

# The Influence of *Quality Of Work Life* and Employee Involvement on Employee Performance of PT. Enviromate Trustindo Vehicle

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## ABSTRACT

*This study aims to analyze the effect of Quality of Work Life and Employee Engagement on Employee Performance both partially and simultaneously. This research uses a quantitative approach with a survey method from a population of 60 people at PT Wahana Enviromate Trustindo. Because the population is limited, this research was conducted using a saturated sample technique with data obtained from distributing questionnaires as the statement instrument. Primary data processing in this study used the Statistical Package For Social Science (SPSS) version 25 with the testing stages, namely: Validity and Reliability Test, Classical Assumption Test, Multiple Linear Regression Analysis, Coefficient of Determination Analysis, and Hypothesis Testing. The results of this study indicate that: 1) Quality of Work Life has a positive and significant effect on Employee Performance with a t value of 2.508 > t table 1.672 and a significance value of 0.015 < 0.05. 2) Employee Engagement has a positive and significant effect on Employee Performance with a t value of 13.833 > t table 1.672 and a significance value of 0.000 < 0.05. 3) Quality of Work Life and Employee Engagement simultaneously have a positive and significant effect on Employee Performance with a calculated f value of 456.155 > f table 3.16 and a significance value of 0.000 < 0.05. The results of the analysis of the coefficient of determination of Quality of Work Life and Employee Engagement affect 93.9% of Employee Performance and the remaining 6.7% is influenced by other variables not examined in this study.*

**Keywords:** *Quality Of Work Life, Employee Engagement, Employee Performance*

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *Quality of Work Life* dan Keterlibatan Karyawan terhadap Kinerja Karyawan baik secara parsial maupun secara simultan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei dari populasi yang berjumlah 60 orang di PT Wahana Enviromate Trustindo. Karena jumlah populasi yang terbatas, maka penelitian ini dilakukan menggunakan teknik sampel jenuh dengan data yang diperoleh dari penyebaran kuesioner sebagai instrument pernyataannya. Pengolahan data primer pada penelitian ini menggunakan *Statistical Package For Social Sience* (SPSS) versi 25 dengan tahapan pengujian yaitu: Uji Validitas dan Reliabilitas, Uji Asumsi Klasik, Analisis Regresi Linier Berganda, Analisis Koefisien dan Uji Hipotesis. Hasil dari penelitian ini menunjukkan bahwa: 1) *Quality of Work Life* berpengaruh positif dan signifikan terhadap Kinerja Karyawan dengan nilai t hitung 2.508 > t tabel 1.672 dan nilai signifikansi 0,015 < 0,05. 2) Keterlibatan Karyawan berpengaruh positif dan signifikan terhadap Kinerja Karyawan dengan nilai t hitung 13.833 > t tabel 1.672 dan nilai signifikansi 0,000 < 0,05. 3) *Quality of Work Life* dan Keterlibatan Karyawan secara simultan berpengaruh positif dan signifikan terhadap Kinerja Karyawan dengan nilai f hitung 456,155 > f tabel 3,16 dan nilai signifikansi 0,000 < 0,05. Hasil analisis koefisien determinasi *Quality of Work Life* dan Keterlibatan Karyawan berpengaruh 93,9% terhadap Kinerja Karyawan dan sisanya 6,7% dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini.

**Kata kunci:** *Quality of Work Life, Keterlibatan Karyawan, Kinerja Karyawan*

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## INTRODUCTION

The current competitive business environment is filled with major changes caused by the presence of various innovations and the use of new technologies that make market conditions increasingly difficult to predict. As the backbone of the global supply chain, logistics companies are one of the sectors that are facing major challenges. In ensuring the smooth distribution of goods and services from producers to consumers, logistics companies are required to adapt to the needs of the market effectively and efficiently. Therefore, it is important for logistics companies to have superior, skilled, and high-performance human resources in meeting today's business challenges. The influence of employee performance is very meaningful for the success of a company, because employees with good performance results will certainly have a positive impact on business development, while poor performance can have a negative impact on the success of the company (Gunawan et al., 2023). Thus, the company needs to pay close attention to the performance of its employees in accordance with the standards expected by the company (Munir et al., 2022).

PT Wahana Enviromate Trustindo is a logistics company engaged in *Cold Chain Logistics* with the main focus being *Cold Storage* Rental Services and Refrigerated Truck Transportation. PT Wahana Enviromate Trustindo was established in 2005 and has 18 years of experience in the refrigerated truck transportation business, so PT Wahana Enviromate Trustindo is one of the *reliable Cold Chain* 3PL companies in Indonesia. This of course makes PT Wahana Enviromate Trustindo must continue to strive to improve the performance of its employees, the results of the performance achievements of PT Wahana Enviromate Trustindo's employees can be seen in the table below:

### Performance Data of PT Wahana Enviromate Trustindo in 2023 and 2024

No.	Bagian	Pencapaian Kinerja		
		2023	Target	Keterangan
1	HRD	90%	100%	Tidak Tercapai
2	Keuangan	88%	100%	Tidak Tercapai
3	Pemasaran	82%	100%	Tidak Tercapai
4	Operasional	80%	100%	Tidak Tercapai
5	Pengiriman	78%	100%	Tidak Tercapai

No.	Bagian	Pencapaian Kinerja		
		2024	Target	Keterangan
1	HRD	90%	100%	Tidak Tercapai
2	Keuangan	85%	100%	Tidak Tercapai
3	Pemasaran	80%	100%	Tidak Tercapai
4	Operasional	80%	100%	Tidak Tercapai
5	Pengiriman	70%	100%	Tidak Tercapai

Source: PT Wahana Enviromate Trustindo

From the results of interviews with the Chairman and HRD of PT Wahana Enviromate Trustindo, in 2024 from January to November the company will experience a decline in employee performance compared to 2023. The delivery department experienced a fairly low performance decline due to delays and delivery errors, resulting in complaints from consumers. This decline was caused by a high level of work stress originating from external factors within the company. These factors can occur during the delivery process, one of which is traffic congestion and changes in shipping routes that can occur at any time. Employee work stress also increases due to pressure in meeting targets that must be done, resulting in employee fatigue and work morale. Thus, these problems can be said to be a form of non-achievement of delivery targets that have an impact on consumer satisfaction and *quality of work life* employees. The results of the interview also said that there was a different and relatively low educational background of individuals in the field of delivery. This can underlie that they have variations in the way they think and understand work. These problems can occur due to a lack of open communication which causes companies to pay less attention to welfare and *quality of work life* employees, so that the needs and welfare of employees are not met properly and result in a decrease in performance. One of the main goals to meet the needs and desires of employees demanding Casio is, by *quality of work life* Good (Hartini, 2021:8). If the company implements *quality of work life* The good ones will certainly have a positive influence and provide benefits for the human resources involved (Setiawati & Dewi, 2023).

The ineffectiveness of communication between the delivery leader and the delivery service subordinate also leads to misunderstandings between them, so that it becomes the cause of errors and delays in the delivery of goods that cause confusion and disappointment between employees, thus ultimately making employees feel less involved and not appreciated in the decision-making and planned delivery activities. Employee engagement is a process that involves employees at all levels of the organization to participate in decision-making and problem-solving (Nur, 2021:12). High employee engagement means that employees feel emotionally connected to their workplace, committed to the organization's mission, and eager to give their best contribution (Dewi et al., 2024:147). These problems need to be addressed by the company, because when employees feel uninvolved and underappreciated, it will reduce their enthusiasm, and enthusiasm which will ultimately have an impact on their performance. Thus, employee involvement itself has a positive impact on the sustainability of the company, because without this involvement,

productivity will decrease and the company risks losing potential profits and quality human resources (Chrisshyaren, 2022).

## THEORETICAL STUDIES

### Employee Performance (Y)

Basically, performance is an achievement of a person's work in quality and quantity in a predetermined period. Mangkunegara's theory (2009) defines performance as a result of work in terms of the quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Setyowati et al., 2021).

### Quality of Work Life (X1)

*Quality of work life* It can be described as the process of the extent to which the needs of employees are met by the company, such as a sense of security, opportunities to grow, and appreciation of themselves as human beings in carrying out their work (Utaminingsih et al., 2024:117). To measure *quality of work life* in a more structured way, referring to the theory Walton (1973) with eight dimensions, namely: Adequate and fair compensation, Safe and healthy working conditions, Immediate opportunity to use and develop human capacity, Future opportunities for sustainable growth and security, Social integration in work organization, Constitutionalism in work organization, Work and living space as a whole and Social relevance of working life.

### Employee Engagement (X2)

Employee engagement refers to the level of commitment and engagement to their organization and its values. Schaufeli and Bakker (2004) define employee involvement as a positive working condition characterized by *vigor*, *dedication*, and *Absorption* that are felt simultaneously (Arnold B. Bakker, 2010). High employee engagement means that employees feel emotionally connected to their workplace, committed to the organization's mission, and eager to give their best contribution (Dewi et al., 2024:147).

## RESEARCH METHODS

The final result with valid and accurate empirical data is, of course, supported by the research method to be used, so in the research influence *quality of work life* and employee involvement on the performance of PT Wahana Enviromate Trustindo's employees is studied using quantitative research with a descriptive approach. The quantitative method itself is a method based on the philosophy of positivity to research on certain

populations and samples by collecting data using research instruments, quantitative/statistical data analysis to test the hypothesis that has been determined (Sugiyono, 2020:16). This research was conducted through a survey methodology that used questionnaires as an instrument for statements. This instrument was used to dig up data from respondents directly and systematically, so that the population in this study was all employees of PT Wahana Enviromate, totaling 60 people. Because the population is less than 100 people, the sampling technique used is saturated sampling, which determines the sample of all members of the population. Thus, the number of samples in this study is as many as 60 people, according to the total population.

The data analyzed in this study uses statistical software, namely SPSS 25, which is able to process quantitative data effectively, especially in conducting validity, reliability, classical assumption tests, and multiple linear regression analysis. The validity test is carried out to determine whether or not the variables of a questionnaire are valid by comparing the  $r$  calculation with the  $r$  table, and a variable is said to be valid if  $r$  is calculated  $> r$  table with a significance of 0.05. Meanwhile, the reliability test is measured using *Cronbach's Alpha*, where a variable can be declared reliable if *Cronbach's Alpha* value  $> 0.60$ . After the instrument is proven to be valid and reliable, a classical assumption test is carried out, which includes the normality test, the multicollinearity test, and the heteroscedasticity test as a condition in regression analysis. The main analysis used in this study was multiple linear regression to test the influence of *quality of work life* and employee involvement on the performance of PT Wahana Enviromate Trustindo's employees

## RESEARCH RESULTS

This study uses quantitative data obtained from the distribution of questionnaires through *google forms* distributed through social media to employees of PT Wahana Enviromate Trustindo. The data was collected between December 2024 and February 2025. The questionnaire was distributed to 60 respondents; all respondents returned completely and qualified for processing.

Table 1.

**Descriptive Statistical Test Results Quality of Work Life (X1)**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X1.1	60	1.00	5.00	3.1500	1.59262
X1.2	60	1.00	5.00	3.1667	1.62780
X1.3	60	1.00	5.00	3.2000	1.50479
X1.4	60	1.00	5.00	3.3500	1.49377
X1.5	60	1.00	5.00	3.1333	1.61000
X1.6	60	1.00	5.00	3.1833	1.64153
X1.7	60	1.00	5.00	3.3833	1.64772
X1.8	60	1.00	5.00	3.3167	1.40811
X1.9	60	1.00	5.00	3.3333	1.59093
X1.10	60	1.00	5.00	3.1833	1.55674
Valid N (listwise)	60				

Table 2.

**Results of Descriptive Statistical Test of Employee Engagement (X2)**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
X2.1	60	1.00	5.00	3.4333	1.45400
X2.2	60	1.00	5.00	3.2500	1.55819
X2.3	60	1.00	5.00	3.3000	1.53269
X2.4	60	1.00	5.00	3.5167	1.50132
X2.5	60	1.00	5.00	3.2833	1.60604
X2.6	60	1.00	5.00	3.2833	1.62701
X2.7	60	1.00	5.00	3.2667	1.54992
X2.8	60	1.00	5.00	3.4500	1.46629
X2.9	60	1.00	5.00	3.4500	1.44298
X2.10	60	1.00	5.00	3.3167	1.42009
Valid N (listwise)	60				

Table 3.

**Results of Descriptive Statistical Test of Employee Performance (Y)**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Y.1	60	1.00	5.00	3.2500	1.60111
Y.2	60	1.00	5.00	3.2667	1.60367
Y.3	60	1.00	5.00	3.3500	1.62423
Y.4	60	1.00	5.00	3.4167	1.56543
Y.5	60	1.00	5.00	3.3000	1.42971
Y.6	60	1.00	5.00	3.6667	1.48057
Y.7	60	1.00	5.00	3.4167	1.54362
Y.8	60	1.00	5.00	3.4000	1.45206
Y.9	60	1.00	5.00	3.3167	1.51257
Y.10	60	1.00	5.00	3.2833	1.47397
Valid N (listwise)	60				

Table 4.

**Validity Test Results of Quality of Work Life Variable (X1)**

No. Pernyataan	Uji Validitas		
	r Hitung	r Tabel	Hasil
XI.1	0,826	0,3610	Valid
XI.2	0,778	0,3610	Valid
XI.3	0,780	0,3610	Valid
XI.4	0,640	0,3610	Valid
XI.5	0,814	0,3610	Valid
XI.6	0,703	0,3610	Valid
XI.7	0,730	0,3610	Valid
XI.8	0,681	0,3610	Valid
XI.9	0,698	0,3610	Valid
XI.10	0,790	0,3610	Valid

Based on table 4. The validity test of *Quality of Work Life* is known that, each statement item has a calculated  $r > r$  table (0.3610) and has a positive value. So that all of these statements are said to be valid.

**Table 5.**

**Results of the Validity Test of Employee Engagement Variables (X2)**

No. Pernyataan	Uji Validitas		
	r Hitung	r Tabel	Hasil
Y.1	0,525	0,3610	Valid
Y.2	0,777	0,3610	Valid
Y.3	0,657	0,3610	Valid
Y.4	0,557	0,3610	Valid
Y.5	0,647	0,3610	Valid
Y.6	0,423	0,3610	Valid
Y.7	0,446	0,3610	Valid
Y.8	0,762	0,3610	Valid
Y.9	0,585	0,3610	Valid
Y.10	0,819	0,3610	Valid

Based on table 5. The validity test of Employee Engagement is known that, each question item has a calculated  $r > r$  table (0.3610) and is of a positive value. So that all these statements are said to be valid.

**Table 6.**

**Results of the Validity Test of Employee Performance Variables (Y)**

No. Pernyataan	Uji Validitas		
	r Hitung	r Tabel	Hasil
X2.1	0,663	0,3610	Valid
X2.2	0,794	0,3610	Valid
X2.3	0,734	0,3610	Valid
X2.4	0,389	0,3610	Valid
X2.5	0,785	0,3610	Valid
X2.6	0,684	0,3610	Valid
X2.7	0,724	0,3610	Valid
X2.8	0,753	0,3610	Valid
X2.9	0,643	0,3610	Valid
X2.10	0,746	0,3610	Valid

Based on table 6. The validity test of Employee Performance is known that, each question item has a calculated  $r > r$  table (0.3610) and is of a positive value. So that all of these statements are said to be valid.

**Table 7.**

**Reliability Test Results of *Quality of Work Life* Variable (X1)**

Reliability Statistics	
Cronbach's Alpha	N of Items
0,910	10

Based on table 4.14, it is shown that *the Cronbach's Alpha* coefficient of the 10 statement items of 0.910 is  $> 0.60$ . So that all of these statements are declared reliable.

Table 8.

Results of the Employee Engagement Variable Reliability Test (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,881	10

Based on table 4.15, it is shown that *the Cronbach's Alpha* coefficient of the 10 statement items of 0.881 is  $> 0.60$ . So that all of these statements are declared reliable.

Table 9.

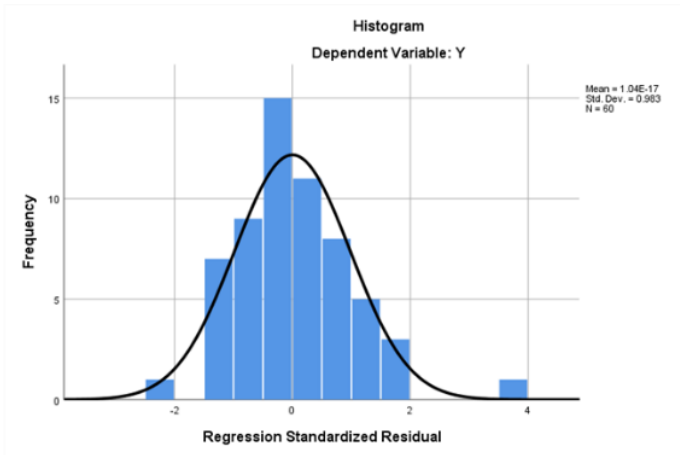
Results of the Reliability Test of Employee Performance Variables (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,821	10

Based on table 4.16, it is shown that the Cronbach's Alpha coefficient of 10 statement items of 0.821 is  $> 0.60$ . So that all of these statements are declared reliable.

Figure 1.

Histogram Graph Normality Test Results



Based on figure 1. shows that the result is a bell-shaped curve with a peak around the center value and a symmetrical frequency decrease on both sides. So that the data is distributed normally, to make sure it can also be seen in the p-plot analysis.



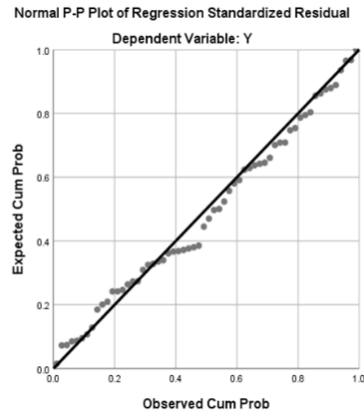


Figure 2.

#### Results of the Non-Probability Plot Normality Test

Based on Figure 2. shows that the scattered points follow and approach the direction of the diagonal line. Therefore, in accordance with the basis of decision-making in the normality test of the probability plot technique, it can be concluded that the data is normally distributed. To re-confirm it can be seen in the *kolmogorov-smirnov analysis*.

Table 10.

#### Kolmogorov-Smirnov Test Results

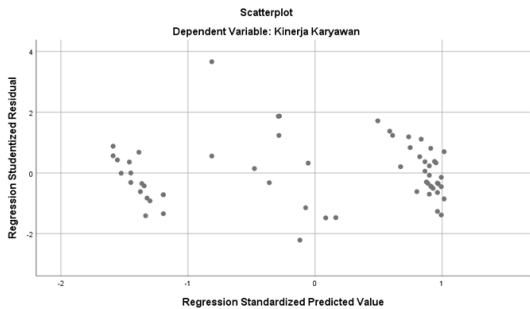
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.21853119
Most Extreme Differences	Absolute	.100
	Positive	.100
	Negative	-.055
Test Statistic		.100
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on table 10. shows that the significance value of Asymp.Sig (2-tailed) is 0.200 the value  $> 0.05$ . Therefore, in accordance with the basis of decision-making in the Kolmogorov-Smirnov normality test, it can be concluded that the data is normally distributed.

**Table 11.**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Quality of Work Life	.281	3.557
	Keterlibatan Karyawan	.281	3.557
a. Dependent Variable: Kinerja Karyawan			

Based on table 11, it shows that each variable has a *tolerance value* of  $0.281 > 0.10$  and a VIF value of  $3.557 < 10$ . Therefore, it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.



**Figure 3.**

**Scatterplot Heteroscedasticity Test Results**

Based on figure 3. shows that the dots are scattered randomly around the horizontal line and shows no clear or specific pattern. Therefore, in accordance with the basis of decision-making in the scatterplot heteroscedasticity test, it can be concluded that the data does not occur heteroscedasticity.

**Table 12.**  
**Multiple Regression Test Results of Quality of Work Life (X1) and Employee Involvement (X2) on Employee Performance (Y)**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.256	1.159		1.084 .283
	Quality of Work Life	.147	.058	.152	2.508 .015
	Keterlibatan Karyawan	.824	.060	.838	13.833 .000
a. Dependent Variable: Kinerja Karyawan					

Based on table 12. shows that the constant value is 1.256 with the regression coefficient of the X1 variable of 0.147 and the X2 variable of 0.824. So that multiple regression equations can be made as follows:

$$Y = 1,256 + 0,147X_1 + 0,824X_2 + e$$

**Table 13.**

**Determination Coefficient Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.941	.939	3.27451
a. Predictors: (Constant), Keterlibatan Karyawan Quality of Work Life				

Based on table 13, it is shown that the value of the determination coefficient (adjusted r square) in multiple regression is 0.939 or equal to 93.9%. So that the *variable Quality of Work Life* (X1) and the variable Employee Engagement (X2) simultaneously affect the variable Employee Performance (Y) by 93.3%. While the rest (100% - 93.3% = 6.7%) were influenced by other variables that were not studied.

**Table 14.**

**Results of the T Quality of Work Life (X1) Test on Employee Performance (Y)**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.256	1.159		1.084
	Quality of Work Life	.147	.058	.152	2.508
	Keterlibatan Karyawan	.824	.060	.838	13.833
a. Dependent Variable: Kinerja Karyawan					

Based on table 14. on the *Quality of Work Life* (X1) variable, it shows that the t-value of the calculation is obtained as 2.508 and the significance value is 0.015. By using the formula t of the table, namely t (n - k) = (60 - 3) = 57, the value of t of the table is obtained of 1.672. So that the value of t is calculated as 2.508 > t table 1.672 with a significance of 0.015 < 0.05 for that it can be concluded that H0 is rejected and Ha is accepted, which means that there is a positive and significant influence between *Quality of Work Life* (X1) on Employee Performance (Y).

Table 15.

**Results of the Employee Engagement T Test (X2) on Employee Performance (Y)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.256	1.159		1.084	.283
	Quality of Work Life	.147	.058	.152	2.508	.015
	Keterlibatan Karyawan	.824	.060	.838	13.833	.000
a. Dependent Variable: Kinerja Karyawan						

Based on table 15. on the variable Employee Engagement (X2) shows that the t-value of the calculation is obtained of 13,833 and the significance value is 0.000. By using the formula t of the table, namely  $t(n - k) = (60 - 3) = 57$ , the value of t of the table is obtained of 1.672. So that the value of t is calculated  $13,833 > t \text{ table } 1,672$  with a significance of  $0.000 < 0.05$  for that it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a positive and significant influence between Employee Involvement (X2) on Employee Performance (Y).

Table 15.

**Results of T Test Quality of Work Life (X1) Employee Involvement (X2) on Employee Performance (Y)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9782.156	2	4891.078	456.155	.000 <sup>b</sup>
	Residual	611.178	57	10.722		
	Total	10393.333	59			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Keterlibatan Karyawan, Quality of Work Life						

Based on Table 4.24, it shows that the value of f calculated is obtained as 456.155, and the significance value is 0.000. By using the formula f of the table, namely  $df(N_1) = k - 1$  ( $3 - 1 = 2$ ) and  $df(N_2) = n - k$  ( $60 - 3 = 57$ ), the value of f of the table is obtained as 3.16. So that the value of f is calculated  $456.155 > f \text{ table } 3.16$  with a significance of  $0.000 < 0.05$  it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that there is a positive and significant influence between *Quality of Work Life* (X1) and Employee Engagement (X2) on Employee Performance (Y) simultaneously.

## DISCUSSION

### *Quality of Work Life*

In the dynamics of the ever-evolving world of work, it has become a must for companies to create a work environment that supports employee welfare. This is what makes the *quality of work life* an important aspect in encouraging employee performance. Based on the results of the t-test table test, a t-calculated value of 2,508 > t-table 1,672 and a significance value of  $0.015 < 0.05$ , which shows that the *quality of work life* has a positive and significant effect on employee performance. In the indicators that have been measured in this study, the facilities that can be obtained are the best indicators. Employees strongly agree that good facilities, such as comfortable workspaces, meeting rooms, pantries, and large parking areas, play an important role in maintaining stability and improving performance, and providing them with comfort at work. This is reinforced by Walton's theory (1973), which states that the existence of adequate facilities will support safe and healthy working conditions. Thus, *quality of work life* is not just a form of physical welfare, but is also an emotional basis that is able to foster a sense of belonging to the company. This research is in line with the results of research conducted by Amelia et al., (2024), Reinaldo et al., (2024), and Farmi et al., (2020) which suggests that the *quality of work life* has a positive and significant effect on employee performance variables. Thus *quality of work life* is a major factor that not only supports employee welfare, but also encourages continuous performance improvement. When employees feel a supportive work environment, adequate facilities, and a sense of opportunity to grow, they will feel more satisfied, comfortable, and motivated to work optimally.

### **Employee Engagement**

The level of employee involvement is one of the important foundations in supporting optimal performance. This condition makes employee involvement an aspect that cannot be ignored in human resource management. Based on the results of the t-test, a t-count value of 13,883 > t-table was 1,672, and a significance value of  $0.000 < 0.05$ , which showed that employee involvement had a positive and significant effect on employee performance. In the indicators that have been measured in this study, employees strongly agree that the strong dedication that employees have is an important factor in improving their performance. Dedication reflects an employee's emotional and mental commitment to their work. Employees who have high dedication will show loyalty, determination, and willingness to make the best contribution in their work to achieve the company's goals.

This is reinforced by Schaufeli and Bakker's (2004) theory that employee engagement will be optimal when they are in positive working conditions. This condition is characterized by *vigor, dedication, and absorption* that need to be felt simultaneously to create good engagement and have a direct impact on improving employee performance. This research is in line with the results of research conducted by Permatasari et al. (2024), Andriani et al., (2023), Nugroho & Ratnawati (2021), with results that show that the variable of employee involvement partially and simultaneously has a positive and significant effect on employee performance. Thus, employees who have a high level of engagement reflect the extent to which the employee feels connected, committed, actively participate, and show greater dedication to their work. This level of engagement not only creates a productive work environment but also directly contributes to the overall improvement of employee performance.

## CONCLUSION

Based on the results of the research on the influence of quality of work life and employee involvement on the performance of employees of PT Wahana enviromate trustino, several conclusions can be drawn as follows: 1) *Quality of Work Life* partially (individual) has a positive and significant influence on Employee Performance, 2) Partial Employee Involvement (individual) has a positive and significant influence on Employee Performance, 3) *Quality Of Work Life* and Employee Involvement simultaneously (together) there is a positive and significant effect on Employee Performance, 4) *Quality of Work Life* and Employee Involvement variables affect Employee Performance variables by 93.3%. While the remaining 6.7% was influenced by other variables that were not studied.

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