



Effect of Quality of Work-Life and Employee Engagement towards Job Satisfaction and Employee Performances at PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch

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ABSTRACT

The competitive ability for an organization depends on how an individual can do the job specifically because individual performance will describe an organizational performance. So that each company will continue to make serious efforts to maintain the quality of work or relationships between employees so that it is always efficient and effective so that company goals can be achieved. The purpose of this study was to examine and analyze the effect of the quality of work-life and employee engagement on employee performance with job satisfaction as an intervening variable.

The research analysis unit is the employees at PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch. The research sample was 90 respondents and selected based on purposive sampling. The data collection technique used is a questionnaire. The data analysis method used was Structural Equation Modeling (SEM) which was processed with the SmartPLS version 3.0 program.

The results showed that the quality of work-life has a significant effect on job satisfaction and employee performance; employee engagement has a significant effect on job satisfaction and employee performance; job satisfaction has a significant effect on employee performance, and quality of work-life and employee engagement have a significant effect on employee performance through job satisfaction.

Keywords: quality of work-life, employee engagement, job satisfaction, and employee performances.

INTRODUCTION

Human resources are one of the key assets and determinants in maintaining and developing an organization. The competitive ability for a company or organization depends on how individuals can do the job specifically because individual performance will describe an organizational performance. The success of a company cannot be separated from the role and performance of its employees, where good human resource management is the initial foundation for a company in supporting the smooth implementation of work programs and company goals.

Increasingly fierce business competition makes companies faced with services that have strong and efficient competitiveness so that they are required to be able to adapt to new environments. According to Sumarsono (2009: 170) effectiveness is a measure of the success of a business which can also mean productivity. While productivity is the ability to produce goods or services from human labor, machine, material, or other production factors which are calculated based on the average time of the energy in the production process.

An employee's ability is reflected in his performance. Performance, in general, can be interpreted as a result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given (Mangkunegara, 2009). In the end, employees will be required to have high performance in a part of the company, but the facts in the field show that not all employees can contribute and have high performance according to the expectations and standards of the company.

Meanwhile, several studies have shown that job satisfaction is closely related to employee performance. One of the most important goals of an organization is to maximize employee performance to achieve these goals (Butler & Rose 2011). Employee job satisfaction is one of the strongest determinants of employee turnover. However, employee perceptions of unfair treatment are stronger predicate than job satisfaction. If an employee feels unfairly treated by the company, the result will be pressure. The perception of injustice causes an unpleasant emotional atmosphere which can reduce the interest of employees to work optimally which in turn has an impact on efforts to leave the organization (Priyono and Marnis, 2008:229).

There are so many factors that can then affect employee performance. Several factors can affect employee performance, such as commitment, position, quality of work-life, compensation, training, engagement, and many more. Performance can affect the ongoing activities of an organization or company, where the better the performance shown by employees or employees will greatly assist in the development of the organization or company. Employee or employee performance can affect how much they will have an impact or contribution to the organization (Setiyadi and Wartini, 2016).

Quality of work-life is one of the factors that support and influence employee performance in a company. In Indonesia, the minimum quality of work-life is fulfilled as regulated in the Manpower Act no. 13 of 2003, which regulates equal opportunities and treatment, job training, work relations, protection, wages, employee welfare, and industrial relations.

In general, the quality of work-life is a comprehensive plan to increase employee satisfaction. This also can encourage employee learning in an environment and help them to manage various kinds of problems. Employee dissatisfaction with the quality of work-life is a problem regardless of status and position that makes them suffer. The goal of the organization is to improve the quality of work-life and job satisfaction of employees (Saraji and Dargahi, 2006).

Apart from the quality of work-life, the factor that is considered to affect job satisfaction and employee performance is the employee engagement factor. Every employee in a company has their respective roles and functions and are related to one another. For human resources to work optimally, employees are required to have good ties with colleagues and companies (Gallup, 2004).

Employee engagement is an aspect that a company needs to pay attention to. Because, if an employee has a strong sense of engaging in the work or company, it will increase employee job satisfaction and can even have an impact on the employee's performance towards the company itself. By creating a friendly environment, enabling development which will then lead to employee engagement, companies can increase their chances of hiring and retaining valuable employees (Motyka, 2018).

Employee performance itself means the quantity or quality of something produced or the service provided by someone who does the job. Referring to the concept of employee engagement in the effectiveness of individual work, it is said in general as a need to develop and provide innovation and a work environment which will make it easier to work. each other, thus leading to efficiency and effectiveness of work performance (Luthans, 2005).

This study aims to examine and analyze the direct and indirect effects using independent variables consisting of quality of work-life and employee engagement on the dependent variable consisting of job satisfaction and employee performance.

LITERATURE REVIEW

Quality of Work-Life

Robbins (1998) argues that organizations need to make "Quality of Work-Life" a top priority so that it can meet the needs of employees in the workplace, which in turn will lead to increased work performance and productivity. Therefore, an organization needs to be able to identify the needs of employees so that they can work together in making decisions related to employee work.

Gibson, et al (2003) said that the concept of quality of work-life which is now widely applied can refer to "a management philosophy that enhances the dignity of all workers, introduces changes to organizational culture, and improves the physical and emotional well-being of employees.

High quality of work-life will help meet the needs of employees by meeting organizational goals effectively and efficiently. Quality of work-life is a dynamic multi-dimensional construct that includes concepts such as job security, reward systems, training and career advancement opportunities, and participation in decision making (Saraji and Dargahi, 2006).

According to Walton in Zin (2004:325) states that several factors affect QWL, namely growth and development, participation, environmental influence, supervision, wages and benefits, social factors, and workplace alignment, but in this study, they will only be categorized into four variables, namely: 1) participation, 2) reward system, 3) work restructuring, and 4) work environment.

Several studies have been conducted and found that there is a positive significant effect of quality of work-life towards job satisfaction (Sari, et al., 2019; Fatmasari, et al., 2018; Setiyadi & Wartini, 2016; Rubel & Kee, 2014). Also, the quality of work-life is an essential aspect of employee performance. Based on earlier research, it was discovered that quality of work-life has a positive and significant influence on employee performance (Sari, et al., 2019; Ramawickrama, et al., 2018; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016).

Employee Engagement

According to Macey and Schneider (2008:7) employee engagement is a psychological or affective state (commitment, attachment, etc.), which builds performance (role performance, effort, organizational behavior, or attitude). Where employee engagement not only makes employees contribute more but also makes them have higher loyalty so that it will reduce the desire to leave the company voluntarily.

Marciano (2010:42) says that an engaged worker will be committed to his goals, use all his abilities in completing tasks, maintain behavior while working, ensure that he has completed the task well, and is ready to take corrective or evaluation steps if needed. Furthermore, Marciano (2010:45-46) adds that employee engagement has several advantages, namely increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing satisfaction, reducing workplace accidents, and minimizing employee complaints.

Schaufeli (2002) defines employee engagement as a positive motivational state that contains characteristics, namely; 1) vigor, 2) dedication and 3) absorption.

Several studies have also found a positive effect of employee engagement on job satisfaction (Al-dalahmeh, et al., 2018; Jain & Balu, 2018; Mariska, 2018; Vorina, et al., 2017; Thakur, 2014). Also, employee engagement can encourage employee performances (Al-dalahmeh, et al., 2018; Koech & Cheboi, 2018; Mariska, 2018).

Job Satisfaction

Job satisfaction is the way a worker feels about his job. Job satisfaction is a generalization of attitudes towards work based on aspects of the job. A person's attitude towards work reflects pleasant and unpleasant experiences at work and their hopes for future experiences (Wexley and Yukl, 2005:129).

According to Moorhead and Griffin (2013), job satisfaction is the level at which a person will feel satisfied or fulfilled by his job. Likewise, according to Kreitner and Kinicki (2014), job satisfaction is an affective or emotional response to various aspects of a person's job. Meanwhile, Luthans (2006) job satisfaction is a happy emotional state or positive emotions that arise from a job appraisal or work experience from someone.

Luthans (2006) states five dimensions of job satisfaction, namely: 1) the job itself, 2) salary, 3) promotion opportunities, 4) supervision, and 5) colleagues.

Researchers have before conducted studies and found that there is a positive effect between job satisfaction on employee performances (Sari, et al., 2019; Ahmad, et al., 2019; Al-dalahmeh, et al., 2018; Mariska, 2018; Setiyadi dan Wartini, 2016; Rubel & Kee, 2014).

Employee Performance

The concept of the performance was expressed by Dessler (1992) which defines performance as work performance, namely the comparison between actual work results and the work standards set. Thus, the performance focuses on the results of its work. According to Edison, et al. (2016) performance is the result of a process that refers and is measured over a certain period of time-based on predetermined terms or agreements.

Some opinions from other experts, Mangkunegara (2000:67), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given. Meanwhile, Mathis and Jackson (2000: 78) say that performance itself refers to employee performance as measured by standards or criteria that have been set by the company.

There are five indicators in measuring individual employee performance, namely (Robbins, 2006: 260); 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, and 5) independence.

Researchers have before conducted studies and found that there are positive and significant effects of quality of work-life on employee performance through job satisfaction (Sari, et al., 2019; Setiyadi dan Wartini, 2016; Rubel & Kee, 2014). Also, research on employee engagement on employee performance through job satisfaction results in a positive and significant effect (Al-dalahmeh, et al., 2018; Mariska, 2018).

The statement above supports the quality work of life and employee engagement variables used in this study, as well as their effects on employee satisfaction and employee performance. Therefore, seven hypotheses, as can be seen in Figure 1, were developed:

- H₁:** Quality of work-life has a significant effect on job satisfaction.
- H₂:** Employee engagement has a significant effect on job satisfaction.
- H₃:** Quality of work-life has a significant effect on employee performance.
- H₄:** Employee engagement has a significant effect on employee performance.
- H₅:** Job satisfaction has a significant effect on employee performance.
- H₆:** Quality of work-life has a significant effect on employee performance through job satisfaction.
- H₇:** Employee engagement has a significant effect on employee performance through job satisfaction.

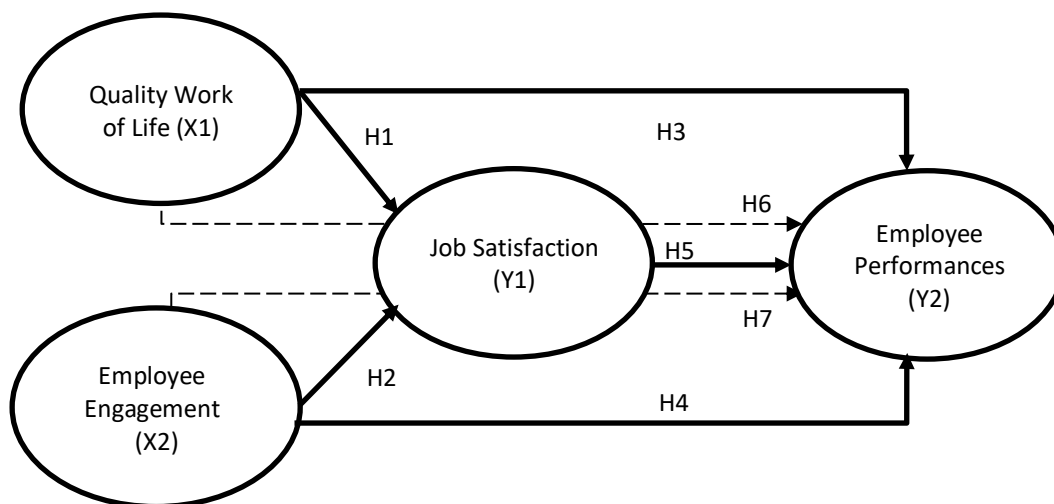


Figure 1. Conceptual Framework

METHODOLOGY

The population in this study were all employees at PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch, amounting to 686 people.

The questionnaire consists of four variables, namely the quality of work-life, employee engagement, job satisfaction, and employee performances. Variables in the questionnaire were designed based on previous studies and preliminary research through interviews. The questionnaire measured using a 5 scale Likert (1 = strongly disagree to 5 = strongly agree).

Furthermore, in determining the sample size (sample size) in this study is based on the calculations that have been put forward by Slovin in Umar (2003: 146) as follows:

$$n = \frac{N}{1+Ne^2} \dots\dots\dots (1)$$

Where:

- n = sample size
- N = population size
- e = percent leeway in research due to errors of 10% of tolerable or desirable samples was taken.

Based on the formula above, the number of samples taken in this study is:

$$n = \frac{686}{1 + 3498(10\%)^2} = 87,27 = 90 \text{ responden}$$

In determining the sample, the sampling technique used is the purposive sampling technique, Sugiyono (2013: 120), namely the technique of determining the sample with certain considerations or goals. In this case, the sample is 90 employees with a minimum service period of 3 years.

To test all hypotheses in this study using the Partial Least Square (PLS) method, the recommended minimum sample size ranges from 30 to 100 or > 200 sample sizes (Ghozali, 2006). Therefore, to test the hypothesis, this study uses Structural Equation Modeling (SEM) with a variant based called Partial Least Square (PLS) and SmartPLS version 3.0 as an analysis tool. The result of using PLS-SEM is that testing carried out without a strong theoretical basis, ignoring some assumptions (nonparametric) and the accuracy parameters of the predicted models of coefficient determination (Ghozali & Latan, 2015). There, the use of Partial Least Square in this study is to predict the relationship between quality work of life and employee engagement on job satisfaction and employee performance. Based on Table 1, the majority of respondents were female (62.20%), aged 26-35 years (38.90%), senior high school (77.80%), with married status (81.10%). Most of the respondents have worked for 5-10 years (68.90%).

Table 1.
Respondents Profile (N=90)

Variables	Frequency	Percent
Gender		
Male	34	37.80%
Female	56	62.20%
Age (years)		
< 25	10	11.10%
26-35	35	38.90%
36-45	30	33.30%
> 45	15	16.70%
Education		
Elementary School	0	0%
Junior High School	0	0%
Senior High School	70	77.80%
Diploma	8	8.90%
Graduated	12	13.30%
Magister	0	0%
Other	0	0%
Marital Status		
Married	73	81.10%
Single	17	18.90%
Years of Service		
< 5 years	11	12.20%
5-10 years	62	68.90%
> 10 years	17	18.90%

The variable measurement instrument consists of four constructs of latent variables which are operationalized into several question items. To measure each construct in this research, a model a measuring instrument was developed, which referred to each indicator in each existing construct. The complete of the variables and indicators can be seen in Table 2 (appendix).

FINDING AND DISCUSSION

Instrumen Validity and Reliability Results

This research instrument was derived from earlier research (Sari, et al., 2019; Ramawickrama, et al., 2018; Fatmasari, et al., 2018; Al-dalahmeh, et al., 2018; Jain & Balu, 2018; Koech & Cheboi, 2018; Mariska, 2018; Vorina, et al., 2017; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016; Rubel & Kee, 2014; Thakur, 2014). Quality of work-life variable is derived from several studies (Sari, et al., 2019; Ramawickrama, et al., 2018; Fatmasari, et al., 2018; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016; Rubel & Kee, 2014). Meanwhile, employee engagement variables are derived from several studies (Al-dalahmeh, et al., 2018; Jain & Balu, 2018; Koech & Cheboi, 2018; Mariska, 2018; Vorina, et al., 2017; Thakur, 2014). Then, employee performances come from job satisfaction in research (Sari, et al., 2019; Ahmad, et al., 2019; Al-dalahmeh, et al., 2018; Mariska, 2018; Setiyadi dan Wartini, 2016; Rubel & Kee, 2014). Before testing hypotheses (inner model), SmartPLS requires tests of validity and reliability (outer models) for instruments such as convergent validity and discriminant validity (Ghozali and Latan, 2015).

The first step in this analysis is to assess convergent validity, composite reliability, and discriminant validity (Ghozali and Latan, 2015). Convergent validity tests can be seen from the loading factor which must be > 0.7 (Ghozali and Latan, 2015). Then, Ghozali and Latan (2015) argue that convergent validity and reliability are assessed through Internal Composite Reliability (ICR) which must be greater than 0.7; and Average Variance Extracted (AVE > 0.5).

Table 3.
The Convergent Validity and Reliability Test

Indicator	Research Model	AVE	CR
Quality of Work-Life (QWL)			
QP1	0.719		
QP2	0.780		
QSI1	0.809		
QSI2	0.784		
QRK1	0.773	0.607	0.925
QRK2	0.820		
QLK1	0.754		
QLK2	0.791		
Employee Engagement (EE)			
EEV1	0.809		
EEV2	0.815		
EED1	0.881		
EED2	0.877	0.701	0.934
EEA1	0.823		
EEA2	0.816		
Employee Satisfaction (ES)			
JSJ1	0.841		
JSJ2	0.731	0.681	0.933
JSS1	0.752		
JSS2	0.774		
JSP1	0.771		
JSP2	0.766		
JSV1	0.745		
JSV2	0.720		
JSC1	0.768		
JSC2	0.746		
Employee Performance (EP)			
EPQ1	0.825		
EPQ2	0.865		
EPT1	0.844		
EPT2	0.788		
EPP1	0.869		
EPP2	0.751	0.633	0.945
EPE1	0.760		
EPE2	0.742		
EPI1	0.737		
EPI2	0.761		

Source: Processing data with SmartPLS version 3.0, 2020

This study presents good results from AVE ranging from 0.607 to 0.701. Thus, the loading factor after the modified model has gained a high value, this means that all instruments have represented variables in this study (Hair et al., 2010). The study also concluded that all Composite Reliability (CR) exceeds 0.7, this means that the indicator can be used for further analysis. Furthermore, discriminant validity is related to the principle that different construct manifests shouldn't highly correlated. How to test discriminant validity looking at the value of cross-loading for each variable have > 0.70 (Ghozali and Latan, 2015).

Table 4.
Discriminant Validity

Indicator	Quality of Work-Life (X1)	Employee Engagement (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)
QP1	0.719	0.569	0.644	0.596
QP2	0.780	0.675	0.682	0.666
QSI1	0.809	0.729	0.700	0.745
QSI2	0.784	0.612	0.561	0.629
QRK1	0.773	0.649	0.625	0.605
QRK2	0.820	0.697	0.680	0.664
QLK1	0.754	0.520	0.561	0.571
QLK2	0.791	0.630	0.722	0.720
EEV1	0.598	0.809	0.710	0.716
EEV2	0.766	0.815	0.736	0.774
EED1	0.708	0.881	0.765	0.742
EED2	0.747	0.877	0.774	0.750
EEA1	0.719	0.823	0.761	0.724
EEA2	0.557	0.816	0.715	0.602
JSJ1	0.729	0.741	0.841	0.745
JSJ2	0.553	0.512	0.731	0.580
JSS1	0.583	0.633	0.752	0.706
JSS2	0.679	0.639	0.774	0.706
JSP1	0.672	0.721	0.771	0.710
JSP2	0.698	0.679	0.766	0.651
JSV1	0.539	0.782	0.745	0.621
JSV2	0.619	0.652	0.720	0.659
JSC1	0.651	0.711	0.768	0.753
JSC2	0.610	0.668	0.746	0.707
EPQ1	0.765	0.795	0.787	0.825
EPQ2	0.706	0.782	0.819	0.865
EPT1	0.706	0.647	0.663	0.844
EPT2	0.575	0.564	0.666	0.788
EPP1	0.748	0.761	0.771	0.869
EPP2	0.609	0.677	0.717	0.751
EPE1	0.681	0.580	0.659	0.760
EPE2	0.579	0.614	0.640	0.742
EPI1	0.661	0.712	0.669	0.737
EPI2	0.610	0.664	0.719	0.761

Source: Processing data with SmartPLS version 3.0, 2020

The results of the discriminant validity conclude there are no multi-collinearity indicators of other variables. Thus, this study has adequate validity and reliability results and is used for inner model analysis or structural models or further testing hypotheses (Chin, 2010).

Model Feasibility Test Results (Inner Model)

In assessing structural models with PLS, we begin by looking at R-Squares for each endogenous latent variable as the predictive power of the structural model. Changes in the value of R-Squares can be used to explain the effect of certain exogenous latent variables on whether endogenous latent variables have substantive effects. R-Squares value of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate, and weak. The results of the PLS R-Squares present the amount of variance from the construct described by the model (Ghozali and Latan, 2015).

This study presents R-Squares such as 82.4% for job satisfaction and 84.0% for employee performances. This means the quality of work-life and employee engagement variables affect the job satisfaction variable which

has an R² of 0.824 or 82.4% and the remaining 17.6% is influenced by other variables not included in this model. As for the quality of work-life and employee engagement variables affecting the employee performances variable has an R² of 0.840 or 84.0% and the remaining 16.0% is influenced by other variables not included in this model. Furthermore, the model evaluation is fixed looking at the significant value to find the effect between variables through the bootstrapping procedure (Ghozali and Latan, 2015).

Table 5 and Figure 2 present the Path Coefficient, T-statistics and P-values in terms of structural model results in this study. There are seven hypotheses supported in this study. According to Hair et al (2010), when the T-statistic is greater than 1.96, it means it reaches significance of 5% of the P-value. Because of the results by SmartPLS Ver. 3.0, the researcher concludes hypothesis testing.

Among the factors of quality of work-life, such as participation, reward system, restructuring of work, work environment are factors that believe to affect job satisfaction and employee performances. Meanwhile, employee engagement factors, such as vigor, dedication, the absorption are factors that believe to affect job satisfaction and employee performances. This means, the Path Coefficient results from quality of work-life and employee engagement variables as well as their effect on job satisfaction and employee performance where the resulting T-statistics values > 1.96, (H1 = 4.305; H2 = 8.142; H3 = 2.312; H4 = 2.209; H5 = 4.499; H6 = 2.802; and H7 = 4.208), is supported. Thus, this study presents the quality of work-life and employee engagement as the main predictors of significant influence on job satisfaction and employee performances on PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch.

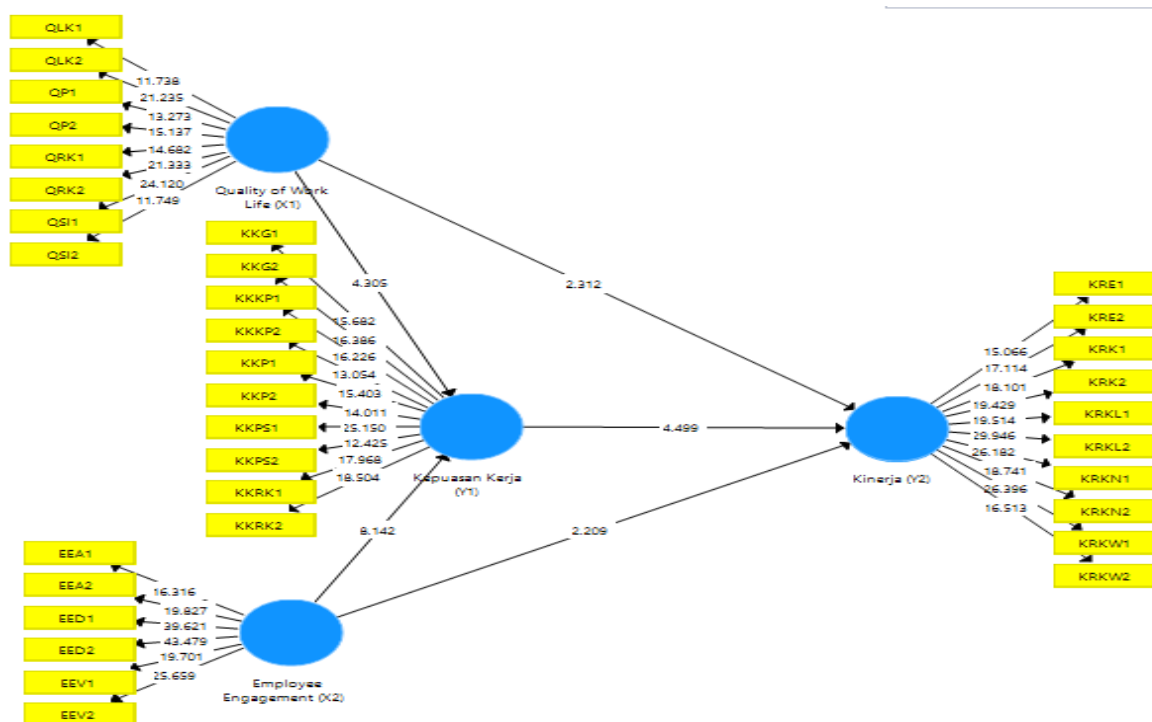


Figure 2.
Path Coefficient and Loading Factors

Table 5.
The Results of Structural Model

	Hypotheses	Path Coefficient	T-statistics	P-value	Result
H1	Quality of work-life has a significant effect on job satisfaction	0.324	4.305	0.000	Supported
H2	Employee engagement has a significant effect on job satisfaction	0.623	8.142	0.000	Supported
H3	Quality of work-life has a significant effect on employee performance	0.241	2.312	0.011	Supported

	Hypotheses	Path Coefficient	T-statistics	P-value	Result
H4	Employee engagement has a significant effect on employee performance	0.209	2.209	0.014	Supported
H5	Job satisfaction has a significant effect on employee performance	0.511	4.499	0.000	Supported
H6	Quality of work-life has a significant effect on employee performance through job satisfaction	0.166	2.802	0.003	Supported
H7	Employee engagement has a significant effect on employee performance through job satisfaction	0.318	4.208	0.000	Supported

Source: Processing data with SmartPLS version 3.0, 2020

Discussions

This studies to analyze the effect of quality of work-life and employee engagement on PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch towards job satisfaction and employee performances. Also, two-way approaches such as evaluation of measurement models or outer models, then evaluation of structural models or inner models are supporting by Partial Least Square. Through PLS, quality of work-life and employee engagement have proven to have a significant effect on job satisfaction on PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch (supporting H1 and H3).

This positive relationship based on earlier studies of quality of work-life and employee engagement on job satisfaction (Sari, et al., 2019; Fatmasari, et al., 2018; Al-dalahmeh, et al., 2018; Jain & Balu, 2018; Mariska, 2018; Vorina, et al., 2017; Setiyadi & Wartini, 2016; Rubel & Kee, 2014; Thakur, 2014). In other words, coordination between employees and supervisors, give a suggestion, salary, work schedule, implement the regulation, clean, and comfortable will be considered by employees. An employee tends to feel satisfied during or after working because he's feeling strong, never give up, enthusiastic, proud, and happy.

This study also proves that the quality of work-life and employee engagement have a significant effect on employee performance in PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch (supporting H2 and H4). This supports the results of earlier studies of quality of work-life and employee engagement on employee performances (Sari, et al., 2019; Ramawickrama, et al., 2018; Al-dalahmeh, et al., 2018; Koech & Cheboi, 2018; Mariska, 2018; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016). So, when the quality of work-life (coordination between employees and supervisor, give a suggestion, salary, work schedule, implement the regulation, clean, and comfortable) and employee engagement (feel strong, never give up, enthusiastic, proud, and happy) are conducive, that employee will be satisfying and tend to increase performance in PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch.

In addition, this study also concluded that job satisfaction has a significant effect on employee performance. Other findings in this study also concluded that the results of quality of work-life have a significant effect on employee performances through job satisfaction and the results of employee engagement have a significant effect on employee performances through job satisfaction (supporting H5, H6, and H7). In this perspective, indicators of quality of work-life and employee engagement are antecedents of job satisfaction in shaping employee performances in PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch. This means employees are satisfying because they coordinate between employees and supervisors, give suggestions, salary, work schedules, implement the regulation, clean, and comfortable. In addition, employees also feel strong, never give up, enthusiastic, proud, and happy. This finding is closely related to earlier studies (Sari, et al., 2019; Ramawickrama, et al., 2018; Al-dalahmeh, et al., 2018; Koech & Cheboi, 2018; Mariska, 2018; Bindi & Dharmaraj., 2017; Setiyadi & Wartini, 2016) about high job satisfaction to maximize employee performance to achieve organizational goals.

CONCLUSION AND RECOMMENDATIONS

Theoretical Implication

In theory, this research is expected to strengthen the theory and research results that are relevant to the results of this study, which found that quality of work-life and employee engagement significantly affect job satisfaction and employee performances in PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch.

An important and interesting finding from this research is empirical evidence that shows that quality of work-life influences job satisfaction which in turn creates employee performances. In addition, quality of work-life affects employee performances which are mediated by job satisfaction. It was concluded that the quality of work-life makes an important contribution to increasing employee performances. This implies that quality of work-life is important to consider to deliver high value for a thorough evaluation by employees of uses based on perceptions about what is received and what is given to create and keep up employee performances.

This study confirms that the quality of work-life as a top priority can meet the needs of employees in the workplace, which in turn will lead to increased work performance and productivity (Robbins, 1998). Based on this, it can be concluded that the quality of work-life has an important role in improving employee performance. Therefore, in every company, the quality of work-life that is offered needs to be implemented as an effort to compensate by creating employee satisfaction and performance.

Besides, this study also found that employee engagement influences job satisfaction and employee performance. This study helps PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch to gain further understanding of the effects of employee engagement (vigor, dedication, and absorption) on job satisfaction and employee performance. Employee engagement also influences employee performance, through job satisfaction. Increased employee engagement is related to job satisfaction so that if there is an increase in engagement received by an employee, it will have an impact on employee performance. By understanding the antecedents of job satisfaction and employee performance, this research allows companies to use employee engagement effectively to increase productivity, increase profits, increase efficiency, reduce turnover, reduce absenteeism, reduce fraud, increase satisfaction, reduce work accidents and minimize employee complaints.

Practical Implication

PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch, it is better to maintain the existing and ongoing quality of work-life and employee engagement and need to increase employee participation in every job, increase employee competency, make improvements related to employee work facilities and systems so that employees feel safer and more comfortable at work. The company is also expected to pay more attention to the relationship between fellow employees and leaders because a good relationship within a company can increase employee satisfaction and comfort at work.

Limitations and Further Research

During the process, this research still has several limitations. First, in the sample, the respondents taken were mostly implementing employees who were dominated by high school education levels, while the company PT. Indofood CBP Sukses Makmur, Tbk. Makassar Branch there are various divisions or work departments such as human resources division, finance division, and marketing division, etc. For this reason, the research results should be further analyzed to investigate employees in human resources division, finance division, and marketing division, etc. to conclude these findings. Second, this study has a time limit which directs researchers to only focus on reaching respondents online due to the coronavirus pandemic that has hit, so it is not representative and has not been able to generalize research based on existing phenomena.

However, with the limitations of research, there are some suggestions for future research, such as collecting larger samples that result in generalized. Then, for further research, samples should be taken such as human resources division, finance division, and marketing division, etc. to get a representative result in findings. Besides, indicators of quality of work-life and employee engagement, which have not been explored in this study, also many other factors that can affect job satisfaction, provides space for future research to explore and develop more indicators to better explain employee engagement variable itself.

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APPENDIX

Table 2.
Variables and Indicators

Variables	Indicators	Source
Quality of Work-Life		Walton in Zin, 2004
Participation	QP1 : Coordination with fellow employees and superiors has been well implemented by the company QP2 : Companies often encourage me to provide input on issues facing the organization	
Reward System	QRS1 : Salary That I got has not been able to meet the needs of my life QRS2 : My salary is following the work I do	
Restructuring of Work	QRW1 : The company has arranged the work schedule accordingly QRW2 : The company has not been able to properly and optimally implement SOP, regulations, direction and guidance	
Work Environment	QWE1 : The cleanliness of my workspace is well maintained QWE2 : I feel comfortable with the working conditions (comfort, quiet and facilities) where I work	
Employee Engagement		Schaufeli (2002)
Vigor	EEV1: I always feel strong and excited at work EEV2: I always never give up even though there are obstacles when doing work	
Dedication	EED1: I am enthusiastic about the work I do EED2: I feel proud of my current job	
Absorption	EEA1: I feel that time is noticeably faster when I work EEA2: I feel happy when I am busy at work	
Job Satisfaction		Luthans (2006)
Job Itself	JSJ1 : The job that I got is following my wishes and abilities JSJ2 : I was given responsibility according to my ability	
Salary	JSS1 : The reward system set by the company according to my job JSS2 : I receive an award if I excel at work	
Promotion Opportunities	JSP1 : There are promotional opportunities based on performance and years of service JSP2 : Assessment of promotion is carried out fairly	
Supervision	JSV1 : My boss always provides advice and assistance when I am in trouble JSV2 : My boss can communicate with me both personally and in a work context	
Colleagues	JSC1 : There is good communication between colleagues JSC2 : Colleagues in a department always provide support and advice related to work	
Employee Performances		Robbins (2006)
Quality	EPQ1 : I do a job that is calculating, careful and thorough EPQ2 : I always try to produce good quality work compared to other colleagues	
Quantity	EPT1 : The level of achievement of the volume of work that I produce is following company expectations	

	EPT2 : The quantity of work provided by the company is following the capabilities you have
Punctually	EPP1 : I do a job deftly and don't procrastinate EPP2 : I always work with procedures and schedules
Effectiveness	EPE1 : I can use office equipment well EPE2 : I use free time at the office for things that are useful for my work
Independence	EPI1 : I can complete work without the help of others EPI2 : I took the initiative to do work without having to wait for orders from the leadership

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