work Life / Quality of work-life, according to Cascio (In Suneth, 2012), is seen as a set of employee perceptions of security at work, job satisfaction, and conditions to grow and develop as humans.

According to Hofstede, 2010; Koesmono, 2005; Suharti & Suliyanto, (2012), Organizational culture is a rule that regulates how employees behave in the workplace, so it can be said that organizational culture is a guideline used in carrying out performance activities in an organization.

According to Sunyoto (2012), "Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work".

Based on the description of the background above, the authors are interested in raising this theme in a study entitled: "The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement (Survey on CV. Surya Nedika Isabella).

II. Methodology

The method used in this study uses a survey method with a quantitative approach. This study intends to explain the variables' position and the relationship between one variable and another. The population in this study were all employees who were in the CV. Surya Nedika Isabella. This study uses two data collection methods, namely primary data and secondary data. Preliminary data was collected using a questionnaire. Using a Likert scale, secondary data was taken from existing data at the research site through the library and observation studio, for data analysis using multiple linear regression using SPSS.

III. Results and Discussion

4.1. Results

4.1.1. Classic assumption test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		x1	x2	x3	y
N		90	90	90	90
Normal Parameters ^{a,b}	Mean	30.41	53.76	38.27	53.79
	Std. Deviation	2.600	4.660	3.193	4.372
Most Extreme Differences	Absolute	.137	.154	.156	.093
	Positive	.088	.071	.088	.079
	Negative	-.137	-.154	-.156	-.093
Test Statistic		.137	.154	.156	.093
Asymp. Sig. (2-tailed)		.061 ^c	.025 ^c	.023 ^c	.387 ^c

a. Test distribution is Normal.

b. Calculated from data.

The calculation of the SPSS test results in the table above, the results show that the whole significance level of the Quality of Work Life variable (X1) is 0.061, Organizational Culture Variable (X2) is 0.025 and Job Satisfaction Variable (X3) is 0.023 and Employee Engagement Variable (Y) is 0.387. Based on the results of these calculations, it is obtained that the significance value of the four variables measured is more significant than 0.05 so that the three data are normally distributed.

Table 2. Multikolinierity Test Results
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	804.662	950.690		.846	.400		
x1	.801	.058	.592	13.706	.000	.238	4.194
x2	.214	.045	.224	4.806	.000	.204	4.898
x3	.285	.068	.210	4.224	.000	.179	5.582

a. Dependent Variable: y

From the table above, it can be concluded that all variables, namely quality of work-life, organizational culture, and job satisfaction, have a tolerance value above > 0.1 and the VIF value of the three variables < 10 so that it can be concluded that there is no multicollinearity in the regression model.

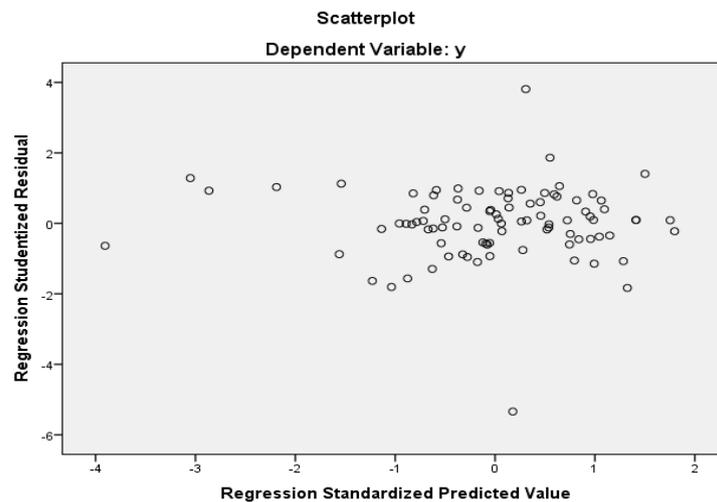


Figure 1. Heteroscedasticity Test Results (*Scatterplot Graph*)

From the picture above, it is known that the scatterplot does not have a clear pattern and the points spread above and below the number 0 on the Y axis, so it can be concluded that the research variables are free from heteroscedasticity.

Table 3. Multikolinierity Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974 ^a	.948	.946	1.016	1.693

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Based on the table above, the DW (Durbin-Watson) value generated from the regression model of Quality of Work Life (Variable X1) Organizational Culture (Variable X2) and Job Satisfaction (X3) on Employee Engagement (Variable Y) is 1.693. This value will be compared with the value of the 5% (0.05) significance table with n =

90, $K = 3$ so that the results are $dU = 1.7264$ while the dW value $>$ from the dU limit and $< (4-dU) = 4 - 1, 7264 = 2.2736$, it can be concluded that there is no autocorrelation.

4.1.2. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Results
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.747	1.349		.553	.581
x1	.789	.075	.469	10.582	.000
x2	.263	.051	.280	5.148	.000
x3	.390	.080	.285	4.867	.000

a. Dependent Variable: y

Based on the table above, the interpretation for the multiple linear regression test is obtained as follows:

$$Y = 0.747 + 0.789 X1 + 0.263 X2 + 0.390 X3$$

Based on the above equation can be explained as follows:

1. The constant value of 0.747 means an influence of the variables of quality of work-life, organizational culture and job satisfaction on Employee Engagement. It has a fixed value of 0.747. If quality of work-life = 0, organizational culture = 0 and job satisfaction = 0.
2. Based on the above calculation, it shows that the variable t-count (X1) quality of work life is more excellent than t-table (t-count = 13.706 > t-table = 1.987), meaning that the variable quality of work-life has a positive effect on employee engagement. So if the rate of work-life increases by one unit, the value tends to increase by 0.789 units.
3. Based on the calculation above, it shows that the variable t-count (X2) of organizational culture is more significant than t-table (t-count = 4.806 > t-table = 1.987), meaning that the organizational culture variable has a positive effect on employee engagement. So if organizational culture affects employee engagement, it will increase by one unit, the Employee Engagement value. Will increase by 0.263 units.
4. Based on the calculation above, it shows that the variable t-count (X3) job satisfaction is more excellent than t-table (t-count = 4.224 > t-table = 1.987), meaning that the variable job satisfaction has a positive effect on employee engagement. So if job satisfaction affects employee engagement, it will increase by one unit, the value of employee engagement will increase by 0.390 units.

Table 4. Multiple Linear Regression Analysis Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.948	.946	1.016

a. Predictors: (Constant), x3, x1, x2

b. Dependent Variable: y

Based on the SPSS output table above, the value of the coefficient of determination or R Square is 948. This R Square value comes from the square of the correlation coefficient (R), which is $0.974 \times 0.974 = 0.948$. The magnitude of the coefficient of determination (R Square) is 0.963 or equal to 94,8%. This means that the variables of the quality of work-life (X1), organizational culture (X2), and job satisfaction (X3) affect the Employee Engagement variable (Y) by 94.8%. In comparison, the remaining 5.2% is influenced by other variables outside the research variables used.

Table 5. F Test Results
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1612.139	3	537.380	520.141	.000 ^b
	Residual	88.850	86	1.033		
	Total	1700.989	89			

a. Dependent Variable: y

b. Predictors: (Constant), x3, x1, x2

Based on the SPSS output table above, it is known that the F-count value is 520.141 > 2.71 F-table. It can be concluded that the quality of work-life, organizational culture and job satisfaction have a positive and significant influence on employee engagement. All indicators of the variables of quality of work-life, organizational culture and job satisfaction influence employee engagement. If one of the qualities of work-life, organizational culture and job satisfaction changes, employee engagement will change. However, the magnitude of the changes complements each other so that the influence of the importance of the variables cannot be determined.

4.2. Discussion

Based on the research results that have been done, it can be seen that the quality of work-life has a positive and significant effect on employee engagement. These results are supported by research conducted by (Musadieq, Mochammad Al Afrianty Tri Wulida 2018). Quality of work life can provide a sense of security at work. Work rewards and job satisfaction will create conditions for growth and development. And triggers forming good and quality employee performance. In addition, the quality of work-life also facilitates employees to pay attention to their personal lives and respect for humans in their work environment. Based on the description above, it can be said that the Quality of Work Life is a factor that can affect employee engagement. Quality of life of employees refers to the state of the work environment that can meet the personal needs of members of the organization. A work environment is a place where individuals are involved with their daily work. Thus, the quality of work-life starts from the individual's perception of his work environment, whether with this work

environment he can fulfil his personal needs or not. Good quality of work-life will also foster an employee's desire to stay or work at the company. And employees who are already attached to the company will work well and improve their performance.

Based on the research results that have been done, it can be seen that organizational culture has a positive and significant effect on employee engagement. These results are supported by research conducted (Ahmad Fauzi Batubara Rafiqur Rahman 2020). Then it can be said that organizational culture is a factor that can affect employee engagement. Organizational culture in a company is undoubtedly essential for its members to implement and comply with the prevailing organizational culture. This is useful for developing individual interests as well as corporate interests.

Based on the research results that have been done, it can be seen that job satisfaction has a positive and significant effect on employee engagement. These results are supported by research conducted by (Dinar Nur Affini, Ngadino Surip 2018). The results showed that the Quality of Work Life (X1), Organizational Culture (X2), and Job Satisfaction (X3) together had an effect on Employee Engagement (Y) on the CV. Surya Nedika Isabella. Based on the research results, it can be seen that job satisfaction, organizational culture, and quality of work-life have a positive and significant effect on employee engagement.

These results are supported by research conducted by (Retno Purwani Setyaningrum, Arief Teguh Nugroho, Gustiani Wahidatussholihah 2020) with Job Satisfaction, Organizational Culture and Quality of Work Life and Employee Engagement in the case of PT. Granitoguna Building Ceramics. The research results on job satisfaction, organizational culture and quality of work-life have a positive and significant effect on employee engagement variables. This shows that job satisfaction, organizational culture and quality of work-life can affect employee engagement. When the company has reasonable job satisfaction, organizational culture and quality of work-life, together, these three variables will affect employee engagement.

IV. Conclusion and Recommendation

Based on the results and conclusions in this study, suggestions are taken into consideration for the company. Based on the answers and responses from respondents regarding the Quality of Work Life on the CV. Surya Nedika Isabella has a statement item with the lowest value with a salary/reward indicator. Therefore, the company should provide a bonus for employee performance as a form of appreciation given by the company for the contribution made by the company based on the work achieved by each employee. Based on the results of the answers and responses from respondents regarding Organizational Culture on the CV. Surya Nedika Isabella has a statement item with the lowest value with a Result Orientation indicator. Therefore, employees must develop themselves to get optimal results and complete tasks thoroughly and reliably. Based on the results of answers and responses from respondents regarding Job Satisfaction on the CV. Surya Nedika Isabella has a statement item with the lowest value with an indicator of salary suitability. Therefore, the company must provide a salary/reward following the position and duties of the employee. If the salary earned by employees is following their duties and responsibilities, employee job satisfaction

will arise with the company. Based on the results of answers and responses from respondents regarding Employee Engagement in CV. Surya Nedika Isabella has a statement item with the lowest score with indicators of team and co-worker relations. Therefore, it is necessary to have good relations with co-workers/teams to complete the work well, the decision-making process, and problem-solving compactly to create pleasing cooperation to improve employee performance.

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