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ANALYSIS THE INFLUENCE OF QUALITY WORK LIFE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE

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Abstract

This research aims to analyse the influence of quality of work life on employee performance and job satisfaction in PT. Aseli Dagadu Djokdja. Reffered on quality work life theory, this research examined four dimension of quality work life namely reward system, work environment, job participation and job satisfaction. This research used questionnaire as research instrument with sample 140 employees. The analysis tool that was used in this research are multiple regression. Research proves that quality of work life dimensions namely work environment, reward system and job restructuring had positive significance influence on job satisfaction and work environment had positive significance influence on employee performance.

Keywords: quality of work life, employee performance, job satisfaction, reward system, job participation, work environment, and job restructuring.

1. INTRODUCTION

Jogjakarta is one of popular tourism destination in Indonesia. Statistically, in the periode of 2011, the number of tourist who visited Jogjakarta is 1.607.694 with details are 169.565 foreign tourist and 1.438.129 domestic tourist and expected to grow annually. This circumstances is triggering Jogjakarta residents to starts up business in creartive industries for instance PT. Aseli Dagadu Djokdja who selling souvenirs all about Jogjakarta.

In PT. Aseli Dagadu Djokdja's history, their brand Dagadu has been positioning their self as an alternative souvenirs from Jogjakarta. A souvenir obviously will exploring spirit and local cultures. This business concept was imitated by others people so that the souvenirs like Dagadu's easily obtained. Although the product was imitated, but Dagadu able to positioning themselves as an icon of creative industry from Jogjakarta. This succes history could not be separated from human resource management particulary in terms of employee performance and job satisfaction. The existance of quality work life in employee performance and job satisfaction

becomes phenomenon in this study. Does the quality work life exist in Dagadu and to what extent the influence ?.

2. LITERATURE REVIEW

Individual behaviour framework.

Behaviour is too complicated to expalin in an overall generalisation (Gibson, 2010). The simple definition from behaviour is all activities which is doing by person in their environment. It can be seen tha the employee behaviour is all employee activities in their workplace. Gibson (2010) divided individual framework on four frame namely work environment, individu, behaviour, and result.

This research has three variables are quality work life, job satisfaction and job performance. Quality work life fit into the work environment framework, whereas job satisfaction and job performance fit into the result framework.

Employee Performance

Employee performance referred to an employee achievement as measured by company standard and criteria (Mariam, 2009). Dharma (2012) said that job performance powered by a philoshopy that

comes from motivation theory. The theory are goals theory, reinforcement theory, and expected theory. Job satisfaction is influenced by ability factor and motivation factor (Mangkunegara 2001).

Referred to the idea that employee performance is behaviour who was resulted by the employee in their workplace so that the company must have good employee performance in order to achieve company vision.

Quality of Work Life

The evolution of Quality of Work Life (QWL) began in late 1960s where during at this time focus was on the quality of the relationship between the worker and the working environment (Othman,2009). Quality of work life is a circumstances of fulfillment of the needs of employees, the opportunity for employees to contribute in determining how to work and the contribution that employees at organisations (Zin, 2004).

Sinha (2012) revealed the factors that affect the quality of work life, namely communication, development and career growth, organisational commitment, emotional supervisory support, flexible work arrangement, family-responsive culture, employee motivation, organisational commitment, organisational support, job satisfaction, rewards and benefits and compensation. Wayne (1992, in Arifin 2011) revealed four dimensions of quality of work life is the reward system, work environment, job participation, and job restructuring.

Job Satisfaction

Job satisfaction that is an attitude of someone toward things that related with occupation (Risembessy, 2012). (Rivai, 2004) defines job satisfaction is an evaluation that describes a person on his attitude feeling happy or not happy, satisfied or not satisfied at work. Rivai (2004) revealed there are some theories in job satisfaction for instance discrepancy theory, equity theory, two factor theory.

3. PREVIOUS STUDY

This research was supported by several research as follow:

Tabel 1. Previous study

Researcher	Output
Rokhman (2012), Husnawati (2006)	Quality of work life has significant influence on job satisfaction.
Nasution (2013)	Work environment affected on job satisfaction
Arifin (2012), Husnawati (2006)	Quality of work life affected employee performance
Bachtiar (2012), Imran <i>et al</i> (2012)	Work environment affected on employee performance

4. HYPOTHESIS:

There are several hypthothesis namely:

H1 : Reward system has significant influence on job satisfaction.

H2 : Work enviroentment has significant influence on job satisfaction.

H3 : Job participation has significant influence on job satisfaction.

H4 : Job restructuring has significant influence on job satisfaction.

H5 : Reward system has significant influence on employee performance.

H6 : Work environment has significant influence on employee performance.

H7 : Job participation has significant influence employee performance.

H8 : Job restructuring has significant influence on employee performance

5. RESEARCH MODEL

Quality of work life dimensions:

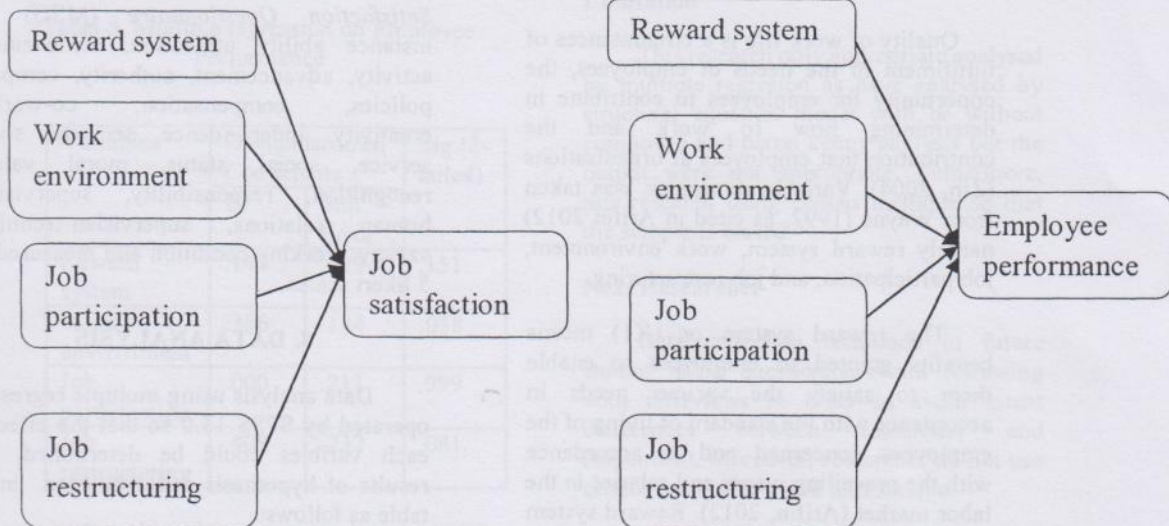


Figure 2. Research model

6. RESEARCH METHOD

Research object is employees of PT. Aseli Dagadu Djogja and research subject are quality of work life, job satisfaction and employee performance. Research population is all Dagadu's employees approximately 140 with census technique so that all population also sample in this research. Questionnaire was used for data collection. The result of research reliability and validity test providing at the tabel below:

Tabel 2. Reliability Test

Variabel	Cronbach's Alpha
Reward system	0,811
Work environment	0,803
Job participation	0,794
Job restructuring	0,797
Job satisfaction	0,742
Employee performance	0,753

According to the result, it can be seen that each variables are reliable with Cronbach's Alpha more than 0,6.

Tabel 3. Validity Test

Variabel	Sig. (2-tailed)
Reward system	0,005
Work environment	0,000
Job participation	0,000
Job restructuring	0,000
Job satisfaction	0,000
Employee performance	0,000

According to the result, it can be seen that each variables are valid with significancy value no more than 0,05.

7. OPERATIONAL DEFINITION AND MEASUREMENT VARIABLES

Employee Performance

Employee performance referred to an employee achievement as measured by company standard and criteria (Mariam, 2009). Variable dimension and question items was taken from Minner (1999, as cited in Hinarti 2005) namely work quality, work quantity, work time, and co-worker cooperation. Employee performance

measured by 13 items question and 5 likert scale.

Quality Work Life

Quality of work life is a circumstances of fulfillment of the needs of employees, the opportunity for employees to contribute in determining how to work and the contribution that employees at organisations (Zin, 2004). Variable dimension was taken from Wayne (1992, as cited in Arifin 2012) namely reward system, work environment, job participation, and job restructuring.

The reward system or (X1) means benefits granted to employees to enable them to satisfy the various needs in accordance with the standard of living of the employees concerned and in accordance with the prevailing wages and salaries in the labor market (Arifin, 2012). Reward system measured by 5 items question Wayne (1992, as cited Nasution 2011) with 5 likert scales.

Work environment or (X2) is a condition created by leaders and staff in family interaction interplay which includes cooperation in the workplace, harmonious relationships between individuals, intimate communication and mutual keep the feeling and atmosphere of the workplace that support the work (Yudawati, 2011). Work environment measured by 5 items question Wayne (1992, as cited Nasution 2011) with 5 likert scales.

Job participation or (X3) is an opportunity for employees to participate in corporate decision that will affect their work either directly or indirectly. Work environment measured by 5 items question Wayne (1992, as cited Nasution 2011) with 5 likert scales.

Job restructuring or (X4) is an opportunity for employees to get a challenging job (job enrichment) and wider opportunities for self-development so as to encourage employees to further develop the himself (Arifin, 2012). Job restructuring measured by 5 items question Wayne (1992, as cited Nasution 2011) with 5 likert scales.

Job satisfaction

Job satisfaction that is an attitude of someone toward things that related with occupation (Risembessy, 2012). Job satisfaction indicators cited from *Minnesota Satisfaction Questionnaire* (MSQ) for instance ability utilisation, achievement, activity, advancement, authority, company policies, compensation, co-worker, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision-human relations, supervisian-technical, variety, working condition and measured by 5 likert scales.

8. DATA ANALYSIS

Data analysis using multiple regression operated by SPSS 15.0 so that the effect of each varibles could be determined. The results of hypothesis could be seen in the table as follows:

Tabel 4. Multiple Regression on Job Satisfaction

Variables	Unstandardized Coefficients		Sig.(2-tailed)
	B	Std. Error	
Reward system	.282	.112	.014
Work environment	.413	.210	.052
Job participation	.614	.238	.011
Job restructuring	.774	.256	.003

Based on the output can be concluded that the results of hypothesis as follows:

H1 : Reward system significantly influence on job satisfaction at PT. Aseli Dagadu Djokdja.

H2 : Work environment not significantly influence on job satisfaction at PT. Aseli Dagadu Djokdja.

H3: Job participation significantly influence on job satisfaction at PT. Aseli Dagadu Djokdja.

H4 : Job restructuring significantly influence on job satisfaction at PT. Aseli Dagadu Djokdja.

Tabel 5. Multiple regression on Employee Performance

Variables	Unstandardized Coeficients		Sig.(2-tailed)
	B	Std. Error	
Reward system	.144	.099	.151
Work environment	.386	.184	.038
Job participation	.000	.211	.999
Job restructuring	.408	.232	.081

Based on the output can be concluded that the results of hypothesis as follows:

H5 : Reward system not significantly influence on employee performance at PT. Aseli Dagadu Djokdja.

H6 : Work environment significantly influence on employee performance at PT. Aseli Dagadu Djokdja

H7 : Job participation not significantly influence on employee performance at PT. Aseli Dagadu Djokdja.

H8 : Job restructuring not significantly influence on employee performance at PT. Aseli Dagadu Djokdja.

9. SUGGESTION AND LIMITATION

Based on the research results and some suggestion may be given to:

Company

Quality work life is an important facet in managing human resource and this research revealed the several dimension are influences on job satisfaction and employee performance. Therefore, it is advisable for company to be able to pay attention to company policies and procedure relating to

the reward system, job participation, job restructuring, and work environment.

Limitation

This research only appropriate analysed by multiple regresion as have analysed by structural equation model with or without composite and baron kenny analysis but the output were not appropriate. Futhermore, this research using cencus methode so that the sample is biased.

Next Researcher

Data collection technique in future studies using questionnaire and following with interviews in order to avoid intent differences between researcher and respondent. Moreover, researcher do not use cencus method to avoid bias sample.

10. DISCUSSION AND CONCLUSION

This research aims to analysis the influence of quality work life on job satisfacation and employee performance.

First, the influence of quality work life dimensions namely reward system, job restructuring, and job participation influence significantly on job satisfaction whereas work environment had no influence on job satisfaction. Optimal participation of employees and supported with adequate remuneration, job design, direction and guidance in the work will make employees happy and loves her job.

Second, the influence of quality work dimensions namely reward system, job restructuring, and job participation not significantly influence on employee performance whereas work environment significantly influence on employee performance. Convenience working environment and a supportive work environment makes employees work even harder and strive to give the best to the company.

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