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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Effect of Organizational Culture, Work-Life Balance, and Job Satisfaction on Non-Commercial Employee Work Engagement

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**Abstract:** A person's attachment to their work (work engagement) is a view that is satisfying and provides positive motivation related to work results, which is characterized by a high level of enthusiasm and strong identification with one's work. Employees with high work engagement will be able to mobilize all their abilities for the progress and sustainability of the company. The problem formulation in this research is to determine the influence of Organizational Empowerment, Work Life Balance, and Job Satisfaction on the Work Engagement of Employees of the Non-Commercial Division of PT. Royalboard Banguninti Granito. Research data was taken using observation techniques and questionnaires using Google Form media, with a sample of 56 staff-up employees. The data analysis technique used is multiple linear regression analysis to prove the research hypothesis. Data that has met validity, reliability, and classical assumption tests is then processed to obtain a regression equation. Based on the results of this research, it can be concluded that there is a positive and significant influence of the variables Organizational Culture, Work Life Balance, and Job Satisfaction on Work Engagement among employees PT. Royalboard Banguninti Granito both simultaneously and partially.

**Keywords:** Organizational Culture, Work Life Balance, Job Satisfaction, Work Engagement.  
**JEL Classification Code:** Mo

## 1. INTRODUCTION

In today's competitive and volatile economic environment, a company's ability to realize its vision and mission hinges on the support of its stakeholders and members. Human resources play an essential role in this endeavor, as the success of any organization depends on the involvement and cooperation of all levels, from top management to operators. However, the human element introduces complexity; instincts and emotions can impact operational smoothness. The shift from manual labor, which requires constant direction, to knowledge work, which demands less oversight, has made employee commitment more crucial (Edy Sutrisno, 2018). Employee engagement signifies the development of individual commitment to the company, a vital aspect of organizational success.

Work engagement refers to a satisfying and motivating positive work-related state characterized by high energy levels and a strong identification with one's job (Arnold B. Bakker and Michael P. Leiter, 2010). Key indicators of work engagement include vigor, dedication, and absorption. Vigor denotes high energy and mental resilience while working. Dedication involves a high level of involvement in one's responsibilities, a sense of significance, enthusiasm, and a challenge-loving attitude. Absorption refers to deep concentration and enjoyment in work, where time seems to fly. Highly engaged employees dedicate all their resources to achieving the company's vision, mission, and objectives. However, fostering work engagement is not easy, as companies face challenges like competency issues, organizational culture, new leadership, employee efficiency, and external relationships.

PT. Royalboard Banguninti Granito (RBG), a manufacturing company producing ceramic tiles and calcium silicate boards, strives to maintain market presence and navigate global economic

uncertainties. To achieve these goals, RBG's management continually pushes for human resource development, product quality improvement, and continuous innovation, while adapting to rapid technological advancements. Despite various restructuring and efficiency programs, including material, process, and employee efficiency, RBG still struggles with process failures and weak market penetration, indicating underlying issues.

Organizational culture significantly influences employee engagement. Fauzan (2022) describes organizational culture as the collective thinking, feeling, and reaction patterns within an organization. In a company, organizational culture is reflected in the core values instilled and practiced by members daily, leading to a strong culture. Low employee engagement at PT. Royalboard Banguninti Granito is evidenced by employees' lack of alignment with organizational values, as shown by audit and gema findings. This misalignment affects company performance. Zahreni et al. (2021) found that a strong organizational culture positively and significantly impacts employee engagement, with higher cultural internalization leading to greater engagement.

Another factor influencing employee engagement is work-life balance. Nurchoidah (2022) defines work-life balance as the equilibrium between work and free time, crucial for psychological, emotional, and cognitive stability, enhancing organizational effectiveness. Companies that support work-life balance benefit from employees who exhibit positive attitudes and behaviors. Work-life balance involves aligning career happiness with family happiness. Excessive work responsibilities can decrease employee performance and negatively affect outcomes. Restructuring at PT. Royalboard Banguninti Granito has increased some employees' responsibilities, potentially lowering engagement if not offset by work-life balance programs. Rahmayati et al. (2022) found a positive and significant relationship between work-life balance and work engagement. Job satisfaction, a response to job conditions and company-provided facilities, influences employee retention and turnover intentions (Rugiyanto, 2018). Job satisfaction reflects how individuals feel about their jobs or other influencing factors, contributing to their willingness to stay or leave the organization.

Despite extensive research on organizational culture, work-life balance, and job satisfaction, there remains a gap in understanding how these factors specifically influence work engagement in the non-commercial division of PT. Royalboard Banguninti Granito. Prior studies have established the importance of each factor individually but often overlook their combined impact on employee engagement within a manufacturing context. Furthermore, the unique challenges faced by PT. Royalboard Banguninti Granito, such as restructuring and efficiency drives, necessitate a closer examination of these factors' interplay in fostering work engagement. The present study aims to fill this gap by investigating the combined effects of organizational culture, work-life balance, and job satisfaction on employee engagement in PT. Royalboard Banguninti Granito's non-commercial division. By integrating these elements, this research seeks to provide a comprehensive understanding of the factors that drive employee engagement in a manufacturing setting.

This study seeks to answer the following research questions: How does organizational culture affect work engagement among employees in PT. Royalboard Banguninti Granito's non-commercial division? What is the impact of work-life balance on employee engagement in this division? How does job satisfaction influence work engagement among these employees? By addressing these questions, the study aims to achieve several objectives: to determine the influence of organizational culture on employee engagement in the non-commercial division of PT. Royalboard Banguninti Granito, to assess the impact of work-life balance on employee engagement in this division, and to evaluate the effect of job satisfaction on employee engagement. The novelty of this research lies in its integrated approach, examining the combined effects of organizational culture, work-life balance, and job satisfaction on work engagement within a specific division of a manufacturing company. By providing new insights into these relationships, the study aims to contribute to the field of human resource management and offer practical recommendations for improving employee engagement in similar organizational contexts. Understanding the factors that drive employee engagement is crucial for organizations seeking to enhance performance and achieve their goals. This research addresses a significant gap in the literature by exploring the combined effects of organizational culture, work-life balance, and job satisfaction on employee engagement in PT. Royalboard Banguninti Granito's non-commercial

division. Through this study, the researcher aims to provide valuable insights and practical solutions to foster a more engaged and productive workforce.

## 2. LITERATURE REVIEW

### 2.1. Work Engagement

Every company aspires for its employees to have strong engagement, as it is crucial for achieving organizational goals. Engagement is considered vital because it combines job satisfaction, organizational commitment, and extra-role behavior. When employees invest all their energy and dedication into a task, they become fully focused on their work, enhancing their engagement and enjoying the time spent working. In the long term, this allows the company to retain organizational knowledge, which is essential for maintaining its existence. Work engagement is important because employees in a company or organization must be fully involved and highly enthusiastic in performing their duties to foster a vibrant work spirit within the organization. According to Machev and Schneider in Zahreni et al. (2021), work engagement is a desired condition related to organizational goals, encompassing commitment, enthusiasm, focused effort, and energy as part of attitudes and behaviors. Engagement is a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption (H. Franky Ari Andriprianto & Herry Maridjo, 2022). Singh and Lalvani (2019) add that work engagement is the total sum of employees' behaviors in the workplace. These behavioral factors include trust in the organization, willingness to work for improvement, understanding of the business context, respect and support from others, and the desire to learn new skills.

According to Mujiasih (2022), several factors influence work engagement. First, good human resources in an organization will positively impact individual work engagement. Employees with good interpersonal relationships with colleagues will have positive work experiences. Second, work demands that exceed job descriptions can lead to employee discomfort. Third, individual personality matters; employees with weak mental resilience who cannot adapt to the organizational culture will have weak engagement and tend to seek more comfortable environments. Fourth, trust and integrity of leadership are crucial; when leaders listen to employees' opinions, work engagement increases. Fifth, pride in the company; employees will feel more engaged if the company has a good image. Sixth, job type; employees will be more engaged if the job aligns with their skills, talents, or hobbies. Seventh, relationships with supervisors; two-way communication between supervisors and subordinates strengthens work engagement. Eighth, career development opportunities; employees given career development opportunities will have better work engagement. Ninth, reward and recognition; company-provided rewards, whether large or small, are highly valued by employees and enhance their engagement. According to Schaufeli and Bakker in Andriprianto (2022), work engagement consists of three main indicators. First, vigor, characterized by high levels of energy and mental resilience at work, willingness to invest effort in one's work, and persistence in the face of difficulties. Second, dedication, reflecting feelings of significance, enthusiasm, inspiration, pride, and challenge in one's work. Third, absorption, describing a state of deep focus and immersion in work, where time passes quickly, and it is difficult to detach from work.

### 2.2. Organizational Culture

A company or organization is fundamentally a collective of individuals bound by a mutual agreement to collaborate towards achieving shared objectives. The attainment of these goals is significantly facilitated when all stakeholders, from top management to frontline employees, perform their duties and responsibilities effectively. Strongly embedded core values within a company serve as a cornerstone for fostering organizational strength. Organizational culture, an invisible yet potent social force, motivates individuals within the organization to perform their tasks efficiently. Unconsciously, every member of the organization learns and assimilates the prevailing cultural norms and values. The organizational culture of a company is often reflected through its core values, which are upheld and practiced by employees in their daily activities. When these core values are well-understood and

consistently practiced, the organization is said to have a strong culture, as these values form the bedrock of a robust organizational culture.

Organizational culture can be defined as a set of value systems, beliefs, assumptions, or norms that have been established over time, agreed upon, and followed by the members of the organization as guidelines for behavior and problem-solving (Edy, 2018). A strong organizational culture supports the company's goals, while a weak or negative culture can hinder or contradict these objectives. According to Gibson L., as cited in Siti Zahreni et al. (2021), organizational culture is perceived by employees and manifests in patterns of beliefs, values, and expectations that shape their behaviors. Edy Sutrisno (2018) further elaborates that organizational culture consists of basic assumptions developed by a group to address external adaptation and internal integration issues, which have proven effective enough to be considered valid and therefore taught to new members as the correct way to perceive, think, and feel about those issues. Denison (2009), as cited in Sowanya (2020), defines organizational culture as the values, beliefs, and principles that underpin an organization's management system, complemented by a set of management practices and behaviors that support and reinforce these principles.

The factors influencing organizational culture are multifaceted. Robbins, as cited in Nasrullah (2022), identifies seven key characteristics of organizational culture: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Innovation and risk-taking pertain to the extent to which employees are encouraged to be innovative and take risks. Attention to detail refers to the precision, analysis, and meticulousness expected from employees. Outcome orientation emphasizes management's focus on results rather than the methods used to achieve them. People orientation considers the impact of management decisions on individuals within the organization. Team orientation involves organizing work activities around teams rather than individuals. Aggressiveness measures the degree of competitiveness versus a relaxed approach. Stability emphasizes maintaining the status quo as opposed to pursuing growth.

Indicators of a strong organizational culture include involvement, consistency, adaptability, and mission, as described by Denison and cited in Zahreni et al. (2021). Involvement is a visible and palpable factor within the organization, where employees feel engaged and included. Consistency refers to having coherent rules and well-coordinated operations. Adaptability highlights the organization's focus on customers, willingness to take risks, learning from mistakes, and its capacity for change. The mission aspect embodies the shared goals and functions of the organization, motivating employees to invest their efforts for the greater good, often beyond economic reasons. The relationship between organizational culture and work engagement is significant. Research by Sowanya and Syarip (2020) indicates that a stronger organizational culture correlates with higher work engagement among employees. Conversely, a weaker organizational culture results in lower levels of engagement. This relationship underscores the importance of cultivating a robust organizational culture to enhance employee engagement and, ultimately, organizational performance. When the organizational culture is strong, employees are more likely to be committed, enthusiastic, and dedicated to their work, thereby contributing to the overall success and sustainability of the organization.

### 2.3. Work Life Balance

The concept of work-life balance has become an increasingly intriguing topic in discussions about employment, as it is crucial in achieving employees' psychological, emotional, and cognitive stability, which can drive organizational effectiveness. Poor work-life balance has negative consequences on employees' health and well-being as well as on organizational performance. According to Ratnasari et al. (2023), work-life balance is a state where individuals can manage their roles and feel satisfaction in those roles. Clark defines work-life balance as satisfaction and good functioning at work and home with minimal role conflict. Greenhaus & Allen also define work-life balance as the extent to which individuals are effective and satisfied in their work and family roles according to their life priorities (Bello & Tanko, 2020). Greenhaus further explains that work-life balance is the extent to which an individual is satisfied with their work role and family role. Therefore, those who have work-life balance are dedicated to their work and responsible for their life outside of work (Rahmayati, 2022). Work-life balance is a crucial aspect of employees' working lives; when employees have a balance between their

work and life outside of work, it enhances their performance, job satisfaction, and overall well-being (Nurchoidah, 2022).

Several factors influence work-life balance, as identified by Silvira (2021). The time factor refers to employees having enough time for activities or rest outside of working hours. Economic and family factors encompass the financial conditions and family support that can foster employees' enthusiasm for work. The loyalty factor highlights how commitment to the job and length of service can influence employees' work-life balance. The attitude factor involves the personal issues and attitudes of employees that can affect their balance between work and personal life. Finally, the salary factor considers how income that meets employees' needs can motivate them to perform their job duties earnestly. These factors collectively contribute to an individual's ability to maintain a healthy work-life balance.

Work-life balance allows employees to build a balance between their work and family roles, with three key indicators identified by McDonald and Bradley in Siwi et al. (2023). Time balance refers to the equilibrium in the amount of time an employee spends on work and family. Involvement balance pertains to the balance of roles between work and family responsibilities. Satisfaction balance involves employees' satisfaction with the rewards they receive from their efforts in both work and family domains. These indicators help assess the extent to which employees manage to harmonize their professional and personal lives. The relationship between work-life balance and work engagement is significant, as employees who achieve a good work-life balance tend to be more confident and engaged in their work. Jaharudin and Zainol (2019) emphasize that work-life balance is crucial for achieving employees' psychological, emotional, and cognitive stability. When employees can balance their work and personal lives, they are more effective in their roles, contributing positively to organizational outcomes. Therefore, fostering a supportive environment that promotes work-life balance is essential for enhancing employee engagement and overall organizational performance.

#### 2.4. Job Satisfaction

Job satisfaction is crucial for a company to support the achievement of its goals. Employees who have high satisfaction with their work outcomes are likely to exhibit increased motivation, which can positively impact the company's progress. Companies employ various strategies to ensure their employees can fully utilize their individual abilities to meet management's predetermined targets. However, each individual experiences job satisfaction differently, depending on their perceptions and inherent values. This variability is due to differences in individual perspectives. According to Siwi et al. (2023), job satisfaction is a state in which an employee feels positively about the job offered by their company (Brayfield & Rothe, 1951). Kreitner and Kinicki (2014), as cited in Muhamad Fatih (2022), define job satisfaction as "an affective or emotional response towards various aspects of one's job." They argue that job satisfaction is not a singular entity; a person may feel satisfied with one aspect of their job while being dissatisfied with another. The more aspects of a job align with an individual's desires, the higher their level of satisfaction. Specter, as mentioned by Willianti (2020), posits that job satisfaction relates to an employee's feelings about their job and its various aspects, indicating the extent of their satisfaction or dissatisfaction. Robbin (as cited in Elvani Sara, 2019) describes job satisfaction as a positive attitude towards one's job outcomes, emphasizing that it is not only derived from fulfilling job duties. Mangkunegara (as cited in Kevin & Tirton, 2023) defines job satisfaction as a feeling of support or non-support from an employee related to their job and personal conditions.

Several factors influence job satisfaction, which varies among individuals based on personal differences. Ghiselli and Brown (as cited in Elvani Sara, 2019) identify five main factors: position, rank, financial and social security, quality of supervision, and social issues. Generally, people perceive that those in higher positions feel more satisfied than those in lower positions. Research indicates that changes in job levels can affect job satisfaction, and a well-structured system fosters a healthy work environment. Rank involves job roles that assign specific status to individuals, with salary increases enhancing pride and altering feelings and behavior. Financial and social security significantly impact job satisfaction. Good relationships between employees and supervisors are vital, as attention and oversight from supervisors provide positive support, making employees feel integral to the company.

Effective communication and good relationships among employees, both vertically and horizontally, create a peaceful work atmosphere, making employees happy and satisfied with their jobs.

Indicators of job satisfaction, according to Volmer & Hagemester (as cited in Kevin and Tirton, 2023), include pay, promotion, supervision, fringe benefits, contingent rewards, operational procedures, co-workers, nature of work, and communication. Pay is a critical factor in fulfilling employees' needs and is evaluated based on the fairness of the wages received. Promotion opportunities relate to the availability of career advancement during employment. Supervision encompasses the ability and conditions within an organization to support work. Fringe benefits, beyond basic salary, such as social security guarantees, provide a sense of security for employees. Contingent rewards, based on performance achievements, can be material or moral incentives that foster a culture of continuous improvement. Operational procedures explain the extent to which management's rules facilitate smooth organizational operations. Co-workers influence job satisfaction through the quality of interpersonal relationships among employees. The nature of work, requiring specific skills, can enhance or reduce satisfaction. Effective communication creates a good relationship among employees, both vertically and horizontally.

Job satisfaction impacts work engagement, as employees with high job satisfaction are more likely to remain with the company, while those with low satisfaction may intend to leave. Job satisfaction influences employee engagement, with satisfied employees being more committed and engaged in their work. This relationship underscores the importance of fostering a work environment that enhances job satisfaction to achieve higher levels of employee engagement and overall organizational success.

In the pursuit of understanding the factors that significantly influence employee engagement within organizations, it is imperative to consider various elements that contribute to this dynamic. Organizational culture, work-life balance, and job satisfaction are recognized as pivotal components in shaping the work engagement of employees. Organizational culture encapsulates the shared values, beliefs, and practices that define the work environment and influence employee behavior and attitudes. Work-life balance pertains to the equilibrium that employees maintain between their professional responsibilities and personal lives, impacting their overall well-being and productivity. Job satisfaction reflects the extent to which employees feel fulfilled and content with their job roles and the work environment. Given these critical aspects, the following hypotheses are proposed to investigate their respective impacts on the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito:

H1: Organizational culture has an impact on the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito.

H2: Work-life balance has an impact on the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito.

H3: Job satisfaction has an impact on the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito.

### 3. RESEARCH METHOD AND MATERIALS

This research uses a quantitative approach that emphasizes the objective aspects of social phenomena. This research was conducted at PT Royalboard Banguninti Granito from November 2023 to July 2024. This research design describes the flow of influence of the independent variable and the dependent variable. The independent variables include organizational culture, work-life balance, and job satisfaction, while the dependent variable is work engagement. Organizational culture is defined as a set of long-established values, beliefs, assumptions, or norms followed by the organization as a guide for behavior and problem-solving. Work-life balance is a state in which a person is able to share roles and feel satisfaction in their roles. Job satisfaction is a state in which an employee has positive feelings toward the work offered by the company. Work engagement is a condition related to organizational goals and involves the participation of commitment, passion, enthusiasm, focused effort, and energy. The population of this study was 130 non-commercial employees of PT Royalboard Banguninti Granito, with a sample of 56 employees using a purposive sampling technique. Data were collected

through direct observation and questionnaires with a rating scale of 1-5. In addition, a literature study was conducted to collect relevant articles, theories, and literature. The validity test is used to measure whether the questionnaire is valid, while the reliability test is to measure the consistency of respondents' answers. The classical assumption test includes the normality test, multicollinearity test, and heteroscedasticity test. Data analysis was carried out by hypothesis testing using multiple linear regression analysis, F test for simultaneous effect, and T-test for partial effect. The coefficient of determination ( $R^2$ ) is used to determine the ability of the independent variables to explain the dependent variable. The results of this analysis are expected to provide insight into the influence of organizational culture, work-life balance, and job satisfaction on employee work engagement at PT Royalboard Banguninti Granito.

#### 4. RESULTS AND DISCUSSION

Validity and reliability tests are crucial steps in the research process to ensure the accuracy and consistency of the data collected. In this study, we conducted validity and reliability tests for the variables Organizational Culture (X1), Work-Life Balance (X2), Job Satisfaction (X3), and Work Engagement (Y). These tests are essential for verifying that the measurement instruments used are both valid and reliable, providing a solid foundation for further data analysis and interpretation. The validity test measures the extent to which an instrument accurately measures what it is intended to measure. In this study, we performed the validity test by assessing the correlation between each item and the total score of the corresponding variable. The results showed that all items in the Organizational Culture (X1) variable had significant correlation values above the critical value of 0.2632, indicating that these items are valid. Similarly, for the Work-Life Balance (X2) variable, the items also demonstrated validity, with correlation values exceeding the critical threshold. The same pattern was observed for the Job Satisfaction (X3) and Work Engagement (Y) variables, where all items showed significant correlations, confirming their validity.

Reliability refers to the consistency of an instrument in measuring a concept. To assess reliability, we used Cronbach's Alpha, a measure of internal consistency. A Cronbach's Alpha value above 0.60 is generally considered acceptable, indicating that the items consistently measure the underlying construct. For the Organizational Culture (X1) variable, the Cronbach's Alpha was 0.942, well above the acceptable threshold, confirming the instrument's reliability. Similarly, the Work-Life Balance (X2) variable had a Cronbach's Alpha of 0.933, ensuring its reliability. The Job Satisfaction (X3) variable demonstrated a strong reliability with a Cronbach's Alpha of 0.944. Lastly, the Work Engagement (Y) variable exhibited excellent reliability, with a Cronbach's Alpha of 0.961. These results collectively confirm that the measurement instruments used in this study are both valid and reliable. Validity ensures that the instruments accurately measure the intended variables, while reliability ensures that these measurements are consistent and reproducible. This dual confirmation is essential for the credibility of the research findings, as it ensures that the data collected is both accurate and dependable.

The high validity and reliability scores obtained in this study indicate that the instruments are well-designed and suitable for measuring the respective variables. For Organizational Culture (X1), the significant correlation of all items suggests that the questions effectively capture the essence of the organizational culture as perceived by the respondents. The high reliability score further reinforces this, showing that the responses are consistent over time. For Work-Life Balance (X2), the validity and reliability results are similarly robust, indicating that the instrument accurately reflects the respondents' perceptions of their work-life balance and that these perceptions are consistently measured. This is crucial for understanding how employees manage their work and personal life, and the impact this balance has on their overall well-being and job performance. The Job Satisfaction (X3) variable also demonstrated strong validity and reliability, suggesting that the instrument is effective in capturing the respondents' satisfaction with their job. This is important for identifying areas of improvement in job satisfaction and developing strategies to enhance employee motivation and productivity. Lastly, the Work Engagement (Y) variable exhibited excellent validity and reliability, indicating that the instrument is highly effective in measuring the level of engagement employees feel towards their work. High work engagement is often associated with better job performance, lower turnover rates, and

higher overall organizational success. the validity and reliability tests conducted in this study provide strong evidence that the measurement instruments used are both accurate and consistent. These results support the credibility of the research findings and underscore the importance of using validated and reliable instruments in research. By ensuring the accuracy and consistency of data collection, researchers can confidently interpret their findings and make informed recommendations based on robust and dependable data. The data present in table 1:

**Table 1. Results of Validity and Reliability Tests**

Variable	Questionnaire	r Calculated	r estimated	Info	Cronbach's Alpha	r Critical	Info
Organizational Culture (X1)	Statement 1	0.708	0.2632	Valid	0.942	0.6	Reliable
	Statement 2	0.852	0.2632				
	Statement 3	0.829	0.2632				
	Statement 4	0.849	0.2632				
	Statement 5	0.807	0.2632				
	Statement 6	0.815	0.2632				
	Statement 7	0.821	0.2632				
	Statement 8	0.746	0.2632				
	Statement 9	0.784	0.2632				
	Statement 10	0.892	0.2632				
Work Life Balance (X2)	Statement 1	0.689	0.2632	Valid	0.933	0.6	Reliable
	Statement 2	0.64	0.2632				
	Statement 3	0.843	0.2632				
	Statement 4	0.865	0.2632				
	Statement 5	0.765	0.2632				
	Statement 6	0.693	0.2632				
	Statement 7	0.812	0.2632				
	Statement 8	0.498	0.2632				
	Statement 9	0.806	0.2632				
	Statement 10	0.868	0.2632				
	Statement 11	0.827	0.2632				
	Statement 12	0.852	0.2632				
Job Satisfaction (X3)	Statement 1	0.728	0.2632	Valid	0.944	0.6	Reliable
	Statement 2	0.621	0.2632				
	Statement 3	0.727	0.2632				
	Statement 4	0.858	0.2632				
	Statement 5	0.893	0.2632				
	Statement 6	0.846	0.2632				
	Statement 7	0.775	0.2632				
	Statement 8	0.839	0.2632				
	Statement 9	0.845	0.2632				
	Statement 10	0.736	0.2632				
	Statement 11	0.816	0.2632				
	Statement 12	0.77	0.2632				
Work Engagement (Y)	Statement 1	0.884	0.2632	Valid	0.961	0.6	Reliable
	Statement 2	0.851	0.2632				
	Statement 3	0.863	0.2632				
	Statement 4	0.86	0.2632				
	Statement 5	0.866	0.2632				
	Statement 6	0.869	0.2632				
	Statement 7	0.903	0.2632				
	Statement 8	0.873	0.2632				
	Statement 9	0.69	0.2632				
	Statement 10	0.857	0.2632				
	Statement 11	0.868	0.2632				

Source: SPSS Data Processing Results (2024)

The table below presents the results of classical assumption tests conducted for the regression model. These tests include normality assessment through the One-Sample Kolmogorov-Smirnov Test, evaluation of multicollinearity using tolerance and Variance Inflation Factor (VIF), and examination of heteroskedasticity.

**Table 2. Classical Assumption Tests**

Model	Variables	Tolerance	VIF	Info
Normality Test	N	56	-	
	Asymp. Sig. (2-tailed)	.200c,d		
Multicollinearity Test	-	-	-	-
	Organizational Culture (X1)	0.220	4.550	-
	Work Life Balance (X2)	0.288	3.472	-
	Job Satisfaction (X3)	0.198	5.059	-
Heteroskedasticity Test	-	-	-	Scatter points above and below the zero axis on the Y-axis

Source: SPSS Data Processing Results (2024)

The classical assumption tests reveal that the data satisfy the assumptions of normality, multicollinearity, and heteroskedasticity. The One-Sample Kolmogorov-Smirnov Test indicates a non-significant result ( $p > .05$ ), suggesting that the residuals follow a normal distribution. Additionally, the tolerance values for each predictor variable in the multicollinearity test are above the commonly accepted threshold of 0.1, indicating no issues with multicollinearity. Moreover, the examination of heteroskedasticity shows scatter points distributed symmetrically around the zero axis on the Y-axis, implying the absence of heteroskedasticity in the regression model. Researchers conducted the Determination coefficient test to determine how much the ability of the Organizational Culture variable (X1), Work-Life Balance (X2) and Job Satisfaction (X3) in explaining the variance of the Work Engagement variable. Researchers from SPSS software data processing sources obtain the following data:

**Table 3. Determination Coefficient Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,945a	0,893	0,887	2,721

Source: SPSS Data Processing Results (2024)

Based on the results of the above analysis, it is obtained that the percentage of Work Engagement (Y) variable diversity that can be explained by the variables of Organizational Culture (X1), Work Life Balance (X2) and Job Satisfaction (X3) is 89.3%. While the remaining 10.7% is explained by other variables outside the regression model. Next is multiple regression test result Researchers conducted this test to determine how much the relationship and influence of the Organizational Culture (X1), Work Life Balance (X2) and Job Satisfaction (X3) variables on the Work Engagement (Y) variable. Based on the regression analysis presented in Table 4.16, the equation representing the relationship between the predictor variables (Organizational Culture, Work-Life Balance, and Job Satisfaction) and the outcome variable (Work Engagement) can be expressed as follows:

$$Y = 0.349 + 0.220X_1 + 0.534X_2 + 0.211X_3 + e_Y = 0.349 + 0.220 X_{_1} + 0.534 X_{_2} + 0.211 X_{_3} + e_Y = 0.349 + 0.220 X_1 + 0.534 X_2 + 0.211 X_3 + e.$$

Here, the constant term (0.349) indicates that when all predictor variables are zero, the predicted value of Work Engagement remains at 0.349. The positive regression coefficients for each predictor variable suggest that an increase in the value of Organizational Culture (X1), Work Life Balance

(X2X\_2X2), and Job Satisfaction (X3X\_3X3) by one unit corresponds to an increase in Work Engagement by 0.220, 0.534, and 0.211 units respectively. The data presented in the following data in Table 4.

**Table 4. Multiple Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	0,349	2,188		0,159	0,874
Organizational Culture (X1)	0,220	0,105	0,203	2,093	0,041
Work Life Balance (X2)	0,534	0,081	0,558	6,599	0,000
Job Satisfaction (X3)	0,211	0,091	0,237	2,316	0,025

Source: SPSS Data Processing Results (2024)

Researchers conducted the F Test (Simultaneous Test) to determine the extent of influence or significance between the variables of Organizational Culture (X1), Work-Life Balance (X2) and Job Satisfaction (X3) on the Work Engagement variable (Y) simultaneously or together. The test results are presented in Table 5:

**Table 5. F Test Results (Simultaneous Test)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3203,895	3	1067,965	144,266	0,000b
Residuals	384,944	52	7,403		
Total	3588,839	55			

Dependent Variable: Work Engagement (Y)

Predictors: (Constant), Job Satisfaction (X3), Work Life Balance (X2), Organizational Culture (X1)

Source: SPSS Data Processing Results (2024)

Based on the results of data analysis in table 4.17 above, the value of F count (144.266) > F table (3.175) and sig. (0.000) < 0.05, it can be concluded that there is a positive and significant effect of the Organizational Culture (X1), Work Life Balance (X2) and Job Satisfaction (X3) variables on the Work Engagement (Y) variable simultaneously, then H0 is rejected and H1 is accepted. The T test (Partial Test) was conducted by researchers to determine the extent of the influence or significance of each variable of Organizational Culture (X1), Work Life Balance (X2) and Job Satisfaction (X3) on the Work Engagement variable (Y) partially. Based on the results of the comprehensive table analysis encompassing the coefficients, standardized coefficients beta, t-values, and significance levels, the following conclusions can be drawn regarding the effects of the predictor variables on Work Engagement (Y). First, regarding the effect of Organizational Culture (X1) on Work Engagement (Y), the obtained t-value of 2.093 exceeds the critical t-value (2.005), coupled with a significance level (sig.) of 0.041, which is less than 0.05. Therefore, it can be inferred that Organizational Culture does not exert a significant partial effect on employee Work Engagement, leading to its rejection. Conversely, the analysis reveals that Work Life Balance (X2) significantly influences Work Engagement (Y). With a t-value of 6.599 surpassing the critical t-value and a sig. value of 0.000, which is below the significant threshold, it is evident that Work Life Balance has a notable partial effect on employee Work Engagement, thus validating its acceptance. Similarly, the examination of Job Satisfaction (X3) elucidates its significant partial impact on Work Engagement (Y). The t-value of 2.316 exceeds the critical threshold and the sig. value of 0.025 is lower than 0.05, indicating a meaningful influence of Job Satisfaction on Work Engagement. Therefore, it is concluded that Job Satisfaction significantly contributes to employee Work Engagement, thereby being accepted.

**Table 6. Multiple Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	0,349	2,188		0,159	0,874
Organizational Culture (X1)	0,220	0,105	0,203	2,093	0,041
Work Life Balance (X2)	0,534	0,081	0,558	6,599	0,000
Job Satisfaction (X3)	0,211	0,091	0,237	2,316	0,025

a. Dependent Variable: Work Engagement (Y)

Source: SPSS Data Processing Results (2024)

#### 4.1. The impact of Organizational culture on the work engagement of employees

In the modern workplace, employee engagement is a key aspect determining productivity and organizational success. Work engagement reflects not only employees' commitment to their tasks but also their satisfaction and loyalty to the organization. One frequently cited determinant of work engagement is organizational culture. This study demonstrates that organizational culture significantly influences work engagement among employees in the non-commercial division of PT Royalboard Banguninti Granito, as evidenced by the t-value exceeding the critical t-value and the significance level being less than 0.05. Scholars have extensively discussed theories regarding organizational culture. Schein (1985) defines organizational culture as a pattern of basic assumptions created, discovered, or developed by a given group to cope with external adaptation and internal integration issues. These basic assumptions are then passed on to new members as the correct way to perceive, think, and feel about those problems. Furthermore, Denison (1990) suggests that organizational culture comprises the values shared by organizational members, which can influence their attitudes and behaviors, including work engagement.

This study reinforces previous findings that suggest organizational culture can enhance work engagement. Robbins and Judge (2013) assert that a positive organizational culture can create a supportive work environment, provide meaning to work, and encourage employees to contribute more. The findings align with research conducted by Schneider et al. (2013), which found that a strong and positive organizational culture can significantly enhance employee engagement and performance. However, some studies indicate that the impact of organizational culture on work engagement is not always significant. For instance, research by Hartnell, Ou, and Kinicki (2011) shows that the influence of organizational culture can vary depending on the context and individual employee characteristics.

First, this study's context is the non-commercial division of PT Royalboard Banguninti Granito, which may have unique characteristics regarding organizational culture and employee dynamics. Second, differences in research methodology, sample size, and instruments used can also influence research outcomes. Additionally, variations in national culture and managerial practices in Indonesia compared to other countries could affect these results. The implications of this research are significant for management practitioners and organizational leaders. Recognizing that organizational culture significantly impacts work engagement, managers can take strategic steps to develop and maintain a positive organizational culture. This can be achieved through training and development, effective communication, recognition and rewards, and creating an inclusive and supportive work environment. Consequently, employees will feel more engaged and motivated and contribute better to achieving organizational goals. For ongoing research, this study could be expanded by exploring other factors that may influence work engagement, such as leadership, career development, and work-life balance. Further research could also consider variations across industries and sectors to understand whether these findings are consistent in different organizational contexts. Moreover, a longitudinal approach could be employed to observe how changes in organizational culture over time affect work engagement. In an increasingly complex and dynamic era, understanding the factors influencing work engagement is crucial for creating adaptive and sustainable organizations. By delving deeper into organizational culture and other relevant factors, we can design more effective interventions to enhance employee engagement and performance. As Seth Godin often says, innovation and the courage to embrace change are the keys to success in a constantly evolving world.

#### 4.2. *The Impact of Work-life Balance on the Work Engagement*

In contemporary organizational studies, employee work engagement is a critical metric that influences overall productivity and success. Work engagement signifies not only the commitment of employees to their tasks but also their overall satisfaction and loyalty towards the organization. One critical factor that has been consistently linked to work engagement is work-life balance. This study reveals that work-life balance significantly impacts the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito. This conclusion is drawn from the t-value significantly exceeding the critical t-value and the significance level being well below 0.05. Theories surrounding work-life balance have been extensively discussed in academic literature. Greenhaus and Beutell (1985) define work-life balance as the extent to which individuals are equally involved in and equally satisfied with their work and family roles. They posit that an imbalance can lead to stress and decreased job satisfaction, ultimately affecting work engagement. Further, Clark (2000) suggests that achieving work-life balance helps individuals to better manage their roles, which leads to higher job satisfaction and engagement.

This study supports the prevailing notion that work-life balance is crucial for enhancing work engagement. Kahn (1990) posits that employees who can balance their work and personal lives are more likely to be engaged and productive at work. This finding is consistent with research by Beaugregard and Henry (2009), who found that organizations that promote work-life balance practices see higher levels of employee engagement and performance. However, some studies suggest that the impact of work-life balance on work engagement may vary based on individual and organizational factors. For instance, a study by Haar et al. (2014) indicated that cultural differences and organizational support systems might influence the benefits of work-life balance. The results of this study differ from previous findings caused by several factors. First, the context of this study—conducted within the non-commercial division of PT Royalboard Banguninti Granito—may have unique characteristics regarding work-life balance and employee dynamics. Second, differences in research methodology, sample size, and instruments used can also influence research outcomes. Additionally, the cultural context in Indonesia, where family and community play significant roles, might amplify the importance of work-life balance for employees.

The implications of these findings are substantial for management practitioners and organizational leaders. Recognizing that work-life balance significantly impacts work engagement, managers can implement strategic initiatives to promote a better balance between work and personal life. These initiatives may include flexible working hours, remote work options, and comprehensive employee support programs. By fostering an environment that supports work-life balance, organizations can enhance employee engagement, motivation, and overall performance. For future research, this study can be expanded by examining other factors that may influence work engagement, such as leadership styles, organizational support, and career development opportunities. Further research could also investigate variations across different industries and sectors to determine if these findings hold true in diverse organizational contexts. Additionally, a longitudinal study could provide insights into how changes in work-life balance practices over time impact work engagement. In a rapidly changing and demanding work environment, understanding the factors that influence work engagement is essential for building resilient and sustainable organizations. By delving deeper into work-life balance and its impact, we can develop more effective strategies to enhance employee engagement and performance. As Seth Godin often emphasizes, embracing innovation and adapting to change are crucial for success in an ever-evolving world.

#### 4.3. *The Impact of Job satisfaction on the work engagement*

In the realm of organizational behavior, work engagement is a vital component influencing an organization's overall productivity and success. Work engagement embodies the emotional and intellectual commitment employees have toward their tasks and the organization. One prominent factor that influences work engagement is job satisfaction. This study demonstrates that job satisfaction

significantly impacts the work engagement of employees in the non-commercial division of PT Royalboard Banguninti Granito. This conclusion is based on the t-value exceeding the critical t-value and the significance level being less than 0.05. Theories concerning job satisfaction have been widely explored in academic literature. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. According to Herzberg's Two-Factor Theory (1959), job satisfaction is influenced by factors such as achievement, recognition, the work itself, responsibility, and advancement, which can significantly impact work engagement. When employees are satisfied with these aspects, they are more likely to be engaged and motivated at work.

This study aligns with prior research that underscores the importance of job satisfaction in enhancing work engagement. For instance, Bakker and Demerouti (2008) argue that satisfied employees tend to show higher levels of engagement, leading to improved performance and organizational outcomes. Additionally, a study by Harter, Schmidt, and Hayes (2002) found that organizations with higher employee satisfaction levels experience better employee engagement and lower turnover rates. However, some research suggests that the relationship between job satisfaction and work engagement can vary based on individual and organizational factors. For example, Judge et al. (2001) found that while job satisfaction is a significant predictor of work engagement, other factors such as personality traits and organizational culture can also play a crucial role. The results of this study differ from previous findings caused by several factors. First, the context of this study—conducted within the non-commercial division of PT Royalboard Banguninti Granito—may have unique characteristics in terms of job satisfaction and employee dynamics. Second, variations in research methodology, sample size, and instruments used can influence research outcomes. Additionally, cultural differences in Indonesia, where job stability and organizational loyalty are highly valued, might amplify the importance of job satisfaction for employees.

The implications of these findings are substantial for management practitioners and organizational leaders. Recognizing that job satisfaction significantly impacts work engagement, managers can take strategic steps to enhance job satisfaction among employees. This can be achieved by providing opportunities for professional development, recognizing and rewarding achievements, ensuring that job roles are meaningful and fulfilling, and fostering a supportive and positive work environment. By improving job satisfaction, organizations can boost employee engagement, motivation, and overall performance. For future research, this study can be expanded by exploring other factors that may influence work engagement, such as leadership styles, work-life balance, and organizational support. Further research could also consider variations across different industries and sectors to determine if these findings are consistent in diverse organizational contexts. Additionally, a longitudinal approach could be employed to observe how changes in job satisfaction over time impact work engagement. In an increasingly competitive and dynamic work environment, understanding the factors that influence work engagement is essential for creating resilient and sustainable organizations. By delving deeper into job satisfaction and its impact, we can develop more effective strategies to enhance employee engagement and performance. As Seth Godin often emphasizes, embracing innovation and the courage to adapt to change are crucial for success in an ever-evolving world.

## 5. CONCLUSION

This research aimed to investigate the influence of organizational culture, work-life balance, and job satisfaction on employee engagement in the non-commercial division of PT. Royalboard Banguninti Granito. The findings of the study indicate that a positive organizational culture, balanced work-life equilibrium, and high job satisfaction significantly and positively impact employee engagement. Regarding organizational culture, the study asserts that a positive organizational culture strongly affects employee engagement. Strengthening a culture that fosters employees' sense of ownership toward the company's sustainability enhances their engagement. Conversely, weaknesses in organizational culture may lead to decreased employee engagement. Furthermore, work-life balance also proves to have a significant influence on employee engagement. Ensuring a balance between personal and professional

life enhances employee engagement. Management needs to address this aspect by attending to employees' needs and providing protection for themselves and their families.

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