

## Systematic Literature Review: The Effect of Quality of Work-Life Balance and Corporate Culture on Employee Engagement

Akhirudin, Bambang Moertono Setiawan, Nur Wening, Sujoko  
Universitas Teknologi Yogyakarta (UTY), Indonesia

Email : [Akhirudin.6220111010@student.uty.ac.id](mailto:Akhirudin.6220111010@student.uty.ac.id), [bmoertono@uty.ac.id](mailto:bmoertono@uty.ac.id), [weninguty@gmail.com](mailto:weninguty@gmail.com);  
[sujokod2\\_01@yahoo.com](mailto:sujokod2_01@yahoo.com)

### KEYWORDS

company culture; quality of work life; employee engagement

### ABSTRACT

Employees are one of the entities that are quite vital in driving a company. They are required to contribute concretely, optimally and continuously quantitatively and qualitatively in daily operations in order to achieve company goals. To support employees to remain enthusiastic and focused on company goals, a conducive and quality work environment is needed so that employees feel comfortable and will continue to be engaged (engaged) with the company. This study aims to determine the extent to which work life balance and work culture influence employee engagement. The method used in this research is Systematic Literature Review (SLR) of journal articles published in 2017-2022. Based on the results of literature analysis on the 5 selected journals, it shows that the independent variables, namely quality of work life and organizational culture, have an effect on employee engagement. This study seeks to determine and prove the extent to which the variables of quality of work life and organizational culture influence employee engagement, and based on the results of the study using a systematic literature review, it can be concluded: Quality of work life influences the company's employee engagement, Company culture also influences company employee engagement

Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)



### 1. Introduction

Human resources have an important role in a company's environment because it has an impact on company performance. The information age and globalization that occur today require companies to be able to compete in the world market (global market), while the success of the company is largely determined by the conditions, quality and management of human resources owned. Employees are a key factor in facing competition, maintaining existence and determining the survival of a company (Le, Newman, Menzies, Zheng, & Fermelis, 2020).

Corporate culture serves as a tool to determine the direction or things that can and cannot be done. Organizational culture also functions to help encourage all members of the organization or company employees to improve work performance, both in the short and long term in accordance

with the vision and mission to be achieved by an organization or company. According to (Mondy & Noe, 1996), organizational culture is divided into two types, including:

#### Open and participatory organizational culture

An open and participatory organizational culture is characterized by the achievement of higher goals and mutual trust in subordinates or members of the organization.

An open and participatory organizational culture also has a more open nature of communication, supportive and caring leadership, joint problem solving, worker autonomy, and various information (Sharma & Tiwari, 2023).

#### Closed and autocratic organizational culture

A closed and autocratic organizational culture is characterized by the achievement of high goals, but it is not supported by mutual trust. That is, the achievement of the goals of this organization is more forced by the leader to its members. In fact, this closed organizational culture also has strong autocratic leadership traits (Yadav, Pandita, & Singh, 2022).

Quality work-life balance was first introduced at the International Labour Conference in 1972. Quality of work life has an important role in supporting employee productivity which has a direct impact on company performance. A good and conducive quality of work life can certainly have a positive impact on the performance of employees and the company, and vice versa. Consistency is needed for the implementation of best practices and their evaluation thoroughly by involving all existing stakeholders (Chaudhuri, Arora, & Roy, 2020).

Employee engagement is a concept originally popularized and developed by Gallup Consultants in 2004. This concept is applied with the aim of knowing and understanding the relationship between the organization and its employees, both qualitatively and quantitatively. Every company needs to continuously improve the performance of its employees continuously and continuously because each of these employees plays an important role in every planning, organizing, implementing and controlling various cross-functional strategies in an effort to achieve the vision, mission and goals that have been set. Companies can use various significant variables to improve the performance of their employees (Sugiono & Rachmawati, 2019). According to (Bedarkar & Pandita, 2014), employee engagement is a matter of concern for leaders and managers in organizations around the world, because it is recognized as a vital element in determining the level of effectiveness, innovation, and competitiveness of the organization. Employees with a high level of engagement bring competitive advantages to the company, high performance and low turnover (Giovanni, 2018). According to (Marciano, 2010) an engaged worker will be committed to goals, use all his abilities to complete tasks, maintain his behavior while working, ensure that he has completed tasks well by goals and are willing to take corrective steps or evaluations if necessary. Furthermore, (Marciano, 2010) added that employee engagement has several advantages, namely increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents and minimizing employee complaints. Employee engagement is positive feedback in the form of commitment, role and attachment from employees to the vision and mission set by the company. Engagement grows through a sense of satisfaction created collectively from employee perceptions and is shown through high performance or work ethic, commitment, and loyalty to the company (Prabowo, 2018).

This study aims to determine the extent to which work life balance and work culture influence employee engagement. The benefit of this study is to describe the effective work-life balance of employees.

## 2. Materials and Methods

Research methods with Systematic Literature Review. Data sources are taken from research publications related to topics related to the quality of work-life balance, company culture and

employee attachment. The results of the publication were taken by a national journal accredited by Sinta.

**Independent Variable (Free)**

The independent variables in this study are: Quality of Work-Life Balance and Organizational Culture.

**Dependent (bound) variable**

**The dependent variable in this study is Employee Attachment**

**Research Question**

Research questions based on the needs of the selected topic:

RQ1. Does the quality of work-life balance affect employee engagement in the 2017-2022 study?

RQ2. Does company culture affect employee engagement in the 2017-2022 study?

**3. Result and Discussion**

Based on the results of the stages of the systematic review method according to Wahono (2016) that through three stages of selection, namely planning, conducting, and reporting. In the first stage, researchers conduct a digital search and conduct a selection process based on topics or titles that produce 5 references that are considered relevant to the variables sought. Whether or not variables are relevant based on suitability with the research objectives are then made one, then screening is carried out whether the topic or title in the article is the same or not. Next, an evaluation is carried out on the abstract and brief content of the articles found and selected. The 5 articles are articles that are synthesized after screening based on inclusion criteria and detailed screening of abstracts or full texts. In the next stage, searching and searching for sources obtained analysis from the 5 journals showed that all journals used quantitative and descriptive quantitative methods. The literature cited in this review is a publication of articles published from 2017 to 2022. The type of quantitative research from selected research uses survey methods through questionnaires, saturated sampling or census and causal correlation.

**Table 1. Data extraction**

Method	Author/ Year	Heading	Journal	Purpose	Result
Quantitative	(Cahyo, 2022)	The Effect of Quality of Work Life, Perceived Organizational Support and Self Efficacy on Employee Engagement (Case Study: CV. Cakra Entertainment - Sidoarjo)	JOURNAL OF MANAGEM ENT AND BUSINESS (JUMANIS) ENTREPRE NEURSHIP STUDY PROGRAM VOL:04 NO: 02. P.ISSN : 2686-0554.P ESSN : 2686-5939 DOI: 10.47080 AUGUST 2022	Identifying the Effect of Quality of Work Life, Perceived Organizational Support and Self Efficacy on Employee Engagemen	The variable quality of work life has an influence on employee engagement with a value of 5.047 > 2.021 and is significant because the p value < 0.005. The perceived support organizational variable has an influence on employe engagement with a value of 4.236 > 2.021 and is significant because the p value < 0.005. The Self Efficacy variable has no influence on employe engagement because it obtained a value of 0.138 < 2.021 and is not significant because the p value > 0.005.

Method	Author/ Year	Heading	Journal	Purpose	Result
Quantitative	(Fatmasari & Badarudin, 2022)	Organizational Culture, Leadership and Working Life as Driving Factors for Employee Engagement and Employee Performance	SEIKO : Journal of Management & Business, 5(1), 2022	Analyze the influence of organizational culture, leadership and working life both directly and indirectly on performance through employee engagement	<p>The direct effect of organizational commitment to voice behavior is 2.22 or 222.0% with a calculated t value &gt; table t value of 2.922 &gt; 1.960. This is also reinforced by a significance value of 0.004 smaller than the confidence level of 0.05. So the first hypothesis, <b>accepted</b>.</p> <p>The direct influence of leadership on employee engagement is 0.056 or 5.6% with a calculated t value &gt; table t value of 2.987 &gt; 1.960. This is also reinforced by a significance value of 0.005 smaller than the confidence level of 0.05. So the second hypothesis, <b>accepted</b>.</p> <p>The direct effect of Working Life Balanced on Employee Engagement is 1,890 or 189.0% with a calculated t value &gt; a table t value of 1,970 &gt; 1,960. This is also reinforced by a significance value of 0.050 smaller than the confidence level of 0.05. So the third hypothesis, <b>accepted</b>.</p> <p>The direct effect of employee engagement on performance is 0.463 or 46.3% with a calculated t value &gt; a table t value of 33.843 &gt; 1.960. This is also reinforced by a significance value of 0.005 greater than the confidence level of 0.05. So the fourth hypothesis, <b>accepted</b>.</p> <p>The direct influence of organizational culture on performance is 0.116 or 11.6% with a calculated t value &gt; a table t value of 2.889 &lt; 1.960. This is also reinforced by a significance value of 0.005 greater than the confidence level of 0.05. So the fifth hypothesis, <b>accepted</b>.</p> <p>The direct influence of leadership on performance is 0.001 or 0.01% with a calculated t value &lt; table t value of 1.174 &lt; 1.960. This is also reinforced by a significance value of 0.089 greater than the confidence level of 0.05. So the sixth hypothesis, <b>rejected</b>.</p>

Method	Author/ Year	Heading	Journal	Purpose	Result
					<p>The direct effect of balanced working life on performance was 0.186 or 18.6% with a calculated t value &gt; table t value of 2.732 &lt; 1.960. This is also reinforced by a significance value of 0.007 smaller than the confidence level of 0.05. So the seventh hypothesis, <b>accepted.</b></p> <p>The direct indirect influence of organizational culture on performance through employee engagement mediation was 3.727 or 372.7% with a p value on the sobel test of 0.0036 &lt; of 0.05. This suggests that employee engagement mediates the influence of organizational culture on performance. So the eighth hypothesis, <b>accepted.</b></p> <p>The indirect effect of Working Life Balanced on performance through employee engagement mediation was 1.539 or 153.9% with a p value on the sobel test of 0.004 &lt; from 0.05. This suggests that employee engagement mediates the effect of Working Life Balanced on performance. So the tenth hypothesis, <b>accepted.</b></p>
Quantitative	(AHMAD, 2020)	The influence of work-life balance and organizational culture on employee engagement in the millennial generation at pt. Gunung Sawit Mas, Rantau Panjang Village, Tambusai District, Rokan Hulu Regency	HIERARCHY Scientific Journal of Management and Business HJIMB Vol.2 , No. 3 , 2020, pp: 54 - 62	Knowing the influence of work-life balance and organizational culture on employee engagement in the millennial generation of PT. Gunug Sawit Mas, Rantau Panjang Village, Tambusai District,	<p>The results of descriptive testing for the work-life balance variable with a respondent's achievement level of 81.1 which is included in the <b>good category.</b></p> <p>Descriptive test results for organizational culture variables with a respondent achievement level of 78.8 which is included in the <b>good category.</b></p> <p>Descriptive test results for employee engagement variables with a respondent achievement level of 75.97 which is included in the <b>good category.</b></p> <p>There is a <b>significant effect between partial work-life balance on employee engagement at a significant level below 5%.</b></p> <p>There is a <b>significant influence between organizational culture</b></p>

Method	Author/ Year	Heading	Journal	Purpose	Result
				Rokan Hulu Regency	<b>partially on Employee Engagement at a significant level below 5%.</b> The result is that work-life balance and organizational culture simultaneously have a <b>significant influence</b> on employee engagement variables.
Quantitative	(Rahmasari, 2020)	The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement	Bina Bangsa International Journal of Business and Management (BBIJBM) Vol. 1(2), page 158-165, August 2021	What are the quality of worklife 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	<ol style="list-style-type: none"> <li>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.</li> <li>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 &gt; 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.</li> <li>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 &gt; 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.</li> <li>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 &gt; 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</li> </ol>

Method	Author/ Year	Heading	Journal	Purpose	Result
Quantitative	(Safria, 2022)	The Effect of Work Life Balance, Transformational Leadership, and Organizational Culture on Employee Engagement in Shaping Performance in Generation Y Employees	Journal of Economics, Management and Banking, Vol 8, No. 2 August 2022: 53-64	Knowing and proving Work Life Balance has a significant effect on Employee Engagement in Generation Y Employees at Bank ABC. Transformational Leadership has a significant effect on Employee Engagement in Generation Y Employees at Bank ABC. Organizational Culture has a significant effect on Employee Engagement in Generation Y Employees at Bank ABC. Employee Engagement has a significant effect on Performance in Generation Y	of employee engagement will increase by 0.390 units. 1. Work Life Balance affects Employee Engagement Based on the results of data testing, an estimated value of 0.493 was obtained with a value of $p = ***$ which means a value of $p < 0.05$ . Thus the result It shows that the work life balance has a significant influence on employee engagement so that the hypothesis can be Accepted. 2. Transformational Leadership has no effect on Employee Engagement Based on the results of data testing, obtained Estimated value of 0.062 with $p$ value = 0.336 which means a $p$ value of $> 0.05$ . With Thus the results show that Transformational leadership has no The influence on employee engagement so that the hypothesis cannot be accepted (rejected). 3. Organizational Culture affects Employee Engagement Based on the results of data testing, obtained The estimated value is 0.584 with $p$ value = $***$ which means $p$ value $< 0.05$ . Thus These results show that organizational culture has a significant influence on employee engagement so hypothesized acceptable. 4. Employee Engagement has a positive effect on Employee Performance Based on the results of data testing, obtained The estimated value is 0.751 with $p$ value = which means a value of $p < 0.05$ . Thus The results show that employees

Method	Author/ Year	Heading	Journal	Purpose	Result
				Employees at Bank ABC.	Engagement has a significant impact against employee performance so hypothetical acceptable.

Based on the results of literature analysis in selected journals as many as 5 journals, all independent variables affect other variables with the description of each article as follows:

1. The variable quality of work life balance has an influence on employee engagement with a value of  $5.047 > 2.021$  and is significant because the p value  $< 0.005$ . The perceived organizational support variable has an influence on employee engagement with a value of  $4.236 > 2.021$  and is significant because the p value  $< 0.005$ .
2. The direct effect of work-life balance on employee engagement was 1,890 or 189.0% with a calculated t value  $>$  table t value of  $1,970 > 1,960$ . This is also reinforced by a significance value of 0.050 smaller than the confidence level of 0.05. So the third hypothesis, accepted. The direct influence of organizational culture on performance is 0.116 or 11.6% with a calculated t value  $>$  a table t value of  $2.889 < 1.960$ . This is also reinforced by a significance value of 0.005 greater than the confidence level of 0.05. So the fifth hypothesis, accepted.
3. There was a significant effect between work-life balance and partial employee engagement at a significant level below 5%. There is a significant influence between organizational culture partially on Employee Engagement at a significant level below 5%. The result is that work-life balance and organizational culture simultaneously have a significant influence on employee attachment variables.
4. 1. A constant value of 0.747 means the influence of variables of quality of work life, organizational culture and job satisfaction on Employee Engagement. Has a fixed value of 0.747. If quality of work life = 0, organizational culture = 0 and job satisfaction = 0. 2. Based on the calculation above, it shows that the variable t - count (X1) the quality of service life is better 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 work-life rate increases by one unit, the value tends to increase by 0.789 units. Will increase by 0.263 units.
5. Work Life Balance affects Employee Engagement. Based on the results of data testing, an estimated value of 0.493 was obtained with a value of  $p = ***$  which means a value of  $p < 0.05$ . Thus these results show that work-life balance has a significant influence on employee engagement so that the hypothesis can be accepted. Organizational Culture influences Employee Engagement. Based on the results of data testing, an estimated value of 0.584 was obtained with a p value =  $***$  which means a p value of  $< 0.05$ . Thus these results show that culture or organization has a significant influence on employee engagement so that the hypothesis can be accepted.

#### 4. Conclusion

This study seeks to determine and prove the extent of the influence of quality variables of work-life balance and organizational culture on employee attachment, and based on the results of research using systematic literature review, it can be concluded that the quality of work-life balance affects the attachment of company employees. Corporate culture (perceived organizational support) also affects the attachment of company employees

## 5. References

- Ahmad, Fauzi Batu Bara. (2020). *Pengaruh Work Life Balance Dan Budaya Organisasi Terhadap Employee Engagement Pada Generasi Milenial Di Pt. Gunung Sawit Mas Desa Rantau Panjang Kecamatan Tambusai Kabupaten Rokan Hulu*. Universitas Pasir Pengaraian.
- Bedarkar, Madhura, & Pandita, Deepika. (2014). A Study On The Drivers Of Employee Engagement Impacting Employee Performance. *Procedia-Social And Behavioral Sciences*, 133, 106–115.
- Cahyo, Putro Nur. (2022). Pengaruh Quality Of Work Life, Perceived Organizational Support Dan Self Eficiency Terhadap Employee Engagement (Studi Kasus: Cv. Cakra Entertainment–Sidoarjo). *Jurnal Manajemen Dan Bisnis*, 4(02), 196–209.
- Chaudhuri, Sanghamitra, Arora, Ridhi, & Roy, Paramita. (2020). Work–Life Balance Policies And Organisational Outcomes–A Review Of Literature From The Indian Context. *Industrial And Commercial Training*, 52(3), 155–170.
- Fatmasari, Fatmasari, & Badaruddin, Badaruddin. (2022). Discipline, Motivation, Local Wisdom, And Work Environment On Performance Through Job Satisfaction. *Jurnal Manajemen*, 26(3), 492–511.
- Giovanni, Jonathan. (2018). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Dengan Work Engagement Sebagai Variabel Pemeditasi (Studi Eksplorasi Pada Karyawan Usia Muda Di Kota Pontianak). *Jurnal Ekonomi Integra*, 8(1), 40–54.
- Le, Huong, Newman, Alexander, Menzies, Jane, Zheng, Connie, & Fermelis, Jan. (2020). Work–Life Balance In Asia: A Systematic Review. *Human Resource Management Review*, 30(4), 100766.
- Marciano, Paul L. (2010). Carrots And Sticks Don't Work: Build A Culture Of Employee Engagement With The Principles Of Respect. (*No Title*).
- Mondy, R. Wayne, & Noe, Robert M. (1996). *Human Resource Management (Edisi Vi)*. Englewood Cliffs, New Jersey: Prentice Hall.
- Prabowo, R. (2018). Desain Penentuan Insentif Bagi Karyawan Untuk Meningkatkan Dual Mutualisme (Studi Kasus: Pt. Arista Assembling And Packing Surabaya). *Jurnal Tecnoscienza*, 2(2), 83–106.
- Rahmasari, Dita. (2020). *Analisis Pengaruh Quality Of Work Life, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Employee Engagement (Studi Kasus Pada Karyawan Bank Muamalat Kc Yogyakarta)*. Uin Sunan Kalijaga Yogyakarta.
- Safria, Dhuha. (2022). Pengaruh Work Life Balance, Kepemimpinan Transformasional, Dan Budaya Organ-Isasi Terhadap Employee Engagement Dalam Membentuk Kinerja Pada Karyawan Generasi Y. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal Of Economics, Management And Banking)*, 8(2), 53–64.
- Sharma, Indu, & Tiwari, Vivek. (2023). Review Of Work–Life Interface: A Systematic Literature Analysis. *Journal Of Asia Business Studies*, 17(3), 559–575.
- Sugiono, Edi, & Rachmawati, Widia. (2019). Pengaruh Gaya Kepemimpinan Transformasional, Budaya Organisasi Danmotivasi Ekstrinsik Terhadap Kinerja Karyawan Pt Semen Padang, Jakarta Selatan. *Oikonomia: Jurnal Manajemen*, 15(1).
- Yadav, Anusuya, Pandita, Deepika, & Singh, Seema. (2022). Work-Life Integration, Job Contentment, Employee Engagement And Its Impact On Organizational Effectiveness: A Systematic Literature Review. *Industrial And Commercial Training*, 54(3), 509–527.