

THE EFFECT OF QUALITY OF WORK LIFE AND INTERNAL CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE ENGAGEMENT AND ITS IMPLICATIONS ON HOSPITAL EMPLOYEE PERFORMANCE (Survey Study at Hawari Essa Hospital, Tegal Regency)

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Abstract

This study to determine the influence of quality of work life (QWL) and internal corporate social responsibility (ICSR) on employee engagement that's implications on employee performance at Hawari Essa Hospital, Tegal. The results of the path coefficient test show about the significance value of the influence of QWL on employee engagement is 0.000, the significance value of the influence of ICSR on employee engagement is 0.008, the significance value of the influence of employee engagement on performance is 0.000, the significance value of the influence of ICSR on performance is 0.017. The results of the Blindfolding test of the Q-Square value of the employee engagement variable are 0.536. The significance value of the indirect effect test the influence of QWL on performance through employee engagement is 0.000, the significance value of the influence of ICSR on performance through employee engagement is 0.021. The findings are that QWL has a positive effect on employee engagement of Hospital employees, ICSR has a positive effect on employee engagement of Hospital employees, QWL and ICSR simultaneously have an effect on employee engagement of Hospital employees, employee engagement has a positive effect on employee performance of Hospital employees, QWL has a positive effect on employee performance of Hospital employees, ICSR has a positive effect on employee performance of Hospital employees, QWL has an effect on employee performance of Hospital employees through employee engagement and ICSR has an effect on employee performance of Hawari Essa Hospital through employee engagement.

Keywords: *Quality of Work Life, Internal Corporate Social Responsibility, Employee Engagement, Performance, Hospital*

INTRODUCTION

Hospitals are healthcare facilities that demand high-quality employee performance to ensure patient satisfaction and effective service delivery. However, various studies have shown that the performance of healthcare workers in Indonesia still faces challenges, including low compliance with standard operating procedures, high turnover rates, and relatively low patient satisfaction. A similar phenomenon was also found at Hawari Essa Hospital in Tegal Regency. Preliminary study data indicate that most nurses are not performing optimally, with high discrepancies in SOP implementation and a high rate of HR reprimands. Furthermore, compensation below the minimum wage (UMR) standard, limited training, and weak human resource management reduce the quality of work life (QWL) and the implementation of internal social responsibility (ICSR). Several previous studies have shown that QWL and ICSR are closely related to employee engagement and performance. However, there are still discrepancies in the results, with some studies finding a significant effect while others do not. Therefore, this study is important to examine the relationship between these variables in the context of private hospitals in the region.

LITERATURE REVIEW

Quality of Work Life Quality of Work (QWL) is defined as conditions that provide employees with opportunities to fulfill their personal needs while improving their performance within the organization. QWL encompasses various aspects such as fair compensation, a safe work environment, and opportunities for personal development. Previous research has shown that QWL positively impacts employee job satisfaction, motivation, and performance (Pertiwy et al., 2020; Raistanti et al., 2023). ICSR is a form of organizational social responsibility towards employees as internal stakeholders. ICSR implementation includes fairness in human resource management, occupational safety and health, and employee development programs. Previous research has shown that consistent ICSR implementation can increase employee loyalty, commitment, and performance (Anass et al., 2024; Bayuningrat, 2022).

Employee engagement is an employee's emotional, intellectual, and motivational attachment to an organization. Engaged employees demonstrate greater dedication, enthusiasm for their work, and a strong desire to contribute to achieving organizational goals. Several studies confirm that engagement is a crucial factor mediating the relationship between working conditions and employee performance (Febriansyah & Ginting, 2020; Marampa et al., 2024; Saputra et al., 2024). Employee performance is the work results achieved by individuals in accordance with their assigned responsibilities. In the hospital context, performance is measured through adherence to standard operating procedures (SOPs), service quality, and professionalism in patient care. Previous research confirms that performance is influenced by various factors, including QWL, ICSR, and employee engagement levels (Dewi et al., 2023; Zulkhulaifah et al., 2022). Based on literature studies, there are discrepant research findings regarding the influence of QWL and ICSR on employee performance. Some studies found a significant direct effect, while others emphasized the important mediating role of engagement. Furthermore, there is limited research examining the relationship between QWL, ICSR, engagement, and performance simultaneously in the context of private hospitals in Indonesia. Therefore, this study aims to fill this gap by analyzing the influence of QWL and ICSR on employee engagement and its implications for employee performance at Hawari Essa Hospital in Tegal Regency.

METHOD

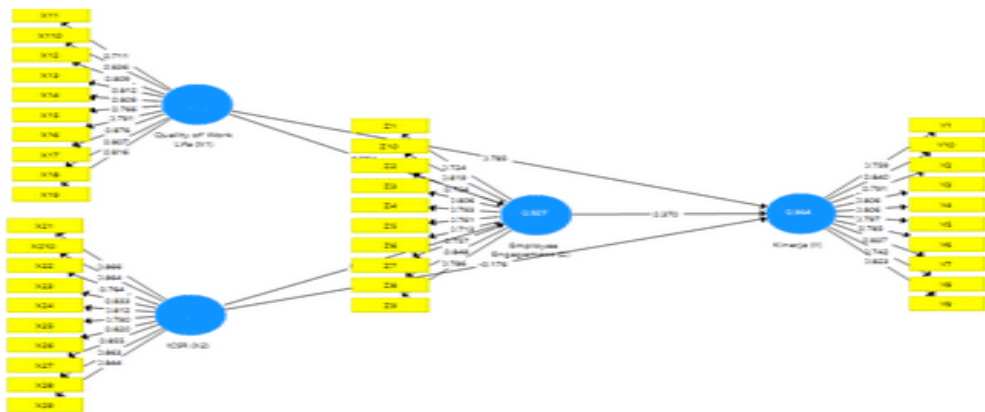
This research method uses a quantitative approach with descriptive and verification analysis. The study population is all 136 employees of Hawari Essa Hospital in Tegal Regency. The sample size was determined using the Slovin formula with a 5% error rate, resulting in 101 respondents selected through a proportional sampling technique. Primary data were collected through a questionnaire with a Likert scale to measure the variables of Quality of Work Life, Internal Corporate Social Responsibility, Employee Engagement, and Employee Performance. Validity testing was carried out using Convergent Validity analysis and reliability testing using Cronbach's Alpha to ensure the quality of the research instrument. Data analysis was carried out in two stages: descriptive analysis to describe the respondent profile and the condition of the research variables, and verification analysis using Structural Equation Modeling based on Partial Least Square (SEM-PLS) through the SmartPLS 3.0 application to test the relationship between variables and prove the research hypothesis.

RESULTS AND DISCUSSION

The characteristics of the respondents in this study are presented based on gender, age, highest level of education, and length of service. Based on gender, the majority of respondents were female (59 respondents) while 42 respondents were male (42.0%). Based on age, the majority of respondents were aged 22-25 years (58 respondents) followed by 26-45 years (37 respondents) and 46-65 years (6 respondents). Based on their highest level of education, the majority of respondents were high school/vocational school graduates (12 respondents) followed by 57 respondents (56.0%) with a diploma (D III) and 32 respondents (32.0%) with a bachelor's degree (S1) or higher. Meanwhile, based on length of service, the majority of respondents had worked for less than one year (28 respondents) followed by 1-2 years of service (17 respondents) and 3-4 years of service (56 respondents)

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Picture1Outer Model Test Results

Source: SmartPLS 2025 Data

In this study, the loading factor limit used was 0.7. The results of data processing with SmartPLS, as shown in the figure above, indicate that all indicators for each variable in this study have loading factor values greater than 0.70 and are considered valid. This indicates that variable indicators with loading factor values greater than 0.70 have a high level of validity.

No	Variables	Reliability	Conclusion
1	Performance (Y)	0.950	Reliable
2	Quality of Work Life(X1)	0.939	Reliable
3	Internal Corporate Social Responsibility(X2)	0.937	Reliable
4	Employee Engagement(Z)	0.924	Reliable

Table 1. Cronbach's Reliability Test Results

Source : SmartPLS 2025 Data

Based on the reliability test results in the table above, it can be seen that the variables used have values above the established criterion of 0.70. This means that the questionnaire used has consistency as a measuring tool. The results of the reliability test using SmartPLS 3.0 can be seen in the image below:

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...
ICSR (X2)	0.950	0.952	0.957	0.692
Quality of Work Life (X1)	0.939	0.940	0.948	0.647
Kinerja (Y)	0.937	0.938	0.946	0.638
Employee Engagement (Z)	0.924	0.926	0.936	0.597

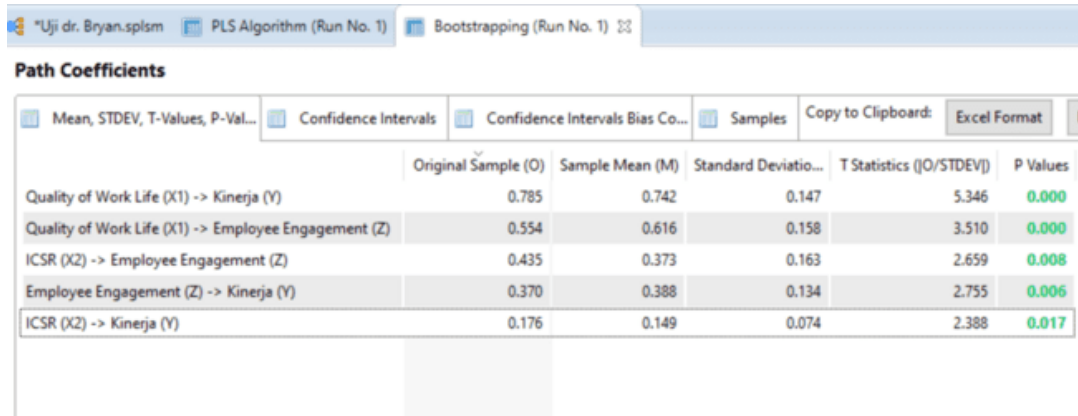
Picture2Test ResultsCronbach's Alpha and Composite Reliability

Source: SmartPLS 2025 Data

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The variables used already have Cronbach alpha values of Performance (Y) = 0.950, Quality of Work Life (X1) = 0.939, Internal Corporate Social Responsibility (X2) = 0.937 and Employee Engagement (Z) = 0.924, so all of these values are above the established criteria of 0.70. This means that the questionnaire used has consistency as a measuring tool.

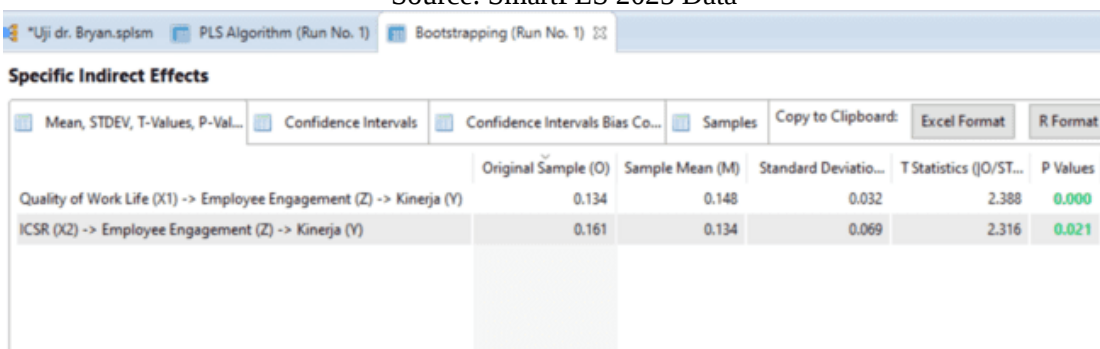


SmartPLS Path Coefficients test results screenshot showing the following data:

	Original Sample (O)	Sample Mean (M)	Standard Deviation...	T Statistics (O /STDEV)	P Values
Quality of Work Life (X1) -> Kinerja (Y)	0.785	0.742	0.147	5.346	0.000
Quality of Work Life (X1) -> Employee Engagement (Z)	0.554	0.616	0.158	3.510	0.000
ICSR (X2) -> Employee Engagement (Z)	0.435	0.373	0.163	2.659	0.008
Employee Engagement (Z) -> Kinerja (Y)	0.370	0.388	0.134	2.755	0.006
ICSR (X2) -> Kinerja (Y)	0.176	0.149	0.074	2.388	0.017

Picture3Path Coefficient test results

Source: SmartPLS 2025 Data



SmartPLS Specific Indirect Effects test results screenshot showing the following data:

	Original Sample (O)	Sample Mean (M)	Standard Deviation...	T Statistics (O /ST...	P Values
Quality of Work Life (X1) -> Employee Engagement (Z) -> Kinerja (Y)	0.134	0.148	0.032	2.388	0.000
ICSR (X2) -> Employee Engagement (Z) -> Kinerja (Y)	0.161	0.134	0.069	2.316	0.021

Picture4Specific Indirect Effect test results

Source: SmartPLS 2025 Data

The results of the bootstrapping test show that Quality of Work Life (QWL) and Internal Corporate Social Responsibility (ICSR) have a positive and significant effect on employee engagement, with original sample values of 0.554 (p-value = 0.000) and 0.435 (p-value = 0.008), respectively. Furthermore, employee engagement is proven to have a positive effect on employee performance with an original sample value of 0.370 (p-value = 0.012). In terms of direct effects, QWL has the largest contribution to employee performance (0.785; p-value = 0.000), followed by ICSR (0.176; p-value = 0.017). Meanwhile, indirect effects were also found to be significant, where QWL affects performance through employee engagement (0.134; p-value = 0.000) and ICSR affects performance through employee engagement (0.161; p-value = 0.021). These findings confirm that increasing QWL and ICSR not only has a direct impact on performance, but also strengthens performance through increased employee engagement.

	Total	Case1	Case2	Case3	Case4	Case5	Case6
				\$50		\$98	$Q^2 (= 1 - \$98 / \$50)$
Employee Engagement (Z)			\$20.000		241.389		0.536
ICSR (x2)			\$20.000		\$20.000		
Kinerja (Y)			\$20.000		210.781		0.595
Quality of Work Life (X1)			\$20.000		\$20.000		

Source: SmartPLS 2025 Data



Source: SmartPLS 2025 Data

The proportion of quality of work life and internal corporate social responsibility influences the variability of employee engagement construct by 92.7%, and the rest is 7.3%. The large proportion of quality of work life and internal corporate social responsibility influences the variability of performance construct by 96.4%, and the remaining 4.6% is explained by other constructs outside those examined in this study. The R-square value is the percentage value of the total data from independent variables that jointly influence the dependent variable so that it shows the ability of the quality of work life and internal corporate social responsibility variables to influence employee engagement in research conducted on employees of Hawari Essa Hospital 92.7%. The ability of quality of work life and internal corporate social responsibility to influence performance in research conducted on employees of Hawari Essa Hospital 96.4%.

Descriptive Analysis

Most respondents gave a positive assessment of the quality of work life variable. Quality of work life refers to the pleasant or unpleasant state of the work environment for an individual. The main goal is to develop an excellent work environment for employees and also for production. The main focus of quality of work life itself is that the work environment and all work within it must be compatible with people and technology (Soetjipto, 2017). The quality of work life of hospital employees is good because the hospital provides opportunities for self-development, the opportunity to be involved in decision-making, and pays attention to the balance between work and personal life (Pamungkas & Mindiharto, 2024). Most respondents gave a strong agreement assessment regarding the internal corporate social responsibility variable. Internal CSR, namely corporate social responsibility, has been carried out by companies, both small, medium, and large, for years, in various forms and types, and for some or all stakeholders (Rochmaniah & Sinduwiatmo, 2020). Internal Corporate Social Responsibility (ICSR) for hospital employees is good because ICSR is considered an investment in employee well-being and productivity. ICSR, which includes programs such as improving employee welfare (Badrianto & Suwandi, 2023).

Most respondents gave a positive assessment of the employee engagement variable. Adi and Fithriana (2018) explained that employee engagement is a state in which individuals feel a sense of complete self-worth, are motivated to work, are able to accept support from others positively, and are able to work effectively and efficiently in the work environment. Employee engagement in hospitals is good because employees can improve service quality, reduce operational costs, improve patient safety, and increase profits (Utami et al., 2024). Most respondents gave a positive assessment of the performance variable. Performance can be defined as the work results or achievements achieved by an individual in carrying out their duties according to their assigned duties or responsibilities (Nurdin et al., 2023). Hospital employee performance is considered good because they are able to provide quality services to patients, support hospital operational efficiency, and achieve organizational goals (Pramida & Mulyanti, 2023).

Verification Analysis

1. Quality of Work Life has a positive effect on Employee Engagement

Because if employees' work and life are balanced, indirectly employees will have a greater sense of responsibility for their work at the hospital because they feel that their rights have been fulfilled.

2. Internal Corporate Social Responsibility has a positive effect on Employee Engagement

Employee engagement with the Hospital will increase if the Hospital improves ICSR through attention to employee social welfare, building a healthy, safe and inclusive work environment and providing career development opportunities for Hospital employees.

3. Quality of Work Life and Internal Corporate Social Responsibility have a simultaneous influence on Employee Engagement

They assume that employees can manage their personal and work lives and that the Hospital is socially responsible so that they have involvement in the Hospital's needs.

4. Employee Engagement has a positive effect on Performance

Employee performance will increase if there is an increase in employee engagement if the Hospital provides the opportunity for all employees to be actively involved in decision-making regarding obstacles or problems faced, such as participating in meetings, briefings or direct summons.

5. Quality of Work Life has a positive influence on Performance

If an employee's personal life and work are aligned, the employee will be able to focus more on work, thereby creating increased performance.

6. Internal Corporate Social Responsibility for Performance

Employee performance will increase along with the role of the Hospital in paying more attention to responsibility for employee needs, employee expectations and a more conducive work environment.

7. Quality of Work Life on Performance through Employee Engagement

Employees who can manage their personal and work lives in a balanced way can focus more on their work, thereby increasing employee engagement in the workplace and at the same time, their performance will improve.

8. Internal Corporate Social Responsibility for Performance through Employee Engagement

Employees who receive social support from the Hospital through attention to employee welfare and needs will cause employees to have a sense of involvement so that they will work optimally and improve performance.

CONCLUSION

All variables, including Quality of Work Life, Internal Corporate Social Responsibility, and Employee Engagement, simultaneously influence employee performance. The indirect influence of Quality of Work Life and Internal Corporate Social Responsibility on performance is greater than the direct influence of Quality of Work Life and Internal Corporate Social Responsibility on employee engagement. This indicates that employee engagement successfully mediates the influence of Quality of Work Life and Internal Corporate Social Responsibility on performance.

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