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The Implementation of Work-Life Balance, Organizational Culture, Rewards, and Career Development on Employee Engagement

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Abstract: The purpose of this literature review is to develop hypotheses regarding the influence of variables that can be used for further research in the field of human resource management. The article on the application of work-life balance, organizational culture, rewards, and career development on employee engagement is a scientific literature review in the field of human resource management. The approach used in this literature review is descriptive qualitative. The data collection technique used is literature study or review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. In previous studies, one relevant previous article was used for each independent variable. The results of this literature review are: 1) Work-life balance plays a role in employee involvement; 2) Organizational culture plays a role in employee involvement; 3) Rewards play a role in employee involvement; and 4) Career development plays a role in employee involvement.

Keywords: Employee Involvement, Work Life Balance, Organizational Culture, Reward, Career Development

INTRODUCTION

In this era of globalization and rapid digital transformation, companies in Indonesia are faced with the challenge of maintaining and improving employee engagement (Widjanarko, 2022). Employee engagement is an important factor that impacts productivity, innovation, and long-term organizational success. This is because employee engagement is a key factor in achieving organizational success in today's competitive environment (Hamdan et al., 2023).

Engaged employees not only contribute to productivity but also create a collaborative and innovative work environment (Jumawan et al., 2023). However, various studies indicate that employee engagement levels in Indonesia still face several challenges or obstacles that need to be addressed (Noercahyo et al., 2021).

These challenges include an imbalance between work-life balance, an unsupportive organizational culture, inadequate reward systems, and limited career development (Fauziah et al., 2023). This phenomenon is exacerbated by the increasingly complex dynamics of the labor market, accompanied by changes in the workforce that now demand greater flexibility and recognition. Research conducted by Susanto, Soehaditama, et al., (2023), shows that good work-life balance can prevent burnout, increase productivity, and retain top talent within an organization. However, research conducted by F. Saputra et al., (2024), indicates that the work-life balance dimension has a low engagement score of 58%, suggesting that more attention needs to be given to this aspect.

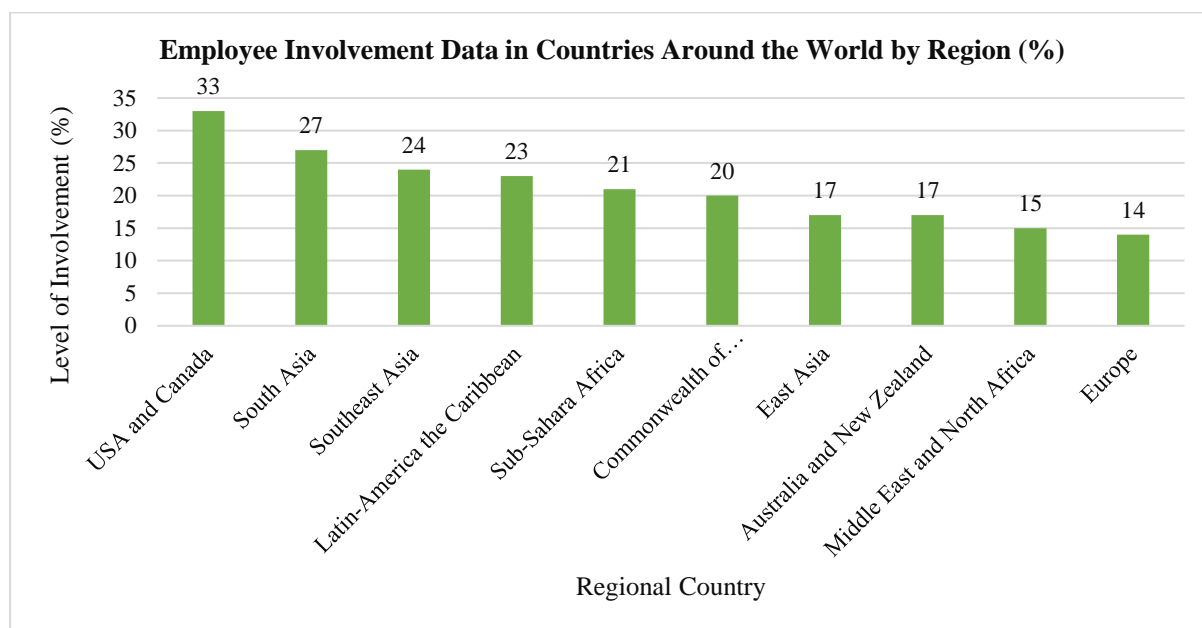


Figure 1. Employee Involvement Data in Countries Around the World by Region (%)
Source: Amanda Savitri et al., (2023)

Figure 1, titled Employee Engagement Data in Countries Around the World by Region (%), shows employee engagement levels in various regions around the world. The graph shows that the United States and Canada have the highest employee engagement levels at 33%, making them the regions with the most supportive work environments for active employee engagement. This is followed by South Asia at 27% and Southeast Asia, including Indonesia, at 24%. These figures indicate that Asia, including Southeast Asia, has good potential in terms of employee engagement, although it has not yet reached the ideal level.

From this graph, we can see that employee engagement remains a global issue, with significant differences between regions. Regions such as the United States and Canada have made good efforts to create a work environment that supports employee engagement, while other regions, including Southeast Asia and Indonesia, still have significant room for improvement. To increase this level of engagement, companies need to pay serious attention to key issues such as work-life balance, organizational culture, reward systems, and comprehensive and sustainable career development programs.

Overall, to improve employee engagement in Indonesia, companies need to focus on four key areas: work-life balance, organizational culture, recognition, and career development. By

paying attention to and implementing effective strategies in these four areas, it is hoped that a supportive, motivating, and empowering work environment will be created, enabling employees to maximize their contribution to the success of the organization.

Problem Formulation

Based on the background above, the following problems were formulated to be used as hypotheses for further research: 1) Does work-life balance play a role in employee involvement?; 2) Does organizational culture play a role in employee involvement?; 3) Do rewards play a role in employee involvement?; and 4) Does career development play a role in employee involvement?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to employee involvement comprehensively. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the study and the characteristics of the subjects being studied.

The data used in this study were obtained from previous studies related to employee involvement, work-life balance, organizational culture, rewards, and career development. The researcher will analyze the existing literature to identify patterns and trends in work-life balance, organizational culture, rewards, and career development. By using previous studies, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence employee involvement. (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also enables researchers to gain a more comprehensive understanding of employee involvement from various perspectives.

RESULT AND DISCUSSION

Results

The following are the findings of the study, taking into account the context and problem formulation:

Employee Involvement

Employee involvement is the active participation of employees in decision making, problem solving, and performance improvement within an organization. This involvement creates a sense of ownership of the job and the organization, thereby increasing employee motivation, productivity, and loyalty. Employee involvement is not limited to the performance of tasks, but also includes empowerment in the form of two-way communication, responsibility, and opportunities to express opinions (van Assen, 2021).

Indicators or dimensions found in the employee involvement variable include: 1) Participation in decision making: Employees are given the opportunity to participate in decision making related to work tasks or projects; 2) Freedom of expression: Employees feel free to express ideas, criticism, or suggestions without fear of negative consequences; 3) Responsibility and Independence: Employees are responsible for their work and are trusted to complete it independently; and 4) Team Collaboration: Employees actively collaborate with teammates and support the achievement of common goals (Neirotti, 2020).

The employee involvement variable is relevant to previous studies that have been researched by: (Chen et al., 2020), (Tortorella et al., 2021), (Charoensukmongkol & Puyod, 2024), (Santhoshkumar et al., 2024).

Work Life Balance

Work-life balance is a state in which individuals are able to divide their time, attention, and energy equally between work responsibilities and personal life. This concept is important for maintaining the mental and physical health of employees and improving overall job satisfaction and quality of life (Bhende et al., 2020).

Indicators or dimensions found in the work-life balance variable include: 1) Flexible Work Hours: There is flexibility in working hours to allow employees to adapt their work to their personal needs; 2) Adequate Rest Time: Employees have adequate rest time, including annual leave and holidays, to avoid work fatigue; 3) Family Support: The company provides support such as maternity/paternity leave or other family-friendly programs; and 4) Managed Work Pressure: Workloads are not excessive so that employees can maintain a good personal life (Suwito et al., 2022).

The work-life balance variable is relevant to previous studies that have been researched by: (Susanto, Soehaditama, Febrian, et al., 2023), (F. Saputra, Ali, et al., 2024), (Nurjana et al., 2022), (Yunita et al., 2023).

Organizational Culture

Organizational culture is a system of values, beliefs, norms, and behaviors that members of an organization adopt in carrying out their daily activities. This culture is shaped by the history, vision, mission, policies, and interactions of individuals within the organization, which then become the unique identity of an organization. Organizational culture influences how people work, make decisions, communicate, and how the organization responds to change and challenges. Organizations with strong cultures tend to have high levels of employee loyalty and productivity because of a sense of togetherness and shared goals (F. Saputra, Putri, et al., 2024).

Indicators or dimensions found in organizational culture variables include: 1) Company values and standards: Employees understand and apply the organization's values in their daily behavior; 2) Open Communication: There is room for honest and open two-way communication between supervisors and subordinates; 3) Supportive Leadership: A leadership style that encourages employee development and sets a positive example; and 4) Collective Attitude and Solidarity: Creating a supportive, trusting, and cooperative work environment among employees (Widodo, 2021).

Organizational cultural variables are relevant to previous studies that have been researched by: (Susanto, Simarmata, et al., 2024), (Widodo et al., 2017), (Susanto, Sawitri, et al., 2023), (Putri et al., 2023).

Reward

Rewards are a form of recognition that an organization gives to employees for their achievements, contributions, or positive behaviors that support the organization's goals. Rewards can be financial, such as salaries, bonuses, incentives, and benefits, or non-financial, such as recognition, promotions, training, and certificates (Das & Dash, 2024).

The primary purpose of rewards is to motivate employees to remain enthusiastic, loyal, and high performers. A fair and transparent reward system can increase job satisfaction and foster a competitive and productive work culture. Rewards also serve as a strategic management tool to attract and retain top talent (Maryanti et al., 2022).

Indicators or dimensions found in reward variables include: 1) Fair financial compensation: Salaries and bonuses are commensurate with workload, performance and industry standards; 2) Non-monetary rewards: Recognition in the form of certificates, praise or promotions as a form of appreciation for performance; 3) Incentives and benefits: Providing benefits such as insurance, transportation, or meal allowances to enhance well-being; and 4) Fairness in the Reward System: Rewards are given transparently and without discrimination among employees (Paillé et al., 2023).

The reward variable is relevant to previous studies that have been researched by: (Luturmas et al., 2022), (Maryanti et al., 2022), (Lavena & Lo, 2020), (A. R. P. Saputra et al., 2024).

Career Development

Career development is an ongoing process undertaken by organizations to help employees improve their skills, competencies and future career prospects. The main objective of career development is to create employees who are excellent, adaptable and ready to face increasingly complex work challenges (Susanto, Soehaditama, & Benned, 2023).

This program includes training, coaching, mentoring, job rotation, and structured career planning. With career development, employees feel valued and have opportunities to grow within the organization, which in turn increases loyalty and engagement. On the other hand, companies gain competent, innovative people who can drive the overall performance of the organization (E. S. Silitonga & Widodo, 2017).

Indicators or dimensions found in career development variables include: 1) Education and training opportunities: Employees have access to training, workshops, or skill enhancement programs; 2) Career Planning: A clear career structure is in place so that employees know the direction of their development; 3) Performance-based promotion: Opportunities for advancement are based on actual performance and contributions; and 4) Mentoring and Coaching: There are mentors or supervisors who provide direction and guidance for employees' career advancement (Yunita et al., 2023).

Career development variables are relevant to previous studies that have been researched by: (Widodo, 2021), (Sawitri et al., 2023), (Susanto, Sawitri, et al., 2023), (Pronajaya et al., 2021), (Sumardi et al., 2022).

Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 1. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Wiradendi Wolor, 2020)	-Work Life Balance variables affect Employee Involvement -Work Life Balance variables affect Employee Performance	This article has similarities in examining the variable Work Life Balance as the independent variable and examining the variable Employee Involvement as the dependent variable.	The difference lies in the Employee Performance variable in the dependent variable.
2	(Abdullahi et al., 2021)	-Organizational Culture variables influence Employee Involvement -Organizational Culture variables influence Employee Performance	This article has similarities in examining the Organizational Culture variable as the independent variable and the Employee Involvement variable as the dependent variable.	Another difference is found in the Employee Performance variable as another dependent variable.

3	(Baqir et al., 2020)	-Reward variables affect employee involvement -Recognition variables affect employee involvement -Supervisor support variables affect employee involvement	This article has similarities in examining the Reward variable in the independent variable and examining the Employee Involvement variable in the dependent variable.	Another difference lies in the variables Recognition and Supervisor Support as other independent variables.
4	(Susanto, 2022a)	-Organizational Commitment Variables Influence Employee Involvement -Compensation variables affect employee involvement -Career Development Variables Influence Employee Involvement	This article has similarities in examining the Career Development variable as the independent variable and the Employee Involvement variable as the dependent variable.	Another difference lies in the variables Organizational Commitment and Compensation as other independent variables.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Role of Work-Life Balance on Employee Involvement

Based on a literature review and relevant previous studies, it is stated that work-life balance plays a role in employee involvement.

To influence employee involvement through work-life balance, companies or organizations must do the following: 1) Flexible working hours: This means giving employees flexibility in arranging their working hours so that they can adjust their work schedule to their personal needs, such as taking care of their family or managing their rest time; 2) Adequate rest time: Where employees who have enough time to rest will experience improved physical and mental health; 3) Family support: When companies provide facilities or policies that support family life; and 4) Controlled work pressure: Where workloads are adjusted to employees' capacities and management is able to manage work stress, the work environment becomes more positive.

If companies or organizations can implement flexible working hours, adequate rest time, family support, and controlled work pressure, this will have an impact on employee involvement, which includes: 1) Participation in decision-making: because employees feel safe, valued, and able to think clearly to contribute to organizational policies; 2) Freedom of expression: Where employees feel confident to share ideas and feedback without fear of negative consequences, as they work in an environment that supports work-life balance; 3) Responsibility and independence: Also increases as employees have the self-confidence and positive energy to complete tasks without constant supervision; and 4) Teamwork: Becomes stronger as individuals who are balanced in their personal lives tend to be more cooperative, tolerant, and able to communicate effectively within the team.

The results of this study are in line with previous studies conducted by (Widodo & Maghfuriyah, 2024), (Wiradendi Wolor, 2020), which states that there is a role of work-life balance in employee involvement.

2. The Role of Organizational Culture in Employee Involvement

Based on a review of relevant literature and previous research, it can be stated that organizational culture plays a role in employee involvement.

To influence employee involvement through organizational culture, companies or organizations must do the following: 1) Company values and standards: These serve as guidelines for behavior that clarify the organization's expectations of its employees. When these values are clearly communicated and consistently practiced, employees will feel more confident to get involved because they understand the direction and goals of the organization; 2) Open communication: Creates a two-way dialogue between management and employees. This encourages involvement because each individual feels that their voice is heard and considered in the organizational process; 3) Supportive leadership: Where leaders provide motivation, role models, and moral support to employees. Such leaders create a positive work environment, encourage active participation, and build team trust; and 4) Collective attitude and solidarity: Encouraging cooperation among employees, strengthening social bonds, and fostering a sense of belonging to the organization.

If a company or organization can implement corporate values and standards, open communication, supportive leadership, collective attitude, and solidarity, it will have an impact on employee involvement, which includes: 1) Participation in decision-making: Because employees feel trusted and responsible for determining the direction of their work and the organization; 2) Freedom of expression: Where they can freely share ideas, criticism, or feedback without fear of judgment, as the organizational culture values openness and respects diverse perspectives; 3) Responsibility and autonomy: Increased when employees feel valued and encouraged to take initiative in their work; and 4) Teamwork: Strengthened by a culture of solidarity and collective values, enabling employees to collaborate and support one another in achieving shared goals.

The results of this study are in line with previous studies conducted by (E. S. Silitonga & Widodo, 2017), (Abdullahi et al., 2021), which states that there is a role of organizational culture in employee involvement.

3. The Role of Rewards in Employee Involvement

Based on a review of relevant literature and previous studies, it can be stated that rewards play a role in employee involvement.

To influence employee involvement through rewards, companies or organizations must do the following: 1) Fair financial compensation: Appropriate compensation creates satisfaction and encourages employees to actively participate in achieving organizational goals; 2) Non-monetary rewards: Recognition of achievements, certificates of appreciation, or praise from superiors have a positive psychological impact and strengthen employee loyalty and work enthusiasm; 3) Incentives and benefits: Providing health benefits, transportation, or other welfare programs serve as additional incentives to keep employees motivated and fully engaged in their work; and 4) Fairness in the reward system: Emphasizing that rewards should be given based on performance and contributions objectively, without discrimination. This builds trust and commitment to the organization.

If a company or organization can implement fair financial compensation, non-monetary rewards, incentives and benefits, and fairness in the reward system, it will have an impact on employee involvement, which includes: 1) Participation in decision-making: Increases because employees feel valued and important to the company, so they are more confident to get involved in strategic processes; 2) Freedom of expression: Grows when employees feel that their workplace values their contributions, making them more comfortable sharing ideas or opinions; 3) Responsibility and independence: Develops alongside intrinsic motivation that grows from consistent rewards; and 4) Teamwork: Becomes stronger because fair and transparent rewards build trust among team members and encourage collaboration in achieving common goals.

The results of this study are in line with previous research conducted by (Baqir et al., 2020), which states that rewards play a role in employee involvement.

4. The Role of Career Development in Employee Involvement

Based on a literature review and relevant previous research, it can be stated that career development plays a role in employee involvement.

To influence employee involvement through career development, companies or organizations must do the following: 1) Provide education and training opportunities: Provide employees with new skills and knowledge relevant to their jobs so that they feel capable of facing challenges and are motivated to contribute more to the organization; 2) Career planning: Help employees understand the career paths available in the company and the steps they need to take to achieve them. This increases involvement because they see a clear and worthwhile future; 3) Performance-based promotion: Demonstrating that the company values hard work and tangible results. When promotions are conducted fairly, employees will be more motivated to take an active role and improve their performance; and 4) Mentoring and coaching: Providing direct support from supervisors or senior colleagues, helping employees grow professionally, and building stronger working relationships within the organization.

If companies or organizations can implement educational and training opportunities, career planning, performance-based promotions, mentoring and coaching, this will have an impact on employee involvement, which includes: 1) Participation in decision-making: This will increase because employees who feel supported in their careers will be more confident and proactive in voicing their ideas and taking on strategic roles; 2) Freedom of expression: Created in a work environment that values individual growth, where employees feel free to express their opinions and innovative solutions; 3) Responsibility and independence: Developed because employees have a better understanding of their roles and goals within the organization and feel they have control over their career development; and 4) Teamwork: Strengthened because employees who feel they are advancing together in their careers tend to be more open, supportive, and appreciative of their colleagues' contributions.

The results of this study are consistent with previous research conducted by (Susanto, 2022b), which states that career development plays a role in employee involvement.

Conceptual Framework

The conceptual framework is determined based on the problem statement, research objectives, and previous studies relevant to the literature review in this study:

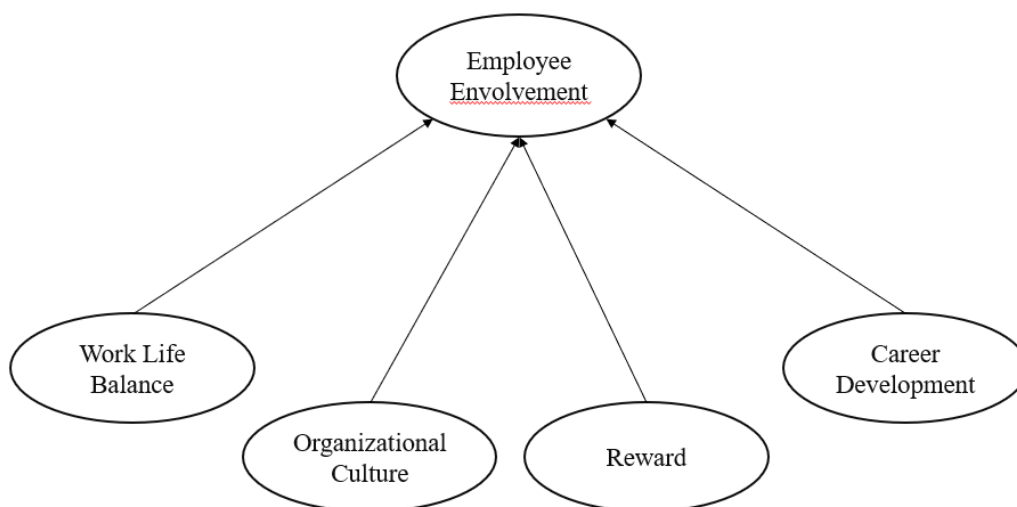


Figure 2. Conceptual Framework

Based on Figure 2 above, work-life balance, organizational culture, rewards, and career development play a role in employee engagement. However, in addition to the variables of work-life balance, organizational culture, rewards, and career development that influence employee engagement, there are other variables that influence it, including:

- 1) Leadership: (Widodo, 2017), (Susanto, Setiawan, et al., 2024), (Susanto, Syailendra, et al., 2023), (Susanto, Sawitri, et al., 2024).
- 2) Work Environment: (Phinari & Innocentius Bernarto, 2020), (W. S. H. Silitonga, 2023), (Alasiri & AlKubaisy, 2022).
- 3) Workload: (Sari & Ali, 2022), (Rajab, 2021), (Narpati et al., 2022), (Abadi & Riyanto, 2021), (Mahaputra & Saputra, 2021).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows:

1. Work-life balance plays a role in employee involvement.
2. Organizational culture plays a role in employee involvement.
3. Rewards play a role in employee involvement.
4. Career development plays a role in employee involvement.

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