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The effect of quality of worklife, work motivation and employee engagement on employee performance

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ABSTRACT

This study aims to analyze the effect of quality of worklife, work motivation and employee engagement on employee performance at PT. Cahaya Engineering Sukses Bekasi used as a case study. This research approach uses quantitative, a total sample obtained as many as 110 respondents with a population of 150. Data collection techniques with observation, documentation and questionnaires with random sampling techniques. Multiple linear regression analysis methods with SPSS programs are used to analyze the data. The results showed that Quality Of Worklife had a positive but not significant effect while Work Motivation and Employee Engagement had a positive and significant effect on Employee Performance with Work Motivation variables that had a more dominant effect. Quality Of Worklife, Work Motivation and Employee Engagement simultaneously have a positive and significant effect on the performance of PT. Cahaya Engineering Sukses Bekasi. This shows that companies should focus more on improving Quality of Worklife and Employee Engagement in order to produce better employee performance.

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INTRODUCTION

In the context of modern industries such as the molding industry, where competition is fierce and the need for innovation is constantly increasing, human becomes the main key in achieving competitive advantage. Employee performance determines the success of a company, and to achieve optimal performance levels, aspects such as quality of worklife, work motivation, and employee engagement play a very important role (Karoso et al., 2022; Perangin-Angin et al., 2020; Puspitasari & Darwin, 2021; Riaz et al., 2021).

Quality of worklife refers to working conditions and environments that create satisfaction and well-being for employees (Allam & Shaik, 2020; Leitão et al., 2021; Mendoza-Ocasal et al., 2022). Quality of work life can increase organizational commitment which will foster the desire of employees to stay and stay in the organization (Adikoeswanto et al., 2020; Agustina et al., 2022; Al Hawasyi et al., 2019). Quality of work life is considered as one of the management system approaches to coordinate and connect the potential of human resources in the organization (Al Hawasyi et al., 2019; Aruldoss et al., 2021; Ko, 2021).

In the molding industry that often involves intensive and detailed production processes, a good quality of work life can reduce stress, increase motivation, and retain employees in the long run. Quality of work life is a condition where employees can meet their important needs by working in the organization and the ability to do so depends on fair and supportive treatment and the opportunity for each employee to appreciate himself (Mohammadi & Karupiah, 2020; Nurkhotimah, 2021; Pio & Lengkong, 2020). Meanwhile, work motivation is the internal and external drive that drives employees to achieve their goals (Maryani et al., 2021; Nasution & Priangkatara, 2022). Motivated employees tend to have higher performance because they have the desire to achieve higher standards and contribute to the maximum (Andreas, 2022; Jumady & Lilla, 2021; Sitopu et al., 2021).

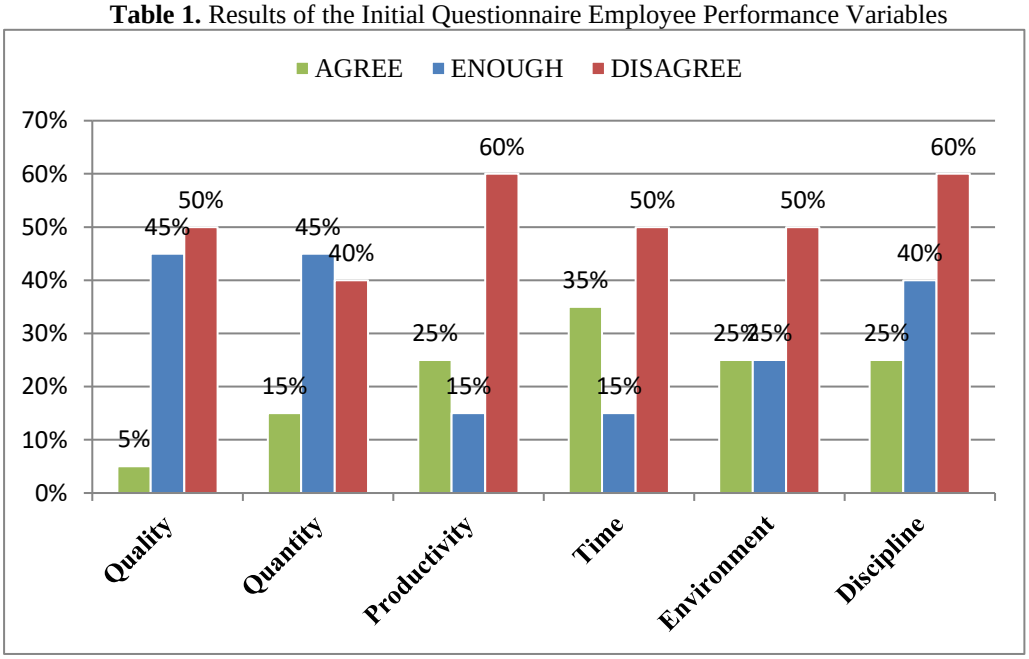
On the other hand, employee engagement includes an employee's emotional, cognitive, and behavioral engagement with their work and organization. Employee engagement is an emotionally and intellectually strong relationship that employees have to their work, organization, manager or co-workers, which in turn will

influence him to give more effort to his work (Gibbons, 2006; Mughal, 2020; NACHONGA, 2022). Work attachment is a complex concept and is influenced by many factors, including workplace culture, organizational communication, managerial style that triggers trust and appreciation, as well as leadership embraced and the company's own reputation (Abbas et al., 2023; Canavesi & Minelli, 2022; Pranitasari, 2019). Engaged employees have a sense of ownership and attachment to the work and the company, so they are more dedicated and focused on achieving company goals (Susanto, 2022).

In PT Cahaya Engineering Sukses Bekasi, a molding industry factory company that operates in the midst of evolving industry dynamics, understanding the influence of quality of worklife, work motivation, and employee engagement on employee performance is very important. Increasing work motivation and willingness to work voluntarily will result in better work, which will increase work productivity (Sunyoto, 2023).

Previously, researchers had conducted an initial survey by distributing questionnaires about employee performance at PT Cahaya Engineering Sukses Bekasi. The following are the results of the initial survey conducted by researchers using statements derived from 2 representatives of variable indicators to be tested. Based on the above phenomenon, the researcher conducted an initial survey by distributing questionnaires online through a Google formn link that was distributed to 20 employees at PT Cahaya Engineering Sukses Bekasi regarding Employee Performance.

Table 1. Results of the Initial Questionnaire Employee Performance Variables



Source: Researcher Data 2023

From the results of the survey above of 20 employee respondents at PT Cahaya Engineering Sukses Bekasi, there are around 60-40 **%** who think that there are still several factors of employee performance that do not provide good control or reciprocity to improve employee performance in the company.

So the researcher concluded from the survey data above, that there is something else that affects and increases employee performance, so that employees are not only focused enough to work. Other factors such as quality of work life, work motivation, and employee relatedness can be other driving factors that make for better employee performance outcomes. By identifying these factors and measuring the extent of their influence, companies can design more effective strategies to improve work quality, motivate employees, and increase their engagement. This study aims to explore it, with the hope that the results will provide valuable guidance for PT. Cahaya Engineering Bekasi Success in achieving optimal performance and sustainability in this highly competitive business environment.

Based on the background and phenomena above, researchers are interested to study effect of quality of worklife, work motivation and employee engagement on employee performance at PT. Cahaya Engineering Sukses Bekasi used as a case study. The research attempted to reveal how quality of worklife affects employee performance, how work motivation affects employee performance, how employee engagement affects employee performance, and how the 3 variables affect employee performance.

METHOD

The research method used is a quantitative method with a descriptive approach. This study analyzes the effect of quality of worklife, work motivation and employee engagement on employee performance. To review all research problems, the necessary data are obtained through field surveys using questionnaires. Then analysis and description of all research problems are carried out through data analysis, statistical calculations and data interpretation. Technical data analysis using descriptive, correlation, multiple regression, coefficient of determination test and hypothesis test.

The population in this study is all permanent employees and contract employees with a total of 150 people working at PT. Cahaya Engineering Sukses Bekasi, which is located at Jl. Johar Blok F8 No. 9A Delta Silicon III, Cicau Village, Central Cikarang, Bekasi Regency, West Java Province.

The selected sample is the employees of PT. Cahaya Engineering Sukses Bekasi with a slovin formula model from a population of 150 workers, then the samples taken are enough as many as 110 samples. By the formula of slovin, as follows:

$$\eta = \frac{150}{1 + 150 \times 0{,}05^2} = 109.09\ (rounded\ to\ 110)$$

Information:

1) n is the desired sample size.
2) N is the total number of population.
3) e is the desired error rate (in decimal form, for example, if you wanted to use a 5% error rate, e would be 0.05).

The data used in this study is in the form of primary data and secondary data. Data sources that support the answer to problems in research in the following ways:

1) The primary data source is the data source obtained from the first source, in this case all employees of PT. Cahaya Engineering Sukses Bekasi as respondent.
2) Secondary data sources are data obtained from documents, reports, books, papers, and others, especially those related to research problems.

RESULTS AND DISCUSSION

Test Respondent Characteristics

Characteristics of Respondents by Gender

Based on gender, here are the characteristics of respondents.

Table 1. Characteristics of Respondents by Gender

Gender	Sum	Percentage (%)
Man	75	82,5
Woman	35	38,5
Total	**110**	**100**

Source: Primary data processing, 2023

The table above shows that through a percentage of 82.54% of respondents with male gender being the most dominant in this study.

Characteristics of Respondents by Age

Based on age, here are the characteristics of respondents:

Table 2. Characteristics of Respondents by Age

Age	Sum	Percentage (%)
18-22	32	35,2
23-27	30	33
28-32	19	20,9
33-37	13	14,3
38-42	7	7,7
43-47	8	8,8
48-52	1	1,1
Total	**110**	**100**

Source : Primary data processing results, 2023

Based on the table, it is known that respondents with an age range of 18-22 years became the largest respondents in this study with a percentage of 35.2% of the total number. Furthermore, the second most respondents were in the age range of 23-27 years with a percentage of 33%.

Characteristics of Respondents Based on Education Level

Characteristics of respondents Employees of PT. Cahaya Engineering Sukses Bekasi is further based on the last level of education.

Table 3. Characteristics of Respondents Based on Education Level

Education	Sum	Percentage (%)
SD	1	1,1
SMP	2	2,2
SLTA	5	5,5
SMK	46	50,6
STM	2	2,2
SMA	40	44
MA	1	1,1
D3	4	4,4
S1	9	9,9
Total	**110**	**100**

Source : Primary data processing results, 2023

From the table, it can be concluded that employees with SMK graduates are the largest respondents, as many as 50.6%. While the level of education with the smallest percentage is elementary school which is 1.1% and MA which is 1.1%. Education is basically also one of the factors that determine employee performance achievements.

Characteristics of Respondents Based on Period of Service

Characteristics of respondents Employees of PT. Cahaya Engineering Sukses Bekasi is further based on the length of work which is then illustrated through the following table.

Table 4. Characteristics of Respondents by Period of Service

Period of Service	Sum	Percentage (%)
1-5 years	83	91,3
6-10 years	26	28,6
11-15 years	1	1,1
Total	**110**	**100**

Source : Primary data processing results, 2023

The average respondent who works at PT. Cahaya Engineering Sukses Bekasi is dominated by employees with a working period of 1-5 years with a percentage of 91.3%. Meanwhile, respondents with a working period of 11-15 years became the least respondents, namely 1.1%. What is interesting from respondents is that there is 1 person with a working period of more than 10 years, working period is one of the factors that shape the work skills of an employee, it is recognized that a long working period supports employees to better understand their duties and functions.

Descriptive Analysis

Table 5. Descriptive Test Results

Descriptive Statistics					
	N	***Minimum***	***Maximum***	***Mean***	***Std. Deviation***
Quality of Worklife	110	23	50	37.07	4.952
Work Motivation	110	26	50	38.24	4.861
Employee Engagement	110	25	50	37.38	5.220
Employee Performance	110	22	50	38.80	4.639
Valid N (listwise)	110				

Source : Results of primary data processing with SPSS 27, 2023

Based on the results of the descriptive test above, the picture obtained can be summarized as follows:

1) The variable Quality of Worklife (X1), from these data can be described as having a maximum value of 50 while the minimum value is 23, the average value of the variable Quality of Worklife is 37.07 and a standard deviation is 4.952.
2) The Work Motivation (X2) variable, from these data can be described as having a maximum value of 50 while the minimum value is 26, the average value of the Work Motivation variable is 38.24 and a standard deviation of 4.861.
3) The Employee Engagement variable (X3), from this data can be described as having a maximum value of 50 while the minimum value is 25, the average value of the Employee Engagement variable is 37.38 and a standard deviation of 5.220.
4) The Employee Performance variable (Y), from these data can be described as having a maximum value of 50 while the minimum value is 22, the average value of the Employee Performance variable is 38.80 and a standard deviation is 4.639.

Validity Test

In this study, the validity test was carried out by comparing the calculated r value obtained from data processing with the table r value. For research with a sample of 110 with a significance value of 0.05%, the r value of the table is 0.1874. As for the calculated r value, it can be seen in the following data processing results table.

Table 6. Validity Test Results

Variable	Point	r count	>	r table	Information
Quality of Worklife (X1)	1	0,708	>	0,1874	Valid
	2	0,763	>	0,1874	Valid
	3	0,647	>	0,1874	Valid
	4	0,71	>	0,1874	Valid
	5	0,586	>	0,1874	Valid
	6	0,697	>	0,1874	Valid
	7	0,6	>	0,1874	Valid
	8	0,616	>	0,1874	Valid
	9	0,753	>	0,1874	Valid
	10	0,66	>	0,1874	Valid
Work Motivation (X2)	1	0,657	>	0,1874	Valid
	2	0,718	>	0,1874	Valid
	3	0,637	>	0,1874	Valid
	4	0,727	>	0,1874	Valid
	5	0,768	>	0,1874	Valid
	6	0,707	>	0,1874	Valid
	7	0,705	>	0,1874	Valid
	8	0,696	>	0,1874	Valid
	9	0,625	>	0,1874	Valid
	10	0,77	>	0,1874	Valid
Employee Engagement (X3)	1	0,566	>	0,1874	Valid
	2	0,525	>	0,1874	Valid
	3	0,556	>	0,1874	Valid
	4	0,574	>	0,1874	Valid
	5	0,347	>	0,1874	Valid
	6	0,477	>	0,1874	Valid
	7	0,57	>	0,1874	Valid
	8	0,438	>	0,1874	Valid
	9	0,438	>	0,1874	Valid
	10	0,595	>	0,1874	Valid
Employee Performance (Y)	1	0,705	>	0,1874	Valid
	2	0,759	>	0,1874	Valid
	3	0,67	>	0,1874	Valid
	4	0,765	>	0,1874	Valid
	5	0,723	>	0,1874	Valid

6	0,702	>	0,1874	Valid
7	0,629	>	0,1874	Valid
8	0,703	>	0,1874	Valid
9	0,777	>	0,1874	Valid
10	0,75	>	0,1874	Valid

Source : Results of primary data processing with SPSS 27, 2023

An indicator is declared valid and suitable for use if the calculated r value has a greater value than the table r value. The table shows that all indicators tested have a calculated r value that is above the r value of the table, it can be concluded that all indicators used in this study are valid.

Reliability Test

To find out whether an instrument is reliable for use in research, reliability tests are needed. Instruments are declared reliable if the instrument is used continuously and is able to provide consistent results. One of the reliability tests can be known from the value of cronbach alpha, declared reliable if the value of cronbach alpha is equal to or greater than 0.07. The results of reliability tests in this study can be seen from the following table:

Table 7. Reliability Test Results

Variable	Cronbach Alpha	Information
Quality of Worklife (X1)	0,864	Reliable
Work Motivation (X2)	0,883	Reliable
Employee Engagement (X3)	0,884	Reliable
Employee Performance (Y)	0,891	Reliable

Source : Results of primary data processing with SPSS 27, 2023

Based on the above, it is known that all variables in the study have a *Cronbach alpha* value above 0.07, thus it can be concluded that all indicators used in the study are reliable or reliable.

Normality Test

The purpose of this normality test is to test whether the residual variables in this study are normally distributed. The normality test in this study used the One-Sample Kolmogorov-Smirnov Test approach. According to (Ghozali, 2018), normally distributed residual variables are seen from the Monte Carlo significance value. The normality test will be met or able to pass if the Monte Carlo Sig. (2-tailed) value is above 0.05.

Table 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			110
Normal Parametersa,b	Mean		.0000000
	Std. Deviation		2.98990440
Most Extreme Differences	Absolute		.128
	Positive		.128
	Negative		-.085
Test Statistic			.128
Asymp. Sig. (2-tailed)[c]			.000
Monte Carlo Sig. (2-tailed)[d]	Say.		.104
	99% Confidence Interval	Lower Bound	.046
		Upper Bound	.162
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source : Results of primary data processing with SPSS 27, 2023

Based on the results of the Kolmogorov-Smirnov Test One-Sample normality test above, it can be seen that the Monte Carlo Sig. (2- tailed) significance is 0.162 which means > 0.05. Then it is said that the data is normally distributed.

Linearity Test

The Linearity Test used in research is the Lagrange multiplier test. Estimation with this test aims to get the value of x^2 count or ($n \times r^2$).

Table 9. Linearity Test Results

Variable	Say
Quality of Worklife	0,21
Work Motivation	0,43
Employee Engagement	0,62

Source : Results of primary data processing with SPSS 27, 2023

Based on the table above, it can be seen that the value of Sig. Deviation From Linearity>Alpha (0.21; 0.43; 0.62 > 0.05). So it can be concluded that the relationship between employee performance risk with Quality of Worklife, Work Motivation, and Employee Engagement is linear.

Correlation Test

The correlation test aims to determine the degree of closeness of the relationship (simultaneous) between two or more independent variables (X) to the dependent variable (Y). The results of the correlation test in this study are as follows.

Table 10. Correlation Test Results

R Square	Sig. F Change
0,58	0,000

Based on the results of the correlation test, the value of F. Change < 0.05, it can be concluded that the variable Quality of Worklife variable Work Motivation, and variables Employee Engagement has a correlation to the variable Employee Performance. Based on the test results, an R Square value of 0.58 is also obtained, meaning the value Pearson Correlation is in the medium correlation category with a correlation range of 0.041 – 0.60.

Coefficient of Determination Test (R Test)

Multiple correlation tests (R tests) are performed with the aim of determining the extent to which the resulting regression model is able to explain variations of the dependent variable. The results of the coefficient of determination test from this study are presented in the following table:

Table 11. Test R Results

Model Summary									
Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*	*Change Statistics*				
					R Square Change	*F Change*	*df1*	*df2*	*Sig. F Change*
1	.765a	.585	.574	3.029	.585	49.899	3	110	.000
a. Predictors: (Constant), *Employee Engagement, Quality of Worklife, Work Motivation*									

Source : Results of primary data processing with SPSS 27, 2023

As found in the table above, it can be seen that the resulting R value is 0.585 or 58.5%. This means that the variables Quality of Worklife, Work Motivation and Employee Engagement affect employee performance with an influence of 58.5%. The remaining 41.75% of employee performance was influenced by other variables that were not studied in this study.

Linear Regression Test

Linear regression analysis is used to examine the direction and how much influence the independent variable (X) has on the dependent variable (Y). The output results of the beta coefficient from multiple linear regression analysis in this study can be seen through the following table.

Table 12. Multiple Linear Regression Test Results

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	*Std. Error*	*Beta*		
1	(Constant)	10.376	2.385		4.351	.000
	Quality of Worklife	.072	.107	.077	.674	.502
	Work Motivation	.445	.113	.466	3.940	.000
	Employee Engagement	.233	.112	.263	2.075	.040

a. Dependent Variable: Employee Performance

Source : Results of primary data processing with SPSS 27, 2023

A simple linear regression analysis is explained as follows:

Y = 10.376 + 0.77.X1

1. The variable Quality of Worklife (X1) has a positive effect on the performance of PT. Cahaya Engineering Sukses Bekasi (Y) with a coefficient value of 0.77. That is, if the Quality of Worklife factor increases, the performance of employees at PT. Cahaya Engineering Sukses Bekasi will increase assuming there is no change in other variables (fixed).

Y= 10,376 + 0,466.X2

2. The variable Quality of Worklife (X1) has a positive effect on the performance of PT. Cahaya Engineering Sukses Bekasi (Y) with a coefficient value of 0.77. That is, if the Quality of Worklife factor increases, the performance of employees at PT. Cahaya Engineering Sukses Bekasi will increase assuming there is no change in other variables (fixed).

Y= 10,376 + 0,263.X3

3. The variable Work Motivation (X2) has a positive effect on the performance of PT. Cahaya Engineering Sukses Bekasi (Y) with a coefficient value of 0.466. That is, if the Work Motivation factor increases, the performance of employees at PT. Cahaya Engineering Sukses Bekasi will increase assuming there is no change in other variables (fixed).

Furthermore, from the results of multiple linear regression in Table 3.4, the multiple linear regression equation that can be formed is as follows:

Y= 10,376 + 0,77.X1 + 0,466.X2 + 0,263.X3 + є

Information:

Y : Employee Performance

X1 : Quality of Worklife

X2 : Work Motivation

X3 : Employee Engagement

From the multiple linear regression model, it can be described:

4. The Employee Engagement variable (X3) has a positive effect on Employee performance (Y) with a coefficient value of 0.263. That is, if the Employee Engagement factor increases, the performance of Employees at PT. Cahaya Engineering Sukses Bekasi will increase assuming there is no change in other variables (fixed).

Based on the multiple linear regression equation above, it can be concluded that Quality of Worklife is the most dominant variable affecting the performance of PT employees. PT Cahaya Engineering Sukses Bekasi because compared to other variables, the amount of the coefficient value of the Quality of Worklife variable in the regression equation is the highest.

Hypotheses Test (t)

A statistical test of partial influence significance (t-test) is performed to determine the effect of each independent variable on the dependent variable. The t test is carried out by looking at the resulting significance value, if the value is below 0.05 then an independent variable is declared to have an effect on the dependent variable. The results of the t test in this study can be seen in the following table.

Table 13. T Test Results

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	*t*	*Sig.*
		B	*Std. Error*	*Beta*		
1	(Constant)	10.304	2.381		4.328	.000
	Quality of Worklife	.086	.105	.093	.823	.412
	Work Motivation	.438	.113	.459	3.867	.000

Employee Engagement	.228	.111	.257	2.058	.042

a. Dependent Variable: Employee Performance

Source : Results of primary data processing with SPSS 27, 2023

From the table above, it can be explained that the results of the hypothesis test are as follows:

1) The Effect of Quality of Worklife on Employee Performance: Based on the table, it is known that the Quality of Worklife variable has a significance value above 0.05, which is 0.412. This means that it can be concluded that Quality of Worklife positively affects employee performance, which means that H0 is rejected and H1 is accepted but not significant.
2) The Effect of Work Motivation on Employee Performance: Based on the table, it is known that the Work Motivation variable has a significance value below 0.05, which is 0.000. This means that it can be concluded that Work Motivation positively and significantly affects Employee Performance which means that H0 is rejected and H2 is accepted.
3) The Effect of Employee Engagement on Employee Performance: Based on the table, it is known that the Employee Engagement variable has a significance value below 0.05, which is 0.042. This means that it can be concluded that Employee Engagement has a positive but not significant effect on employee performance, which means that H3 is rejected and H0 is accepted.

Simultaneous Significance Test (Test F)

The simultaneous significance statistical test (Test F) is used to test whether the regression model of the independent variable simultaneously affects the dependent variable. The F test is performed by comparing the resulting calculated F value with the F value of the table. As for the results of the F test in this study will be presented in the following table.

Table 14. F Test Results

ANOVA

Model		*Sum of Squares*	*Df*	*Mean Square*	*F*	*Sig.*
1	Regression	1373.227	3	457.742	49.899	.000b
	Residual	972.373	110	9.173		
	Total	2345.600	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Engagement, Quality of Worklife, Work Motivation

Source : Results of primary data processing with SPSS 27, 2023

Based on the table above, it is known that the variables Quality of Worklife, Work Motivation and Employee Engagement have a significance value below 0.05, which is 49.899. This means that it can be concluded that Quality of Worklife, Work Motivation, and Employee Engagement have a positive but not significant effect on employee performance which means H0 is rejected and H4 is accepted.

CONCLUSION

The study reveals that Quality of Worklife, Work Motivation, and Employee Engagement significantly impact the performance of PT. Cahaya Engineering Sukses Bekasi. High Quality of Worklife leads to better performance, while Work Motivation positively affects performance. Employee Engagement also positively impacts performance, but good engagement doesn't necessarily improve it. The results indicate that companies should focus on improving Quality of Worklife and Employee Engagement to improve employee performance. The study found a 58.5% influence of these variables on employee performance, suggesting further research on other factors.

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