

# Enhancing Employee Engagement: Unveiling the Impact of Quality of Work-Life Balance and Corporate Culture through Literature Review.

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## ABSTRACT

This paper conducts a systematic review of literature to explore the intricate interplay between work-life balance quality, corporate culture, and employee engagement. Through meticulous analysis of existing research, it seeks to unravel the nuanced dynamics that underpin the relationship between these critical factors. Drawing upon a diverse range of scholarly works, the study aims to ascertain and substantiate the impact of work-life balance quality and corporate culture on employee engagement levels within organizational settings. The summary of results provides strong evidence that work-life balance quality and business culture have a major impact on employee engagement, especially when it comes to perceived organizational support. The conclusions drawn from this systematic research have implications for organizational leaders and HR professionals as well as theoretical knowledge of the dynamics of employee engagement. Employing a meticulous Systematic Literature Review (SLR) spanning the years 2017 to 2022, it unfurls a tapestry of insights. Within its folds lies the revelation that elements like the calibre of work-life and the ethos of organizational culture wield substantial sway over employee engagement. Thus, this inquiry endeavours to gauge and validate the magnitude of these influences on employee engagement. Through the identification of critical pathways by which work-life balance quality and corporate culture impact employee engagement, this study offers insightful advice on how to cultivate a positive and stimulating work environment that promotes both employee well-being and organizational success.

**KEYWORDS:** Corporate Culture; Quality of Work Life; Employee Engagement.

## 1. INTRODUCTION

The idea of employee engagement is fundamental to the survival and success of organizations in the quickly changing workplace of today. The importance of comprehending the elements that influence and contribute to employee engagement is becoming more and more apparent as businesses realize the critical role that motivated workers play in fostering creativity, productivity, and overall success. Among these factors, work-life balance quality and corporate culture have emerged as key determinants that profoundly impact the level of employee engagement within organizations.

Work-life balance quality encompasses the equilibrium between professional responsibilities and personal well-being, while corporate culture encapsulates the values, norms, and practices that define an organization's identity and ethos. It is thought that both of these components are essential to creating an

atmosphere in which staff members feel appreciated, encouraged, and inspired to give their all. The idea of work-life balance has become important in today's corporate management landscape as a factor in determining employee satisfaction, productivity, and general well-being. In addition, the corporate culture that is fostered at work has a significant impact on the attitudes, actions, and engagement levels of employees. Comprehending the complex relationships among work-life balance, corporate culture, and employee engagement has become critical for companies looking to create a positive work environment for their employees.

Research on the effects of corporate culture and work-life balance quality on employee engagement has increased dramatically in recent years. This systematic review aims to synthesize existing literature, elucidating the nuanced relationships, underlying mechanisms, and implications for organizational practices.

Even while their significance is acknowledged, the exact processes by which corporate culture and work-life balance quality affect employee engagement are still intricate and multidimensional. To clarify the complex interactions between these elements and their combined effects on employee engagement, a thorough investigation and synthesis of the body of current research is required.

In this context, this research paper undertakes a systematic review of literature to delve into the nexus between work-life balance quality, corporate culture, and employee engagement. Through a critical analysis and synthesis of insights from a wide range of scholarly works, this study seeks to clarify the fundamental mechanisms that influence the dynamics of employee engagement between work-life balance and company culture. In the end, this research aims to offer insightful analysis and useful recommendations for HR professionals and organizational leaders who are working to foster a positive and stimulating work environment that promotes employee well-being and corporate success.

The role of human resources within a company is crucial as it significantly influences its performance. In today's era of information and globalization, companies are compelled to compete on a global scale, and the effectiveness of this competition largely hinges on the condition, calibre, and administration of their human resources. Employees emerge as pivotal assets in navigating competition, sustaining operational relevance, and ultimately ensuring the company's longevity (Le, Newman, Menzies, Zheng, & Fermelis, 2020).

An organization's corporate culture acts as a compass to define what constitutes appropriate behavior and practices. It also plays a pivotal role in fostering an environment where all members, including employees, are motivated to enhance their performance in alignment with the organization's vision and mission, both in the short and long term. As outlined by Mondy & Noe (1996), organizational culture can be categorized into two main types:

An organizational ethos of openness and participation unfolds as a narrative woven with aspirations for loftier goals and the fostering of reciprocal trust among colleagues. Here, communication flows freely through unobstructed channels, guided by leadership that nurtures and supports. Collaborative efforts to tackle challenges are the norm, granting employees the autonomy to thrive. Amidst this dynamic, a mosaic of diverse information paints the landscape, shaping a culture where voices harmonize and ideas flourish (Sharma & Tiwari, 2023).

The achievement of high goals without the basis of mutual trust characterizes an exclusive and dictatorial organizational culture. In essence, the accomplishment of organizational goals within this culture is predominantly driven by directive leadership rather than collaborative efforts among members. Moreover, this closed culture exhibits pronounced autocratic leadership characteristics (Yadav, Pandita,

& Singh, 2022).

The inception of the notion of quality work-life balance traces back to its debut at the International Labour Conference in 1972. Since then, it has emerged as a cornerstone in fortifying employee productivity, thereby wielding a direct impact on the performance metrics of companies. A nurturing and supportive work milieu undeniably fosters favourable outcomes for both the workforce and the organization, while the absence of such conditions can yield adverse effects. Sustained dedication is imperative for the seamless adoption and comprehensive assessment of optimal methodologies, with the active engagement of all pertinent stakeholders (Chaudhuri, Arora, & Roy, 2020).

In 2004, Gallup Consultants brought employee engagement to the forefront, sparking its inception and evolution. This concept seeks a holistic grasp of the intricate bond between an organization and its workforce, delving into its depths through both qualitative nuances and quantitative measures. It is imperative for companies to consistently enhance the performance of their employees as each individual plays a crucial role in various organizational functions, such as developing, arranging, putting into practice, and managing cross-functional strategies in order to fulfill the stated mission, vision, and objectives. Employers can use a variety of important factors to improve worker performance (Sugiono & Rachmawati, 2019).

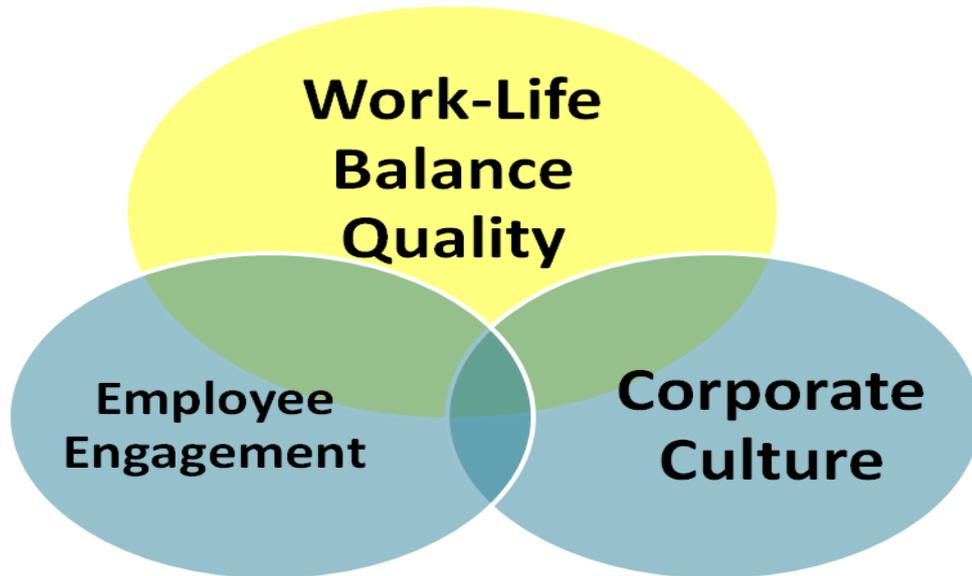
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Leaders and managers worldwide recognize employee engagement as a critical factor impacting the effectiveness, innovation, and competitiveness of an organization, as highlighted by Bedarkar & Pandita (2014). Employees who boast elevated levels of engagement confer a distinct edge upon their company, showcasing heightened performance metrics alongside reduced turnover rates (Giovanni, 2018). As articulated by Marciano (2010), an engaged employee epitomizes dedication to objectives, harnesses their capabilities to fulfil tasks, upholds positive conduct in the workplace, aligns task completion with overarching goals, and embraces corrective feedback or evaluations willingly when needed.

Moreover, according to Marciano (2010), employee engagement offers numerous benefits, including enhanced productivity, boosted profits, improved efficiency, decreased turnover and absenteeism, reduced instances of fraud, heightened customer satisfaction, minimized workplace accidents, and fewer employee complaints. A positive response typified by loyalty, role clarity, and emotional commitment shown by staff members toward the company's vision and objective is known as employee engagement. Employee perspectives provide a common feeling of contentment that fosters engagement and manifests as higher performance, strong loyalty to the company, and unflinching dedication (Prabowo, 2018).

The goal of this study is to investigate how organizational culture and work-life balance interact to affect employee engagement. Its objective is to raise awareness of the significance of encouraging a positive work-life balance for staff members.

Work-life balance quality and corporate culture both have an impact on employee engagement, and each of these elements helps to create an atmosphere that encourages high levels of engagement among staff members.



This diagram visually represents the interconnectedness between employee engagement, work-life balance quality, and corporate culture.

## 2. MATERIALS AND METHODS

This study explores research papers focused on the nuances of work-life balance quality, company culture, and employee attachment through the use of a Systematic Literature Review technique. The chosen works are from prestigious national periodicals that are included in the Science and Engineering Research Board (SERB) Index. SERB is an essential body that functions under the Department of Science and Technology (DST) of the Indian government. It is a statutory body that supervises scientific research. Leveraging the SERB Indexing system, this research scrutinizes the quality and impact of scientific literature within the Indian context. The project intends to gain important insights into the relationships among work-life balance, organizational culture, and employee attachment by drawing on this extensive body of information. This will enhance our understanding of these important factors in organizational contexts. By conducting a thorough analysis and synthesis of data from many sources, this study aims to further the conversation around organizational effectiveness and worker well-being.

**The study's independent factors include organizational culture and the quality of work-life balance. Regarding the dependent variable, Employee Attachment is examined in this study.**

**Aligned with the chosen theme, the research poses the following questions:**

**RQ1. To what extent does employee engagement depend on work-life balance between 2017 and 2023?**

**RQ2. How significantly does organizational culture influence employee engagement from 2017 to 2023?**

## 3. RESULTS AND DATA EXTRACTION

Adopting Wahono's (2016) systematic review framework, this study unfolds through three pivotal phases: planning, execution, and documentation. Initially, researchers embark on a meticulous digital

exploration, sieving through a vast array of references to pinpoint those germane to the research's thematic scope. This process culminates in the identification of 5 articles closely aligned with the research variables, meticulously selected based on their topical relevance or title resonance.

Subsequently, these identified articles undergo rigorous scrutiny, with their pertinence to the research objectives meticulously assessed and their thematic coherence scrutinized. Abstracts and content summaries serve as the battleground for this evaluative endeavour, with only those articles meeting the stringent inclusion criteria advancing to the next stage.

In the subsequent phase, a comprehensive analysis of the gleaned sources unveils a prevailing reliance on quantitative and descriptive quantitative methodologies across all surveyed journals. Notably, the corpus of literature examined in this review spans the publication timeline between 2017 and 2023, encapsulating recent scholarly contributions to the field.

Delving deeper, the predominant quantitative research methodologies encompass survey approaches utilizing diverse instruments such as questionnaires, saturated sampling techniques, or census methodologies. Additionally, causal correlation emerges as another prevalent analytical framework employed across the selected literature, underpinning a multifaceted exploration of the interplay between variables.

**TABLE 1: DATA EXTRACTION**

**1. (CAHYO, 2022)\***

<b>Method</b>	Quantitative
<b>Author/ Year</b>	(Cahyo, 2022)
<b>Title/ Heading</b>	The Effect of Quality of Work Life, Perceived Organizational Support and Self Efficacy on Employee Engagement (Case Study: CV. Cakra Entertainment – Sidoarjo)
<b>Journal</b>	JOURNAL OF MANAGEMENT AND BUSINESS (JUMANIS) ENTREPRENEURSHIP STUDY PROGRAM VOL:04 NO: 02. P.ISSN : 2686- 0554.P ESSN : 2686-5939 DOI: 10.47080 AUGUST 2022
<b>Purpose</b>	Deciphering How Work-Life Quality, Perceived Support from the Organization, and Self-Efficacy Affect Employee Engagement.
<b>Result</b>	Work-life quality has a significant effect on employee engagement, as evidenced by a p-value of less than 0.005 and a value of 5.047 (>2.021). Similar to perceived organizational support, which has a p-value of less than 0.005 and a value of 4.236 (>2.021), employee engagement is significantly impacted by it. In contrast, self-efficacy, with a value of 0.138 (<2.021) and a p-value > 0.005, does not appear to have a significant impact on employee engagement.

\*Source: Cahyo, Putro Nur. (2022). Pengaruh Quality Of Work Life, Perceived Organizational Support Dan Self Efficacy Terhadap Employee Engagement (Studi Kasus: Cv. Cakra Entertainment–Sidoarjo). *Jurnal Manajemen Dan Bisnis*, 4(02), 196–209.

2. **(FATMASARI & BADARUDDIN, 2022)**

<b>Method</b>	Quantitative
<b>Author/ Year</b>	(Fatmasari & Badaruddin, 2022)
<b>Title/ Heading</b>	Organizational Culture, Leadership and Working Life as Driving Factors for Employee Engagement and Employee Performance
<b>Journal</b>	SEIKO : Journal of Management & Business, 5(1), 2022
<b>Purpose</b>	Deciphering the Effects of Self-Efficacy, Perceived Organizational Support, and Work-Life Quality on Employee Engagement.
<b>Result</b>	<p>The direct impact of organizational commitment on voicing behavior is substantial, standing at 222.0%, with a calculated t-value exceeding the table threshold of 2.922, and a significance value of 0.004, affirming the first hypothesis.</p> <p>Leadership's direct influence on employee engagement is measured at 5.6%, with a calculated t-value surpassing the threshold of 2.987 and a significance value of 0.005, confirming the second hypothesis.</p> <p>Work-Life Balance has a significant direct effect on Employee Engagement, registering at 189.0%, with a calculated t-value exceeding the table value of 1.970 and a significance value of 0.050, supporting the third hypothesis.</p> <p>Employee engagement directly affects performance by 46.3%, with a calculated t-value surpassing the threshold of 1.960 and a significance value of 0.005, affirming the fourth hypothesis.</p> <p>The direct influence of organizational culture on performance is 11.6%, with a calculated t-value exceeding 2.889, but falling short of 1.960. Additionally, with a significance value of 0.005, the fifth hypothesis is confirmed.</p> <p>However, the direct influence of leadership on performance is only 0.01%, with a calculated t-value falling below the threshold of 1.174. Supported by a significance value of 0.089, the sixth hypothesis is rejected.</p> <p>The direct impact of maintaining a balanced work-life on performance is 18.6%, with a calculated t-value surpassing 2.732 but falling short of 1.960. Supported by a significance value of 0.007, the seventh hypothesis is affirmed.</p> <p>The direct and indirect influence of organizational culture on performance, mediated by employee engagement, is calculated at 372.7%, with a p-value on the Sobel test of 0.0036, below 0.05, confirming the eighth hypothesis.</p> <p>Similarly, the indirect effect of Work-Life Balance on performance through employee engagement mediation is determined to be 153.9%, with a p-value on the Sobel test of 0.004, below 0.05,</p>

	leading to the acceptance of the tenth hypothesis.
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**\*Source:** Fatmasari, Fatmasari, & Badaruddin, Badaruddin. (2022). Discipline, Motivation, Local Wisdom, And Work Environment On Performance Through Job Satisfaction. *Jurnal Manajemen*, 26(3), 492–511.

**3. (AHMAD , 2020)**

<b>Method</b>	Quantitative
<b>Author/ Year</b>	(AHMAD , 2020)
<b>Title/ Heading</b>	The influence of work-life balance and organizational culture on employee engagement in the millennial generation at pt. Gunung Sawit Mas, Rantau Panjang Village, Tambusai District, Rokan Hulu Regency
<b>Journal</b>	HIERARCHY Scientific Journal of Management and Business HJIMB Vol. 2 , No. 3 , 2020, pp: 54 – 62.
<b>Purpose</b>	Investigating the effects of organizational culture and work-life balance on millennial employee engagement at PT. GunungSawit Mas, located in the Tambusai District of the Rokan-Hulu Regency's Rantau Panjang Village.
<b>Result</b>	The work-life balance variable received a score of 81.1, falling into the "good" group according to the descriptive analysis. Comparably, the organizational culture variable scored 78.8, which is similarly in the "good" range. Furthermore, the staff engagement variable received a score of 75.97, which was also classified as "good." Interestingly, at a significance level below 5%, a substantial relationship is shown between employee engagement and partial work-life balance. Similarly, at a significance level below 5%, a substantial relationship has been observed between corporate culture and employee engagement. In conclusion, the results highlight how organizational culture and work-life balance both have a simultaneous and substantial impact on employee engagement metrics.

**\*Source:** Ahmad, Fauzi Batu Bara. (2020). Pengaruh Work Life Balance Dan Budaya Organisasi Terhadap Employee Engagement Pada Generasi Milenial Di Pt. Gunung Sawit Mas Desa Rantau Panjang Kecamatan Tambusai Kabupaten Rokan Hulu. Universitas Pasir Pengaraian.

**4. (RAHMASARI, 2020)**

<b>Method</b>	Quantitative
<b>Author/ Year</b>	(Rahmasari, 2020)
<b>Title/ Heading</b>	The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement

<b>Journal</b>	BinaBangsa International Journal of Business and Management (BBIJBM) Vol. 1(2), page 158- 165, August 2021.
<b>Purpose</b>	Organizational culture has a big influence on employee engagement, but work-life quality has an even bigger one. In a similar vein, it becomes clear that a major influence on employee engagement is job satisfaction. Furthermore, the combination of job satisfaction, corporate culture, and work-life quality has a big impact on employee engagement.
<b>Result</b>	<p>1. The constant value of 0.747 represents the combined effect of the factors including job satisfaction, organizational culture, and work-life quality on employee engagement. Even if work-life quality, organizational culture, and job satisfaction are all set to zero, it stays at 0.747.</p> <p>2. The work-life quality variable's t-value (X1) is greater than the t-table value (<math>t\text{-value} = 13.706 &gt; t\text{-table} = 1.987</math>), suggesting a positive association between the two variables. As a result, an increase in work-life quality of one unit is correlated with an increase in employee engagement of 0.789 units.</p> <p>3. In a similar vein, the calculation shows that the organizational culture variable's t-value (X2) is greater than the t-table value (<math>t\text{-value} = 4.806 &gt; t\text{-table} = 1.987</math>). This emphasizes how positively corporate culture affects worker engagement. Therefore, an increase of one unit in corporate culture results in a 0.263 unit increase in employee engagement.</p> <p>4. In addition, the study shows that the job satisfaction variable's t-value (X3) exceeds the t-table value (<math>t\text{-value} = 4.224 &gt; t\text{-table} = 1.987</math>), indicating that job happiness positively affects employee engagement. As a result, an increase of one unit in job satisfaction triggers an increase of 0.390 units in employee engagement.</p>

\*Source: Rahmasari, Dita. (2020). Analisis Pengaruh Quality Of Work Life, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Employee Engagement (Studi Kasus Pada Karyawan Bank Muamalat Kc Yogyakarta). Uin Sunan Kalijaga Yogyakarta.

5. (SAFRIA, 2022)

<b>Method</b>	Quantitative
<b>Author/ Year</b>	(Safria, 2022)
<b>Title/ Heading</b>	The Effect of Work Life Balance, Transformational Leadership, and Organizational Culture on Employee Engagement in Shaping Performance in Generation Y Employees.
<b>Journal</b>	Journal of Economics, Management and Banking, Vol 8, No. 2 August 2022: 53-64
<b>Purpose</b>	Demonstrating that Work-Life Balance significantly impacts Employee Engagement among Generation Y employees at Bank

	<p>ABC. Confirming that Transformational Leadership significantly influences Employee Engagement among Generation Y employees at Bank ABC. Establishing that Organizational Culture significantly affects Employee Engagement among Generation Y employees at Bank ABC. Validating that Employee Engagement significantly impacts Performance among Generation Y employees at Bank ABC.</p>
<b>Result</b>	<p>The hypothesis is supported by the estimated value of 0.493 with a p-value of *** (&lt;0.05), which indicates a notable and significant impact of work-life balance on employee engagement. The hypothesis, however, is rejected because the estimated value of 0.062 with a p-value of 0.336 (&gt;0.05) indicates that Transformational Leadership has no appreciable impact on Employee Engagement. Given the estimated value of 0.584 with a p-value of *** (&lt;0.05), the influence of organizational culture on employee engagement is clearly significant, supporting the hypothesis. The estimated value of 0.751 with a p-value of *** (&lt;0.05) clearly shows a favorable correlation between employee engagement and employee performance, supporting the adoption of the hypothesis.</p>

**\*Source:** Safria, Dhuha. (2022). Pengaruh Work Life Balance, Kepemimpinan Transformasional, Dan Budaya Organ-Isasi Terhadap Employee Engagement Dalam Membentuk Kinerja Pada Karyawan Generasi Y. Jurnal Ekonomi, Manajemen Dan Perbankan (Journal Of Economics, Management And Banking), 8(2), 53–64.

#### 4. FINDINGS

Based on the findings from the literature analysis across five selected journals, it is evident that all independent variables exert an influence on other variables. Below are the descriptions of each article:

1. The influence of work-life balance quality on employee engagement is noteworthy, as demonstrated by a value of 5.047, which is significantly higher than the threshold of 2.021 (p-value < 0.005). Similar to perceived organizational support, which has a significant p-value < 0.005 and a value of 4.236, surpassing 2.021, is also related to employee engagement.
2. Work-life balance has a direct impact on employee engagement that is 1,890, or 189.0%, as indicated by a calculated t-value that is higher than 1.960 and exceeds the table t-value of 1,970. Furthermore, the acceptance of the third hypothesis is confirmed by the significance value of 0.050, which is less than the confidence level of 0.05. Furthermore, the estimated t-value of 0.116, or 11.6%, indicates that organizational culture has a direct impact on performance that is less than 1.960 and falls below the table t-value of 2.889. On the other hand, the fifth hypothesis is accepted because the significance value of 0.005 is higher than the confidence level of 0.05.
3. At a significance level below 5%, the effects of company culture and work-life balance on employee engagement are noticeable. Work-life balance and corporate culture have a substantial impact on employee attachment variables at the same time.

- a) The constant value of 0.747 represents how job satisfaction, corporate culture, and work-life balance together have an overall positive effect on employee engagement. Even when work-life quality, organizational culture, and job satisfaction are all reset to zero, it holds steady at 0.747.
- b) After closer inspection, it is clear that there is a positive association between work-life quality and employee engagement because the t-value (X1) for work-life quality is greater than the t-table value (t-value = 13.706 > t-table = 1.987). Thus, a 0.789 unit increase is triggered by a one unit improvement in work-life quality. Likewise, organizational culture's t-value (X2) is higher than its t-table value (t-value = 4.806 > t-table = 1.987), suggesting that organizational culture has a positive effect on employee engagement. As a result, an increase of one unit in organizational culture results in a 0.263 unit gain.
4. The hypothesis is accepted since work-life balance has a significant impact on employee engagement, as demonstrated by the estimated value of 0.493 with a p-value of \*\*\* (<0.05). The hypothesis is accepted due to the evidence of the impact of corporate culture on employee engagement, as indicated by the estimated value of 0.584 with a p-value of \*\*\* (<0.05).

## 5. DISCUSSION

The meticulous examination of literature from five selected journals uncovers a profound interplay among independent variables and their effects on employee engagement. This detailed analysis offers valuable insights into the complex dynamics shaping employee commitment within organizational settings.

Two noteworthy variables are shown to have a considerable impact on employee engagement: the degree of work-life balance and the degree of perceived organizational support. Their robust impact is evidenced by substantial values exceeding threshold criteria and significant statistical significance denoted by p-values. Work-life balance quality, scoring 5.047, and perceived organizational support, scoring 4.236, both demonstrate significant impacts on employee engagement, underlining their pivotal roles in organizational contexts.

The significance of work-life balance in cultivating employee commitment is underscored by its direct influence on employee engagement. With a remarkable percentage increase of 189.0%, it significantly enhances employee engagement levels. Likewise, the validation of the hypothesis concerning the direct influence of corporate culture on performance underscores its pivotal function in molding the dynamics of employee engagement. The observed positive effect, supported by statistical significance, underscores organizational culture's function as a catalyst for bolstering employee engagement.

Work-life balance and organizational culture have a considerable impact on employee engagement at the same time, which highlights how interwoven they are in shaping employee attachment inside firms. This underscores the necessity for organizations to address both work-life balance initiatives and cultivate a positive organizational culture to effectively enhance employee engagement.

Reaffirming the complex nature of employee engagement determinants is the constant value of 0.747, which shows the combined impact of multiple factors, such as job satisfaction, company culture, and work-life balance, on employee engagement. Despite variations in individual factors, the collective impact remains consistent, stressing the importance of considering multiple dimensions in fostering employee engagement.

The distinct examinations of business culture and work-life balance quality confirm their noteworthy impacts on employee engagement. The statistical significance of the estimated values and their

alignment with hypothesis acceptance elucidate the pivotal roles played by these factors in shaping employee engagement outcomes.

To sum up, these results highlight how crucial it is to address elements like organizational culture and work-life balance in order to improve employee engagement in businesses. By recognizing and prioritizing these factors, organizations can cultivate environments conducive to fostering strong employee attachment, ultimately driving organizational success. This emphasizes the necessity of taking proactive steps to establish encouraging work settings that put employee well-being first and promote an engaged and committed culture.

Based on the comprehensive data extraction from various studies, it is evident that several key factors significantly influence employee engagement within organizations.

According to Cahyo's (2022) research, self-efficacy has no discernible impact on employee engagement, but work-life quality and perceived organizational support have a major impact. Similarly, in order to promote employee engagement and performance, Fatmasari and Badaruddin (2022) emphasize the critical roles that organizational dedication, leadership, and work-life balance play. Ahmad (2020) emphasizes how business culture and work-life balance both have a simultaneous impact on employee engagement, especially for millennial workers. According to Rahmasari (2020), work-life quality, corporate culture, and job satisfaction all have a significant beneficial impact on employee engagement. Furthermore, Safria (2022) confirms that corporate culture and work-life balance have a major impact on Gen Y employees' engagement, while transformational leadership has no appreciable impact.

Taken as a whole, these results highlight the complex relationship between work-life balance, company culture, leadership, and job satisfaction and employee engagement. Establishing a supportive work environment, cultivating a culture of trust and support, and supporting work-life balance programs should be top priorities for organizations looking to increase employee engagement. Organizations that solve these issues can increase productivity and overall performance while also increasing employee engagement.

## 6. CONCLUSION

The discussion's conclusion emphasizes how crucial it is to address elements like organizational culture and the quality of work-life balance in order to promote employee engagement in businesses. Through a meticulous analysis of literature from five carefully selected journals, it becomes evident that these factors play significant roles in shaping employee commitment and attachment.

First, it becomes clear that a key factor in determining employee engagement is the degree of work-life balance. Its substantial impact, supported by statistical significance, highlights the need for organizations to prioritize initiatives that promote a healthy work-life balance among employees. This not only enhances employee satisfaction and well-being but also fosters stronger levels of commitment and engagement.

Similarly, organizational culture emerges as a key driver of employee engagement. An atmosphere that promotes employee engagement and happiness is created by a company with a positive culture, which is defined by transparent communication, encouraging leadership, and cooperative decision-making. The direct impact of organizational culture on employee engagement further emphasizes its critical role in shaping employee dynamics within the organization.

Moreover, the correlation between the quality of work-life balance and organizational culture highlights the necessity for firms to embrace a comprehensive strategy in managing these aspects. By

simultaneously focusing on promoting work-life balance initiatives and fostering a positive organizational culture, organizations can create environments that nurture strong employee attachment and commitment.

Overall, the results highlight how diverse employee engagement determinants are and how crucial it is to take into account a number of variables in order to cultivate a highly engaged workforce. By recognizing the significance of factors such as work-life balance quality and organizational culture, organizations can implement strategies to enhance employee engagement effectively. In the end, fostering work environments that put employee well-being first and encourage a culture of engagement and dedication can ultimately lead to organizational success and sustainability.

This study aims to investigate worker engagement in great detail and to reveal the complex interactions between critical elements such as work-life balance and corporate culture. The goal of the study is to validate the significant influence of these quality aspects on employee engagement levels by carefully examining the body of existing literature. A compelling narrative is revealed by synthesizing the findings from a systematic literature review: work-life balance and corporate culture, which is embodied in the sense of organizational support, both have a significant impact on the level of employee engagement within the organizational framework. This investigation goes beyond simple observation, probing the fundamentals of workplace dynamics and the mutually beneficial relationship that exists between employee well-being, company ethos, and overall engagement.

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