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## **THE EFFECT OF QUALITY OF WORK LIFE ON EMPLOYEE ENGAGEMENT AT PT. X IN SIDOARJO**

**Rara Setya Angtika<sup>1\*</sup>, Setya Haksama<sup>2</sup>**

<sup>1,2</sup>Departement of Health Policy and Administration, Faculty of Public Health Universitas Airlangga  
[rarasyaangtika@gmail.com](mailto:rarasyaangtika@gmail.com)

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### **Abstract**

*Work engagement has become the company's greatest concern and priority in the last two decades. One factor influencing work engagement is the quality of work life. The total of 183 employees left PT. X in 2021-2023. This study aims to analyzed the relationship between quality of work life and work engagement in PT. X Sidoarjo. This research was a quantitative study with a cross-sectional design. This research was conducted in PT. X Sidoarjo in April 2024. 148 employees participated. The sampling technique used was simple random sampling, and 60 respondents were obtained. The instruments used were the Work-Related Quality of Life (WRQoL) Scale and the Utrecht Work Engagement 9-Scale. There was no dimension whose average reaches a high quality of work life. Dimensions with a low average quality level were job career satisfaction, working conditions, and stress at work. The majority of employees had a medium level of work-life quality. Meanwhile, work engagement was at a low and high level. Quality of work life has been proven to influence employee engagement. Companies are expected to be able to provide education and training to develop skills related to the work the employee is carrying out. Companies are also expected to be able to evaluate stress sources in employees.*

**Keywords:** *employee, work engagement, quality of work life*

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✉Corresponding author :

Address : Departement of Health Policy and Administration, Faculty of Public Health Universitas Airlangga, Surabaya 60115, Indonesia

Email : [rarasyaangtika@gmail.com](mailto:rarasyaangtika@gmail.com)

Phone : +6281234056179

## INTRODUCTION

Work engagement has become the company's greatest concern and priority in the last two decades (Chandani *et al.*, 2016; Tiara dan Rostiana, 2018). Khazanah and Abadiyah (2022) stated that work engagement refers to employee contributions to achieve company goals. Work engagement was considered to have a positive impact on the company. Employees would give their best abilities when they bond with the company (Dwianto *et al.*, 2019). Work engagement also reflected employee commitment and concern for achieving company success (Dewinda, Ancok dan Widyarini, 2020).

One factor influencing work engagement is the quality of work life. Work-life quality is defined as the quality of an individual's life in their workplace (Pereira *et al.*, 2021). Previous research stated that there is a significant correlation between the quality of work life and work engagement ( $p\text{-value} < 0.05$ ) (Iswati dan Mulyana, 2021). The higher the value of the quality of work life, the higher the employee engagement.

PT. X Sidoarjo is a company that produces medical equipment for health facilities in Indonesia, started in 2007. For fourteen years, the employees in PT. X Sidoarjo experienced numerous changes. Personnel data showed that the turnover rate will increase in 2021-2023. In 2021, 36 employees left their jobs (33.3%), 74 employees in 2022 (68.5%), and 76 employees in 2023 (70.3%). The total of 183 employees left PT. X in 2021-2023.

Research related to work engagement in the health industry has been widely studied. However, the research focused more on health facilities (Resky Yanti, Nashori dan Faraz, 2018; Dewinda, Ancok dan Widyarini, 2020). Work engagements with medical equipment providers have been carried out but are still limited in Indonesia. Previous research analyzed the relationship between leadership and employee engagement at PT. DMI qualitatively (Djaluputro dan Andrias, 2023). So, research needs to be carried out to identify other variables that may influence work engagement, such as the quality of work life (Tiara dan Rostiana, 2018). This research analyzed the relationship between quality of work life and work engagement in PT. X Sidoarjo.

## METHOD

This research was a quantitative study with a cross-sectional design. This research was

conducted in PT. X Sidoarjo in April 2024. 148 employees participated. The sampling technique used was simple random sampling, and 60 respondents were obtained. Respondents were asked to complete a research questionnaire in 10-15 minutes. The questionnaire consists of 32 questions divided into three parts: respondent identity, quality of work life, and level of work engagement.

The instruments used were the Work-Related Quality of Life (WRQoL) Scale and the Utrecht Work Engagement 9-Scale, developed by the University of Portsmouth, Portsmouth, UK. The WRQoL Scale instrument consists of 23 question items, and the total score in all dimensions was classified into low (1-71), medium (72-84), and high (85-110). Meanwhile, UWES-9 consists of 9 questions. Scores will be classified into low (1-19), medium (20-38), and high (39-57).

This research has received approval from the Health Research Ethics Committee, Faculty of Nursing, Airlangga University, Indonesia, with an ethical approval number 3128-KEPK. All respondents agreed to informed consent and are willing to participate in the research voluntarily.

## RESULT AND DISCUSSION

Table 1. The Characteristics of Research Respondents

Characteristics	Number	%
<b>Gender</b>		
Male	53	88,3
Female	7	11,7
<b>Work Unit</b>		
Administration	2	3,3
Casting	27	45,0
Machining	12	20,0
Maintenance	5	8,3
Medical	5	8,3
PPIC	3	5,0
Quality control	6	10,0
<b>Education level</b>		
Junior high school	3	5,0
Senior high school	5	91,7
Bachelor	6	3,3
<b>Duration of work</b>		
<5 year	21	35,0
≥5 year	39	65,0

Source: Primary Data (2023)

Table 1 shows that the majority of research respondents were male, 88.3%, worked in a casting work unit (45%), the highest education was SMA/SMK (91.7%), and had a working period of ≥5 years (65%)

Table 2. Quality of Work Life of PT Employees. X in Sidoarjo based on the Six Dimensions of Work-Related Quality of Life (WRQoL) Scale

Dimension	Mean	Standard Deviation	Quality Level
General well being	19,67	6,993	Medium
Home work interface	11,13	3,332	Medium
Job career satisfaction	18,98	4,500	Low
Control at work	11,03	2,186	Medium
Working condition	9,28	3,092	Low
Stress at work	5,67	2,334	Low

Source: Primary Data (2023)

Table 2 shows that there was no dimension whose average reaches a high quality of work life. Dimensions with a low average quality level were job career satisfaction, working conditions, and stress at work. Meanwhile, the other three dimensions were at a medium level.

Table 3. The Effect of Work-Life Quality on Work Engagement in PT. X Sidoarjo

		Work Engagement			p value
		Low	Medium	High	
		%	%	%	
Work-Life Quality	Low	8,30	78,30	25,00	0,00
	Medium	5,00	21,70	75,00	80,00
	High	0,00	0,00	0,00	20,00
<b>Total</b>		13,00	100,00	100,00	100,00

Source: Primary Data (2023)

Table 3 shows that the majority of employees at PT. X in Sidoarjo had a moderate quality of work life with a high level of work engagement (80%). 78.3% of employees had a low quality of work life with a low level of work engagement. Table 3 shows the significant correlation between the quality of work life and employee engagement in PT. X Sidoarjo (p-value <0.05).

**DISCUSSION**

The study analyzed the relationship between the quality of work life and the work engagement

of PT. X in Sidoarjo. Quality of work life is a new form of employee job satisfaction, measured by how employees can fulfill personal needs through work experience (Khajehnasiri *et al.*, 2021). The study result showed that work-life quality influences employee work engagement (p-value <0.05). This result aligns with previous research conducted at marble companies in Turkey, which found that the quality of employee work-life positively affects work engagement (Kanten dan Sadullah, 2012). The higher the quality of work life score, the higher the level of work engagement, and vice versa.

Employees spend a lot of time and energy at work, so companies must pay attention to the quality of employee work life (Afroz, 2017). Improving the quality of work life is said to increase employee productivity in the workplace (Leitão, Pereira dan Gonçalves, 2019). The results showed that the quality of work life that needs to be improved is job career satisfaction, working conditions, and stress at work. These three dimensions were stated to negatively affect the quality of work life (Lee *et al.*, 2022; Meilianti *et al.*, 2022; Hashemi *et al.*, 2023).

The results showed the number of PT. X in Sidoarjo, which has high and low levels of work engagement, was not much different. Employees with high work engagement will try their best for the company and be more productive in their work (Mustikawati dan Ernawaty, 2023). Job resources and demands influence work engagement; this is stated in the JDR-Model concept (Bakker dan Demerouti, 2007). Job demands can occur at work (Mustikawati dan Ernawaty, 2023). These demands can come from physical, psychological, social or organizational aspects of carrying out work. In this research, working conditions and stress at work need to be improved. Meanwhile, job resources are an organizational function that helps achieve work goals and reduce physical and psychological work demands (Bakker dan Demerouti, 2007). In this research, job career satisfaction is what agencies need to improve on the job resources factor.

This research had research limitations. The quality of work life was subjective, which depends on different interpretations for each person and change over time. An individual's feelings and environment can influence this at a particular time.

**CONCLUSION**

The majority of employees had a medium level of work-life quality. Meanwhile, work

engagement was at a low and high level. Quality of work life has been proven to influence employee engagement. Companies are expected to be able to provide guidance and support regarding career paths for each employee, for example, by providing education and training to develop skills related to the work the employee is carrying out. Apart from that, companies are expected to be able to evaluate stress sources in employees. Hence, the level of work stress in employees can be minimized. Future research is expected to examine further the dimensions that have been proven to be low (job career satisfaction, working conditions, and stress at work) in the quality of work life by looking at the factors that influence these three dimensions on future occasions.

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