

SYSTEMATIC LITERATURE REVIEW: THE EFFECT OF QUALITY OF WORK-LIFE BALANCE AND CORPORATE CULTURE ON EMPLOYEE ENGAGEMENT

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Abstract

This study explores the impact of work-life balance and organizational culture on employee engagement within an organization. As companies navigate the global market, human resources play a critical role in determining performance and competitive advantage. Organizational culture serves as a guiding framework that shapes employee behavior, while work-life balance directly influences employee well-being and productivity. Using a Systematic Literature Review (SLR) methodology, the study synthesizes findings from peer-reviewed publications indexed in Sinta, focusing on the relationships between these variables. The results indicate that both work-life balance and organizational culture significantly contribute to higher levels of employee engagement, enhancing motivation, commitment, and organizational performance. Employees in environments that prioritize work-life balance and foster open, participatory cultures tend to be more productive and loyal, reducing turnover rates. This research highlights the importance of creating policies that support a healthy work-life balance and positive work culture to improve employee engagement. Future research could examine these variables longitudinally, consider industry-specific dynamics, and incorporate qualitative methods for deeper insights.

Keywords: company culture; quality of work life; employee engagement

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 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 et al., 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, and closed and autocratic 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).

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 et al., 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 et al., 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).

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 (Bedarkar & Pandita, 2014). Employees with a high level of engagement bring competitive advantages to the company, high performance and low turnover (Giovanni, 2018). 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 in accordance with goals and are willing to take corrective steps or evaluations if necessary (Marciano, 2010). 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 (Park et al., 2022). 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 explore the degree to which work-life balance and work culture impact employee engagement within an organization. By examining how these factors contribute to employees' commitment, motivation, and overall involvement in their work, the research seeks to uncover meaningful insights into the relationships between personal well-being, workplace environment, and job satisfaction. The benefit of this study is that it provides a clearer understanding of how achieving a proper work-life balance can enhance employee engagement. This can help organizations implement policies and strategies that foster a healthier, more productive workforce, ultimately leading to improved performance and employee retention. The findings will also offer guidance on cultivating a positive work culture that supports employees' professional and personal needs, helping them thrive in both areas.

RESEARCH METHOD

In this study, the research methodology employed is a Systematic Literature Review (SLR). The data sources are derived from peer-reviewed research publications that focus on topics such as the quality of work-life balance, organizational culture, and employee engagement. These publications are sourced from nationally accredited journals, specifically

those indexed by Sinta. The systematic review follows a structured approach to identify, analyze, and synthesize relevant literature to ensure a comprehensive understanding of the subject matter.

The independent variables in this study are the Quality of Work-Life Balance and Organizational Culture, while the dependent variable is Employee Engagement. The SLR method enables the researcher to critically assess existing studies, drawing on empirical evidence to identify trends, gaps, and relationships between the variables. This approach ensures a robust analysis of how work-life balance and organizational culture influence employee engagement, providing a foundation for future research and practical applications.

RESULT AND DISCUSSION

The systematic review process in this study follows three stages: planning, conducting, and reporting. In the planning stage, researchers performed a digital search and selected five relevant references based on their alignment with the research variables. The relevance of each reference was determined by its fit with the research objectives. After an initial screening to ensure no duplication in topics or titles, the abstracts and contents of the articles were evaluated. The five selected articles were then synthesized based on inclusion criteria and a detailed review of abstracts or full texts. In the conducting stage, the analysis of these five articles revealed that all employed quantitative and descriptive quantitative methods, using survey techniques such as questionnaires, saturated sampling, and causal correlation. The reviewed literature consists of publications from 2017 to 2022.

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 MANAGEMENT AND BUSINESS (JUMANIS) ENTREPRENEURSHIP STUDY PROGRAM VOL:04 NO: 02.	Identifying the Effect of Quality of Work Life, Perceived Organizational Support and Self Efficacy on Employee Engagement	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 employee 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 employee engagement because it obtained a value of $0.138 < 2.021$ and is not significant because the p value > 0.005 .
Quantitative	(Fatmasari & Badarudin, 2022)	Organizational Culture, Leadership and Working Life as Driving Factors for Employee Engagement and Employee	SEIKO : Journal of Management & Business, 5(1), 2022	Analyze the influence of organizational culture, leadership and working life both directly and indirectly on performance	The direct effect of organizational commitment to voice behavior is 2.22 or 222.0% with a calculated t value $>$ table t value of $2.922 > 1.960$. This is also reinforced by a significance value of 0.004 smaller than the confidence level of 0.05. So the first hypothesis, accepted .

Performance	through employee engagement	<p>The direct influence of leadership on employee engagement is 0.056 or 5.6% with a calculated t value > table t value of $2.987 > 1.960$. This is also reinforced by a significance value of 0.005 smaller than the confidence level of 0.05. So the second hypothesis, accepted.</p> <p>The direct effect of Working Life Balanced on Employee Engagement is 1,890 or 189.0% with a calculated t value > a 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.</p> <p>The direct effect of employee engagement on performance is 0.463 or 46.3% with a calculated t value > a table t value of $33.843 > 1.960$. This is also reinforced by a significance value of 0.005 greater than the confidence level of 0.05. So the fourth hypothesis, accepted.</p> <p>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.</p> <p>The direct influence of leadership on performance is 0.001 or 0.01% with a calculated t value < table t value of $1.174 < 1.960$. This is also reinforced by a significance value of 0.089 greater than the confidence level of 0.05. So the sixth hypothesis, rejected.</p> <p>The direct effect of balanced working life on performance was 0.186 or 18.6% with a calculated t value > table t value of $2.732 < 1.960$. This is also reinforced by a significance value of 0.007 smaller than the</p>
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			<p>confidence level of 0.05. So the seventh hypothesis, accepted. 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 $0.0036 < 0.05$. This suggests that employee engagement mediates the influence of organizational culture on performance. So the eighth hypothesis, accepted. 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 $0.004 < 0.05$. This suggests that employee engagement mediates the effect of Working Life Balanced on performance. So the tenth hypothesis, accepted.</p>
Quantitative	(AHMA D, 2020)	<p>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</p> <p>HIERARCHY Scientific Journal of Management and Business HJIMB Vol. 2 , No. 3 , 2020, pp: 54 - 62</p> <p>Knowing the influence of work-life balance and organizational culture on employee engagement in the millennial generation of PT. Gunung Sawit Mas, Rantau Panjang Village, Tambusai District, Rokan Hulu Regency</p>	<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 good category. Descriptive test results for organizational culture variables with a respondent achievement level of 78.8 which is included in the good category. Descriptive test results for employee engagement variables with a respondent achievement level of 75.97 which is included in the good category. There is a significant effect between partial work-life balance on 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</p>

				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	<p>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</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Quantitative	(Safria, 2022)	The Effect of Work Life Balance, Transformational	Journal of Economics, Management and Banking,	Knowing and proving Work Life Balance has a significant
				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 $p = ***$

Leadership, and Organizational Culture on Employee Engagement in Shaping Performance in Generation Y Employees	Vol 8, No. 2 August 2022: 53-64	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 Employees at Bank ABC.	<p>which means a value of $p < 0.05$. Thus the result</p> <p>It shows that the work life balance has a significant influence on employee engagement so that the hypothesis can be Accepted.</p> <p>2. Transformational Leadership has no effect on Employee Engagement</p> <p>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</p> <p>Thus the results show that Transformational leadership has no</p> <p>The influence on employee engagement so that the hypothesis cannot be accepted (rejected).</p> <p>3. Organizational Culture affects Employee Engagement</p> <p>Based on the results of data testing, obtained The estimated value is 0.584 with p value = *** which means p value < 0.05. Thus</p> <p>These results show that organizational culture has a significant influence on employee engagement so hypothesized acceptable.</p> <p>4. Employee Engagement has a positive effect on Employee Performance</p> <p>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</p> <p>The results show that employees Engagement has a significant impact against employee performance so hypothetical acceptable.</p>
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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.

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.

CONCLUSION

The study reveals that work-life balance and organizational culture significantly impact employee engagement. A balanced work-life environment increases commitment, productivity, and involvement in the organization. A positive organizational culture, promoting open communication, mutual trust, and supportive leadership, further enhances engagement. These factors contribute to higher employee satisfaction, lower turnover rates, and improved organizational performance. Effective work-life balance strategies and a supportive environment are essential for maintaining a motivated workforce. Future research should explore the longitudinal effects of work-life balance and organizational culture on employee engagement, compare research across different industries or regions, and use qualitative methods like interviews or focus groups to understand employees' experiences. Additionally, examining leadership styles and employee well-being could further understand the dynamics driving engagement in different organizational contexts.

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