ANALYSIS OF THE EFFECT OF QUALITY OF WORK LIFE AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AT PT JASA RAHARJA (COMPANY) EAST NUSA TENGGARA BRANCH

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Abstract

The research purpose are to find out and analyze the effect of quality of work life and to find out and analyze the influence of organizational culture on employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch, both partially and jointly. The results of this thesis show that partially quality of work life (QWL) significantly affect the employee engagement and organization culture (OC) significantly affect on employee engagement. The results regression analysis indicated that probability value of regression analysis was used to test the first and the second hypothesis at 5% level of significance and p-value (0.016 and 0.035) was lower than the significance level this means that the null hypothesis was reject and the alternative accepted. QWL and Organization Culture simultaneously influence Employee engagement significantly because p-value (0.000) was lower than the 5% significance level with F count 23.688 more than F table (5.18). It was concluded that QWL and OC influences employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch. Based on the results can be recommended The company in general has implemented Quality of Work Life and organizational culture, although it still needs to be improved through support from leaders, and relationships with strong leaders, especially in terms of communication which automatically will greatly affect the increase in one's work engagement within the company. The company need to be done such as paying attention to compensation, career development and conditions.

Keywords: QWL; Organization culture; Employee engagement

INTRODUCTION
Background to the Study

PT Jasa Raharja (Company) East Nusa Tenggara Branch as a public organization that serves the community, always needs human resources. The organization as a system that has integrated parts that must be coordinated for efficiency and effectiveness in serving the community. An integrated part of an organization's activities is to plan, control the way it is formulated, carried out, adopted and evaluated its activities. However, it is important for organizations to involve employee contributions when formulating an integrated part of the organization's activities (Chiemeke, et.al., 2018: 141). Humans as organizational assets are considered to play an active and dominant role in all organizational activities, because humans are planners, actors, and determinants of the realization of organizational goals. This goal would not have been possible without the active role of employees, no matter how sophisticated the tools the organization has.

Sophisticated tools owned by the organization are of no benefit to the organization, if the active role of employees is not included (Priansa, 2014: 7).

Human resources have a very decisive role in the life and death of the organization. If the human resources in the organization are moral, disciplined, loyal, and productive, the organization can develop well. Conversely, if human resources are static, low moral, like corruption, collusion, and nepotism, it will destroy the organization (Sedarmayanti, 2017: 12).
PT Jasa Raharja (Company) East Nusa Tenggara Branch as an organization engaged in the field of loss protection requires employees who are proactive, have high initiative and have full responsibility for organizational and career development. In addition, organizations also need energetic and dedicated employees, as employees who have engagement in carrying out their work. Engagement is defined as the status of an employee's attachment to the work environment or the company where he works. That is, conditions where an employee feels to have a very special bond with his work environment, therefore employees will voluntarily do anything for the progress of their company by continuing to contribute optimally (Mujiasih, 2015: 10).

Work engagement is a positive feeling associated with work that is divided into three dimensions, namely vigor, dedication, and absorption. Vigor or energy, is defined as the amount of energy used, the willingness to give effort that can be considered, is not easy to give up, and shows perseverance when having difficulties. Meanwhile, dedication is related to enthusiasm, strong identification with work, proud of his work, inspired and challenged by the work he has and feels that work gives meaning to him. Furthermore, absorption refers to the totality and happiness that individuals feel when they immerse themselves in their work, so that time seems to run quickly and forget everything around them (Schaufeli and Bakker, 2003; in Zamralita, 2013: 89).

Employee engagement arises as an effort to develop from previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. Having employees who are actively involved in the company indicates that the company has a positive work climate. This is due to the existence of employees who have a good attachment to the company where he works, then they will have great enthusiasm to work, sometimes even far beyond the main tasks contained in their work contracts (Rachmawati, 2013: 53).

Work engagement has many relationships with several influencing factors including the quality of work life or quality of work life. Quality of work life is the employee's perception of aspects of the world of work, in the form of physical and psychological well-being that provides a sense of security and job satisfaction for him. The aspects referred to relate to employee engagement, participation, fairness and adequacy of compensation, integration of the workplace, physical environment, as well as opportunities for growth and development in work life that are seen by employees as something that is highly desirable and which will add to the quality of work life (Rusdin, 2015: 88).

In recent years quality of work life has become an important tool for organizations to have the best employees. Organizations are looking for ways to improve the quality of work life to retain

the best employees and attract the most talented employees. This is the main reason why many organizations or companies try to find the right method to improve the quality of work life (Sojka, 2014: 283).

Quality of work life is basically a multidimensional concept and is a way of thinking about people, work and their organizations, namely the employee's mental perception of physical and psychological desires at work. More clearly, the quality of work life can be understood and interpreted as a process carried out by an organization in ensuring employee welfare job security, job satisfaction, a good reward system, employee benefits, employee involvement in achieving the goals set by an organization (Robbins & Judge, 2013; in Bekti, 2018: 158). According to the explanation, the quality of work life or commonly referred to as quality of work life is divided into several indicators, including employee involvement, equitable compensation, pride, and security job (job security), safety of the work environment (save environment), welfare (wellness), career development (career development), problem resolution (conflict resolution), and communication (Cascio, 2006; in Bekti, 2018: 158).

High or low level of attachment Therefore, quality of work life is important for organizational performance and is one of the factors that influence employee motivation at work. The quality of work life domain not only affects employee job satisfaction, but also affects non-work life of employees such as family, holidays and social needs. When the needs of employees in the workplace are not met, chances are they experience a lot of work stress which will adversely affect the welfare of employees and job performance (Kanten and Sadullah, 2012: 361). However, it is also possible for employees who have a good quality of work life to have a low work engagement (Irmawati and Wulandari, 2017: 31).

Employee engagement at PT Jasa Raharja (Persero) East Nusa Tenggara Branch can also be influenced by organizational culture factors. This is supported by the opinion of Federman (2009: 38) that nine factors affect employee engagement, one of which is culture. Culture (culture) in the company or commonly referred to as organizational culture is a characteristic that is owned by the company that will be able to distinguish the company from other companies (Akbar, 2013: 12).

Organizational culture can help employees to understand what is happening in an organization and why it can happen to an organization (Anggreana, et.al., 2015: 2). The greater the variance between the culture adopted and the desired culture it is more likely to have a negative impact on employee engagement. When organizational culture does not match the values held by company members, employee confidence in the company will be weak (Octaviani and Fakhri, 2016: 158). In the Personal Engagement Model proposed by Performance point, LLC in Federman's book (2009: 191) it is mentioned that the connection between work and organizational culture will determine the extent of employee engagement in the company.

The corporate culture values that are adhered to and cultivated by all Jasa Raharja people and embodied in their daily business practices are as follows: (1) Responsiveness, which is sensitive and proactive in assisting the public who are affected by traffic accidents; (2) Agile, which is

capable of carrying out tasks, having high morale and integrity, loyal and professional; and (3) Resilient, that is polite, personable, knowledgeable and faithful and always prioritizes the interests of the public at large.

Based on observations at PT Jasa Raharja (Company) East Nusa Tenggara Branch, information was obtained that the quality of work life of PT Jasa Raharja (Company) East Nusa Tenggara Branch employees showed good conditions. However, there are still a number of issues related to this, including employee commitment to the Company's Operational Standards (SOP) which is still lacking or not in line with organizational expectations. In addition, employees do not yet have full competence in the field of Technology (IT) to operate a number of work support applications, and foreign language skills, especially English owned by employees are also still very minimal. Furthermore, from the interviews of researchers with several employees at PT Jasa Raharja (Company) East Nusa Tenggara Branch, it was found that the employees were already quite attached to the company, because they felt that if they resigned, they would have difficulty finding a new job.

Meanwhile, the results of the initial survey indicated that there were still some employees who felt that they were not in accordance with the values and culture of the organization at PT Jasa Raharja (Company), the East Nusa Tenggara Branch. They feel the need to improve policies related to the culture of the organization so that the quality of work life of employees can be achieved to the fullest which in turn affects the level of employee engagement.

Research that discussed the quality of work life (quality of work life), organizational culture, and employee engagement has been done before. One of them is a study conducted by Irmawati and Wulandari (2017) proving that there is a partial influence between the variable quality of work life on work engagement. Other studies on the quality of work life (employee engagement) have also been conducted by Rahmayuni and Ratnaningsih (2018) whose results indicate that there is a positive relationship between the variable quality of work life with work engagement. Furthermore, the research results of Nugroho, et.al. (2018) proved that quality of work life has a significant effect on employee engagement. Research conducted by Kurniawati (2018) also shows that quality of work life has a significant effect on work engagement.

Meanwhile, research on organizational culture and employee engagement was conducted by Joushan, et.al. (2015) whose research results show that organizational culture has a significant effect on employee engagement. Other studies have also been conducted by Akbar (2013) whose hypothesis test results showed a significant influence between organizational culture on employee engagement.

Referring to the phenomena and facts that have been described above, the researcher is interested in exploring the problems regarding the quality of work life and organizational culture informing employee engagement at PT Jasa Raharja (Company) Kupang Branch.

Statement of Research Problem

Based on the background description that has been stated above, the formulation of the problems to be examined in this study are:

1. Does quality of work (quality of work life) affect employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch?
2. Does the organizational culture influence employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch?

The research purpose are: (1) To find out and analyze the effect of quality of work life on employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch; and (2) To find out and analyze the influence of organizational culture on employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch

LITERATURE REVIEW
Quality of Work Life (QWL)

Since the industrial revolution, quality of work life (QWL) launched as slogan that has magnitude (Hijjawi and Al-Shawabkehl, 2018). A successful (QWL) is a construct to enhance working situations (perspective of personnel) and better organizational efficiency and performance (perspective of organizations) (Patil & Swadi, 2014; Rahman, Abdul, Uddin & Rahman,2017). Currently QWL has become a popular topic for discussion in various countries and organizations because it agrees that QWL greatly influences the performance of individuals and organizations.

The definition of Quality Of Work Life widely used is from Cascio, which is known as one pioneer of the development of Quality Of Work Life. According to Cascio (2006), Quality Of Work Life can be interpreted into two approaches, the first Quality Of Work Life is a set of circumstances and practices of organizational goals (for example employment enrichment, promotion policies from within, democratic supervision, employee participation, and safe working conditions). The term of quality of work life was first introduced at the International Labor Conference in 1972, but only gained attention after the United Auto Workers and General Motors took the initiative to adopt the practice of quality of work life to change the work system.

 According Robbins (1989) as quoted by Gayathriri and Ramakrishnan (213:2) define QWL as a process in which organizations respond to employee needs by developing mechanisms to enable them to share fully in making decisions that design their lives in the workplace. In other words, this refers to the relationship between workers and their environment, which can be broken down into different dimensions such as social, technical and economic, where the work is usually seen and designed. According Rekhi and Sharma (2018) QWL in a simple form, the concept of quality of work life (QWL) is concerned with employee job satisfaction.

QWL is the perception or feeling of employees towards the organization, both physically and mentally. In this case, the employee's physical perception of the organization is a safe work environment, which includes a security committee, emergency response team, safety program, and others. The employee's mental perception of the organization includes: a sense of security, pride, satisfaction, fairness, independence, responsibility, ownership, and flexibility (Kaswan, 2017: 359).

QWL can also be seen as an approach to managing work and managing people which ultimately improves the quality of life of employees. QWL combines two perspectives, namely, first, work-related factors such as relations with coworkers or monetary benefits, and secondly, life-related factors such as satisfaction with life and general welfare conditions (Sahni, 2018: 287). Quality of work life is a matter of perception, and many different points of view are expressed about important dimensions of working life. Some people are interested in job content, others with work conditions and wages or salaries, and some others feel that career mobility opportunities are important, especially opportunities to get jobs with high status (Kaswan, 2017: 373).

Based on some of the above understanding, the researcher makes a synthesis by drawing the conclusion that quality of work life is the employee's perception of welfare, conditions, conditions, or atmosphere, and the experience of employees working in a company, which refers to how effective the company environment meets the personal needs of employees.

There are many approaches to QWL put forward by experts, one of them by Cascio. Cascio (20060 states that there are several aspects that affect QWL, namely: (1) A sense of pride, which includes the identity of a company or organization, civic participation, concern for the environment, and corporate citizenship; (2) Employee participation, which involves the employee engagement team, employee anticipation meetings, and the quality improvement team; (3) Career development, which includes job offers, education or training, performance evaluations, and job promotions from companies or organizations; (4) Conflict resolution, which includes an open door policy, an official grievance process, and a peer review or appeal process; (5) Communication, which consists of one-on-one meetings, group meetings, and publications: (6) Health and well-being, which includes health centers, dental health centers, health center programs, recreation programs and counseling programs; (7) Job security consists of no permanent layoffs and a pension plan; (8) A safe environment, which includes a security committee, an emergency response team, and a safety program; and (9) Fair compensation, consisting of wages or salaries and competitive benefits.

Rehki and Sharma (2018) describe the main components of QWL based on various studies in a particular field as identification for the most important components of QWL for the purpose of their study, namely: (1) adequate and fair compensation; (2) safe and healthy working condition; (3) opportunity to use and develop competencies; (4) opportunity for continued growth; (5) work and total life space; (6) organizational climate; (7) stress control and employee turn out; (8) constitutionalism in the work organization; (9) job security; (10) supervisor and colleague support; (11) social relevance of work; (12) recognition for achievement; (13) autonomy: (14) role clarity; (15) creativity and innovation; (16) well formulated and established goals; (17) meaningfulness and significance of work; and (18) identification with and enjoyment of work. Next Rekhi and Sharma (2018) concluded that the six major components of QWL have been summarized to form the basis for the research study on assessment of quality of work life (QWL) of employees of PSPCL: (i) Adequate compensation (ii) Working conditions (iii) Growth opportunities (iv) Organizational culture (v) Stress management and (vi) Work life balance.

In accordance with the objectives of this study, the QWL components used in the study are:

proud, employee participation, career development, conflict resolution, communication, health and well-being, job security, and fair compensation as stated by Cascio (2006). There are a number of QWL impacts, including: (1) job satisfaction, (2) increasing positive work attitudes, (3) decreasing stress, and (4) work and life balance. Then, According to Cascio (2006), there are nine indicators in implementing Quality of Work Life, namely: (1). Employee participation, (2). Career development, (3). Conflict resolution, (4). Communication, (5). Work health, (6). Work safety, (7). Work Security, 8. Appropriateness compensation, and (9). Pride.

Organization Culture

In the beginning, culture was the work of human creations produced and used as part of everyday life. A culture that is used and applied in life over a long period of time will affect the pattern of self-formation of a society. Therefore, a culture is not impossible to change, as long as there is a strong desire and passion to make these changes for the better (Fahmi, 2017: 232). According Schein (2010), "culture is a pattern of basic assumption invented, discovered, or developed by given group as it learns to copy with is problem of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."

Organizational culture is a system that is believed and values developed by organizations that guide the behavior of members of the organization (Marliani, 2015: 131). Sedarmayanti (2017: 99) argues that organizational culture is a subjective aspect of what happens in an organization. This is based on abstraction, such as values and norms that cover all or part of an organization's activities which can have an important influence on the behavior of organizational members to achieve organizational goals. Meanwhile, Fahmi (2017: 233) explains that organizational culture is a habit that has lasted a long time and is used and applied in the life of organizational activities as one of the drivers to improve the quality of life of the organization.

Based on some of the above meanings, the researcher makes a synthesis by drawing the conclusion that organizational culture is a behavior that has become a habit, a belief and a common perception of all employees working in a company to achieve the company's goals and that makes it characteristic company to differentiate the company from other companies.

The main characteristics of the cultural nature of an organization based on observations or research results by C. O'Reilly III. J. Rhatman and D. F. Caldwell in People an Organization Culture are as follows (Suwarto and Koeshartono, 2012: 4): (1) Innovation and risk taking, or innovation and risk taking, are characteristic of an organization's culture about the extent to which individuals are encouraged to innovate and dare to take risks; (2) Attention to detail or attention to detail, is a characteristic of the culture of the organization about the extent to which individuals are expected to show precision / accuracy, analysis, and attention to details; (3) Result orientation, an organizational culture characteristic of the extent to which management focuses on results, not on the techniques and processes used to achieve results; (4) People orientation is a characteristic of organizational culture about the extent to which management decisions take into account the effects of results on people in the organization; (5) Team orientation or team orientation, is a characteristic of organizational culture about the extent to

which organizational activities are organized around teams, not individuals; (6) Aggressiveness, is a characteristic of the organization's culture of the extent to which people are aggressive and competitive rather than casual; (7) Stability or stability, is a characteristic of organizational culture about the extent to which organizational activities emphasize maintaining the status quo as a contrast to growth. Meanwhile Robbin (2008) confirm that characteristics of organizational culture consist of stability, team orientation, people orientation, outcome orientation, attention to detail, innovation and risk taking.

According with the purposes of this study the authors use the concept of Suwarto and Koeshartono (2102) in order to explain its relationship to the employee's attachment to the task and the company, in the case PT Jasa Raharja (Company).

Function and Role of Organization Culture
The function of organizational culture is to create a clear distinction between one organization and another, bring a sense of identity to the members of the organization, facilitate the emergence of commitment to something broader than one's individual self-interest, social glue that helps unite the organization by providing standards appropriate to be carried out by members of the organization, the mechanism of meaning and control that guides and shapes the attitudes and behavior of members of the organization (Marliani, 2015: 133).

Furthermore, the culture that is applied in an organization provides an important role, both to members of the organization and the organization itself. In detail the role of organizational culture is as follows (Kaswan, 2017: 492): (1) Organizational culture acts as an organizational identity, meaning that organizational culture contains a set of characteristics that describe the organization and distinguish it from other organizations. Organizational culture shows the identity of the organization to people outside the organization. (2) Organizational culture acts as an organizational unit, meaning that organizational culture is used as a glue for some organizational elements into one. (3) Organizational culture acts as a conflict reduction, meaning that organizational culture is often described as the glue that holds the organization together. (4) Organizational culture acts as a commitment to the organization and group, meaning that organizational culture not only unites differences between members of the organization, but also facilitates the commitment of organizational members to the organization and group. Organizational culture fosters a sense of ownership and high commitment to the organization and its groups. (5) Organizational culture has the role of reducing uncertainty, meaning that the effective application of organizational culture can reduce uncertainty and increase certainty. (6) Organizational culture acts as the creation of consistency, meaning that organizational culture that is carried out sustainably will be able to create consistency in each member of the organization in thinking, responding, and behaving well in the organizational environment. Therefore, organizational always provides regulations, procedures, guidelines, and patterns of activities in serving the community. (7) Organizational culture has a role as motivation, meaning that organizational culture is a driving force of strength and social energy that can make organizational members motivated to act to achieve organizational goals. (8) Organizational culture acts as an organizational performance, meaning that the implementation of an effective and conducive organizational culture will be able to maintain and even improve organizational

performance. (9) Organizational culture has a role as work safety, meaning that organizational culture has an influence on the level of work safety in an organization. (10) Organizational culture has a role as a source of competitive advantage, meaning that the application of a strong organizational culture within an organization will encourage motivation, consistency, effectiveness, and efficiency, and reduce uncertainty which can be the main key to an organization's success in facing competition with other organizations.

Employee Engagement

In a simple sense, engagement is defined as the high emotional relationship that employees feel about their organization that influences them in making greater effort for their work (Kaswan & Akhyadi, 2015: 190). Attachment is a type of energy that an individual establishes into his work, which involves him to improve his performance. In this sense it can be interpreted that attachment is the will of employees to get involved in their work duties. This is a positive behavior that develops in an employee when he finds organizational support and cultural support. Thus, attachment is often interpreted as attaching the character of organizational members to their work roles. In engagement, people use and express themselves physically, cognitively, and emotionally during their role in the organization (Iqbal, et.al., 2017: 1091). Employee engagement can be described as how the employees show full commitment towards their jobs, emotional bonding and focus on long-term goals (Ganesan, Zainal Ali, & Fageeh, 2017), and physically, emotionally and cognitively perform in their job (Sanneh & Taj, 2015).

Employee engagement is an employee's emotional commitment to the organization and its goals. This emotional commitment means that employees really care about their work and company. They do not work only for salary, or only for promotion, but work on behalf of organizational goals (White, 2011; in Muliawan, et.al., 2017: 70). Employee engagement is a tool that connects the organization with its employees. In other words, employee engagement refers to the intellectual and emotional commitment of employees towards the organization in carrying out its work. In addition, employee engagement is also a narrow conceptualization of the relationship between employees and their work. The concept of employee engagement is about how satisfying, and how happy employees are with their work and the environment in which employees work with their colleagues (Al-dalahmeh, et.al., 2018: 18).

Based on some of the above understanding, the researcher makes a synthesis by drawing the conclusion that employee engagement is positive behavior, attitudes, and actions that employees have with enthusiasm and trying not to give up in facing challenges by continuing to focus and concentrate on work which is charged so that the company's goals and objectives can be achieved optimally.

Nagesh, et al (2019) carried out work on" The Study on Factors Affecting Employee Engagement", result show that there is positive relationship between work environment, image of the organization, supervisor and co-worker relationship, training and development on employee engagement. Decision making has no significance influence on employee engagement. The results of examining various studies found that there are a number of researchers who use other variables to measure and assess employee engagement in work and the company, the

independent variables to measure employee engagement include communication, teamwork and collaboration, job role, Company management and learning and development.

Hakim and Bross (2016) conducting research on the effect of work life quality and organizational culture on work engagement at PT Sucofindo, the results show that QWL significantly influences work engagement and organizational culture also significantly influences work engagement. This research is doing partial test and did not test simultaneously, but used vigor, dedication and absorption as an indicator of work engagement variables and the same variables as the authors use in this study. Although using the same indicators for work engagement, different objects and locations will produce different findings from previous studies. Other studies conducted by Othman, et al (2019 by title Factors Affecting Employee Engagement: A Study among Employees in the Malaysian Construction Industry, the results from Multiple Regression Analysis demonstrates that all the variable which are leadership, compensation, and organizational culture have a positive significant relationship with employee engagement. Moreover, organizational culture found to be the most influential variables towards employee engagement. This research has similarities with the research of Othman,et al (2019) namely organizational culture variables without including aspects of leadership. Based on previous studies, the conceptual models formulated in the study are:
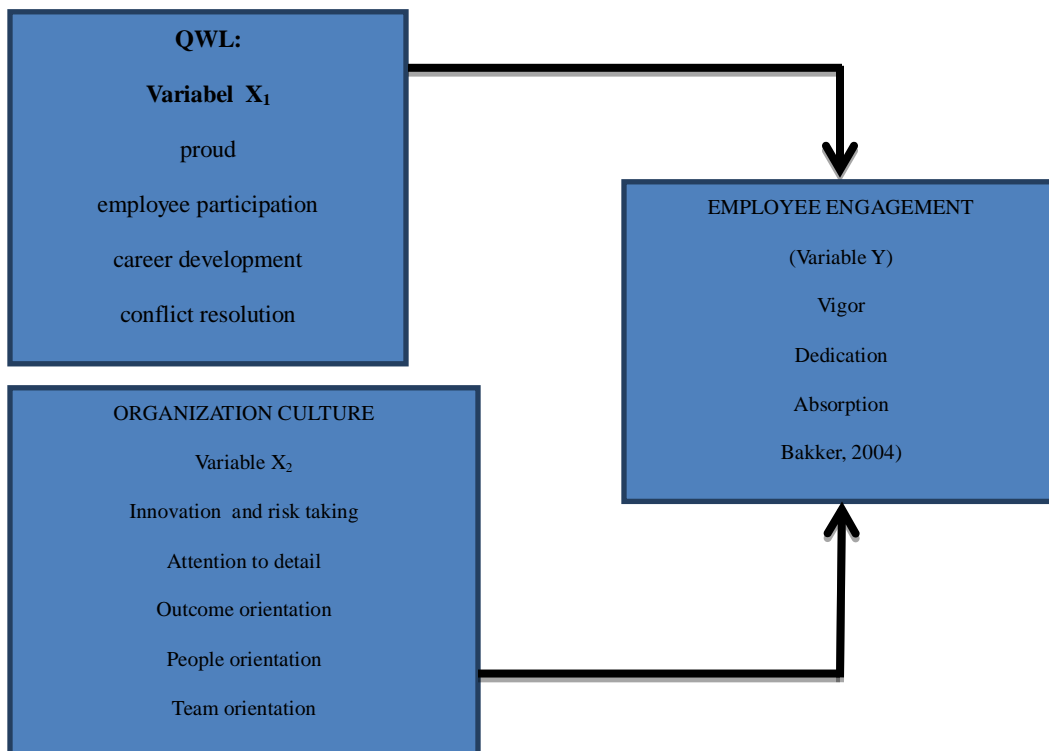
Figur 1 Conceptual Model

Hypotheses

The hypothesis is a temporary answer to the formulation of the research problem, where the research problem formulation has been stated in the form of question sentences. It is said temporarily, because the answers given are only based on relevant theories, not yet based on

empirical facts obtained through data collection. So the hypothesis can also be stated as a theoretical answer to the formulation of a research problem and not yet an empirical answer (Sugiyono, 2016: 64).

The hypothesis proposed in this study is as follows:

H_1: There is an influence between the quality of work life (Quality of Work Life) and organizational culture on employee engagement at PT Jasa Raharja (Company) Branch of East Nusa Tenggara.

H_0: There is no influence between quality of work life and organizational culture on employee engagement at PT Jasa Raharja (Company), East Nusa Tenggara Branch.

METHODOLOGY

This research uses a quantitative research design with a correlational approach. Quantitative research methods are a form of scientific research that examines a problem from a phenomenon, and looks at the possible links or relationships between variables in a given problem. The link or relationship in question can be in the form of causality or functional relationships. The purpose of quantitative research is to get an explanation of the magnitude of significance in the model hypothesized as an answer to the problem that has been formulated (Indrawan and Yaniawati, 2017: 51). The reason researchers used quantitative research methods with a correlational approach was in accordance with the research objectives, namely to find out and analyze the effect of quality of work life and organizational culture on employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch. The population is all 43 active employees of PT Jasa Raharja (Company) and because the sample is small and also to meet the requirements for using statistical tests, saturated samples are used to represent the population.

The data for this research were collected through primary sources with use of questionnaire. the type of questionnaire used is direct and closed, namely the questionnaire which is prepared by providing answer choices making it easier for respondents express their perceptions when giving choices regarding the study variables. In this research, the validity of instrument was estabilisehd by panel of experts through an assessment of selected items that ensure that instrument is measuring to the expectations. The method of measuring instrument validity using SPSS, to find out each question is valid or invalid with conditions: (a). If the r count is calculated more than r table with 95% significance, the instrument declared valid, and (b). If the count is calculated less than r table with 95% significance, the instrument declared invalid (Sugiyono, 2005: 213). Furthermore, the reliability test of the questionnaire items in this study was carried out using the Cronbach's Alpha technique. The questions posed have high reliability values which are proposed by Cronbach's Alpha > 0.70 (Leman, 2018: 35). The calculation results show that all question items of questionnaire from aspect of validity and reliability (Cronbach's Alpha for each of constructs was greater than 0.70 were valid. This implies that all the variables and can be used in this study as shown in the following table 1.

Table 1: Validity and Reliability Test Result

Variable	Validity Test Result				Reliability Test Result		
	Items	Range R count	R table	information	Items	Cronbach's	information

						Alpha	
QWL	20	0.366-0.779	0.301	Valid	20	0.871	Valid
OC	20	0.405-0.,808	0.301	Valid	20	0.908	Valid
EE	20	0.365-0.797	0.301	Valid	20	0.902	Valid

Sources: Primary data Processing Results

The research includes two variables; the independent variable are QWL and Organization Culture; and dependent variable is Employee Engagement. Employee Engagement is regarded as a functional of QWL and Organization Culture. The implicit form of the regression model of research is expressed as:

$EE = B_0 + B_1 QWL + B_2 OC + e$

Where, QWL= Quality of Work Life; OC= Organization Culture; EE= Employee Engagement; B_0= constant of model; and B_1-B_2 = coefficients of the model; e = error term. It is assumed to be normally distributed with a mean of zero.

After collecting the questionnaires from the respondents (employee), then they were scrutinized to ensure that instruments completeness and consistency. All correctly filled questionnaires so that entered into the computer using SPSS (Version 23). Quantitative data were analyzed and summarized using minimum, maximum, means, standard deviation, frequencies and percentages. After data analyzed then presented in tables, from which statistical inferences as well as necessary recommendation were made. Regression analysis was used in testing hypotheses based on t-statistics and F-statistics. Both measures the extent to which that variation in the Employee Engagement (EE) variable is can be explained by QWL and Organization Culture as independent variables.

Decision Rule

Standard error tests was commonly used in testing hypotheses and acceptance or rejection of a hypotheses based on the decision rules which holds that: if standard error of b_i [$S(b_i) > \frac{1}{2} b_i$] accept the null hypotheses; that is, accept that the estimated b_i is not statistically significant at the 5% level of significance. Next, if the standard error of b_i [$S(b_i) < \frac{1}{2} b_i$] reject the null hypothesis, or accept that the estimated b_i is statistically significant at the level of significance.

sRESULT AND DISCUSSION
Data presentation and Analysis
Responden characteristics can be explained as follows:

Table 2 Respondent Characteristic

No.	Information	Frequency	Percent
1	**Sex**		
	Male	40	93
	Female	3	7
	Total	43	100
2	**AGE**		
	20-25 Years	6	14
	26-30 years	12	28
	31-40 years	15	35
	40 years	10	23
	Total	43	100

No.	Information	Frequency	Percent
3	**Last Education**		
	Senior High School	8	19
	Diploma	3	7
	Bachelor	32	74
	Total	43	100
4	**Work Experience**		
	Less one year	1	2
	5 years	14	33
	6-10 years	14	33
	More than 10 years	14	32
	Total	43	100

Sources: The results of processing the questionnaire, 2019

Descriptive Statistic Results

In this study, descriptive statistics provide an overview or description of each of the research variable's data as seen from the minimum value, maximum value, average value or mean, and standard deviation values. The results of the descriptive statistical analysis of each variable used in this study are as follows:

Table 3 Descriptive Statistic

Information	N	Minimum	Maximum	Mean	Std Deviation
Quality of Work Life	43	60	97	81.26	8.424
Organization Culture	43	51	96	82.26	8.737
Employee Engagement	43	56	98	81.4	8.677

Sources: The results of processing the questionnaire, 2019

Multiple Regression Analysis

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736[a]	.542	.519	6.016

a. Predictors: (Constant), Organization Culture,   Quality of Work   Life
b. Dependent variable: Employee Engagement

Sumber: The results of processing the questionnaire, 2019
Furthermore, ANOVA analysis is:

Table 5: Analysis Of Variance (ANOVA[a])

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1714.613	2	857.307	23.688	.000[b]
	Residual	1447.666	40	36.192		
	Total	3162.279	42			

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Organization Culture,   Quality of Work Life

The research intended to assess the contribution of independent variables namely QWL and Organization Culture to Employee Engagement as dependent variables. The findings of this study in table 4 illustrates that the multiple regression model had a coefficient of determination (R^2) of about 0.542. This mean that 54.2 % variation of Employee Engagement is explained by joint contribution of QWL and Organization Culture, and 45.8 % is explained by other variables that other variables not included in the model. The findings were supported by ANOVA namely F test result that model was fit or none of parameters was equal to zero hence significant, F= 23.688, p< 0.05.

Discussion of Findings

The findings of this study which will be discussed below are based on the objectives of this study, which are as follows in accordance with the analysis results shown as follows:

Table 6. Multiple Regression Model

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.561	9.464		1.750	.088
	Quality of Work Life	.432	.171	.420	2.522	.016
	Organizational Culture	.361	.165	.364	2.184	.035

a. Dependent Variable: Employee Engagement

a) **Effects of Quality Work Life on Employee Engagement**

Study found that the majority of respondents had answers with a high percentage of all question items that described their experiences and expressions about the quality of work life they experienced while working with PT Jasa Raharja (Company) Kupang Branch. Regression was used to test the hypothesis at 5% level of significance and p-value (0.016) was lower than the significance level. The findings agree with empirical evidence by Alqarni (2016) which proves that dimensions of QWL positively correlates with work engagement. In addition, research conducted by Irmawati and Wulandari (2017) proves that there is a partial effect between Quality of Work Life variables on work engagement. Other studies been conducted by Rahmayuni and Ratnaningsih (2018) whose results indicate that there is a positive relationship between the variable quality of work life with work engagement. The quality of work life (Quality of Work Life) can also facilitate employees to pay attention to their personal lives as well as respect for humans in their work environment (Rahmayuni and Ratnaningsih, 2018: 377). Furthermore, the research results of Nugroho, et.al. (2018) and Kurniawati (2018) prove that Quality of Work Life has a significant influence on employee engagement. This findings agree with too Hakim and Bross (2016) who found that QWL have direct influence 28% of the Employee Engagement.

Quality of work life (Quality of Work Life) is a management technique that includes a quality control group, which expresses the importance of respect for humans in their work environment

(Irmawati and Wulandari, 2017: 31). Good quality of work life will improve organizational performance and commitment.

The results of this study prove that there is a significant influence between the quality of work life (Quality of Work Life) which includes aspects of pride, employee participation, career development, conflict resolution, communication, health and well-being, job security, and fair compensation and employee engagement (employee engagement) which includes aspects of vigor, dedication, and absorption, which means the better quality of work life (Quality of Work Life) in the PT Jasa Raharja (Company) Branch of East Nusa Tenggara then it will foster employee engagement towards a better direction as well. The quality of work life (Quality of Work Life) will foster the desire of employees to remain in the organization. So, if an employee has a good quality of life (Quality of Work Life), then the attitude and behavior of employee engagement will grow in the employee. Furthermore, employees will have the ability to empower other resources within themselves so as to produce more proactive actions (Rahmayuni and Ratnaningsih, 2018: 378).

b) **Effects of Organization Culture on Employee Engagement**
The findings of the research revealed that Organization Culture has significant effect on the Employee Engagement. Regression was used to test the hypothesis at 5% level of significance and the p– value (0.035) was lower than the significance level. This result can be statistically give as P value $0.035 < \alpha = 0.05$. This findings according to Jushan (2015) that organization culture have significance effect on Employee Engagement and also supported by Akbar (2013), the results of hypothesis testing indicate there is a significant influence between organizational culture on employee engagement. Other studies that support this research are the Hakim and Bross (2016) who prove that organization culture significantly affects employee engagement.
 The results of this study prove that there is a significant influence between organizational culture on EE it means that the better the organizational culture value embraced by the employees of PT Jasa Raharja (Company) Branch of East Nusa Tenggara, the better the level of employee engagement. This indicates the organizational culture of PT Jasa Raharja (Company) East Nusa Tenggara Branch has great strength because it not only affects performance but also affects the level of employee engagement. Employees who are given the opportunity to continue learning and improve their competence tend to have good employee engagement, this is indicated by the more enthusiasm in working, seriously and hard work in completing their work.
This results and statements are line with Ngaesh,et al, (2019) in their study concluded that, the study hence concludes that raising and maintaining employee engagement lies in the hands of an organization and organization has to provide a good work environment and training and development to all employees, it is also important to maintain a reputed organizational image, the organization should make their employees feel their important to the organization success by involving them in decision making and the supervisor and co-worker relationship must be in good condition for the successful endeavor.

c) **Effects of Quality Work Life And Organization Culture on Employee Engagement**
The results from Multiple Regression Analysis demonstrates that all the variable which are QWL and organization culture have a positive significant relationship and effect on Employee

Engagement. Moreover, organization culture found to be most influential variables towards employee engagement. These results are in line with Other studies conducted by Othman, et al (2019 by title Factors Affecting Employee Engagement: A Study among Employees in the Malaysian Construction Industry, the results from Multiple Regression Analysis demonstrates that all the variable which are leadership, compensation, and organizational culture have a positive significant relationship with employee engagement. Moreover, organizational culture found to be the most influential variables towards employee engagement.

Based on results of multiple regression the model of study can be formulated as:

$$EE = B_0 + B_1 QWL + B_2 OC + e$$
$$EE = 16.561 + 0.432 QWL + 0.361 OC + 9.464$$

The meaning of the numbers in the multiple linear regression test equation above is as follows: (1) A constant of 16,561 means that if the quality of work life (Quality of Work Life) and organizational culture is a value of 0, then the amount of employee engagement is 16,561. (2) The variable coefficient of quality of work life (X1) of 0.432 means that each increase in the quality of work life (Quality of Work Life) by one percent will increase employee engagement by 0.432 percent, assuming other independent variables are of fixed value. (3) Regression coefficient of organizational culture variable (X2) of 0.361 means that every increase in organizational culture is one percent, it will increase employee engagement by 0.361 percent, assuming other independent variables have a fixed value.

this model can be used to predict future EEs using QWL and OC.

Conclusion

Based on results of research, analysis and discussion can be conclude that: (1) Quality of Work Life significantly influence employee engagement at PT Jasa Raharja (Company) East Nusa Tenggara Branch. The first hypothesis is proven so accepted. (2) Organizational culture significantly influence employee engagement in PT Jasa Raharja (Company) East Nusa Tenggara Branch. The second hypothesis is proven too so accepted. So the both of hypothesis in this study is proven and accepted. (3) QWL and Organization Culture simultaneously influence Employee engagement significantly.

Recommendation

1. The company in general has implemented Quality of Work Life and organizational culture, although it still needs to be improved through support from leaders, and relationships with strong leaders, especially in terms of communication. This will increase the performance of the person at work, which automatically will greatly affect the work engagement of every employee in the company.

2. Companies need to pay attention to the quality of work life (Quality of Work Life) that has been applied to employees, even though the quality of work life (Quality of Work Life) that is applied is deemed sufficient, but with the further improvement of the quality of work life (Quality of Work Life) employees, it will be able to bring more employee engagement attitudes found in employees, the steps that need to be done such as paying attention to compensation, career development and conducive working environment conditions.

3. Other researchers who want to conduct research with the same theme are expected to be able to use more varied variables, surveys, and not just use questionnaires, such as using the direct interview method so that research can get answers and more detailed results.

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