

QUALITY OF WORK LIFE IN BUMN (Case Study at PLN Persero Pemangkat)

Andy Rinastopo¹, Erik Sudarso², Singgih Tiwut Atmojo³

1 STIE Mulia, Singkawang
andyrinastopo@gmail.com

2 STIE Mulia, Singkawang
erick_sudarso@yahoo.com

3 STIE Mulia, Singkawang
singgihatdmodjo3805@gmail.com

Abstract

PT PLN (Persero) Rayon Pemangkat is a state-owned company tasked with distributing electricity and providing services to the public. PLN Rayon Pemangkat, Singkawang Area, West Kalimantan Region. PLN Rayon Pemangkat has two Units namely the Tebas and Sentebang Units. The purpose of this study is to look at the effect of Quality of Work Life (QWL) on performance. The population of this research is all of the employees of PLN Pemangkat rayon, amounting to 109 people with the study sample using a census. Data analysis using SPSS V22, the results of the t test show that QWL (X) significantly affects Employee Performance (Y) with a significance level of $0,000 < 0,005$ or H_1 accepted. Then based on the regression results it is known that the coefficient of determination (R Square) is 0.511. This means that 51.1 percent of the performance of PLN Pemangkat staff is influenced by Quality of Work Life, while the remaining 48.9 percent is influenced by other variables outside the variables in this study. The advice given is, to maintain the performance of employees to remain good, then PLN Rayon Pemangkat must continue to improve the quality of work life of their employees in order to jointly achieve company goals.

Keywords : QWL, Job Performance

INTRODUCTION

The company is a form of organization whose activities are managing resources, both natural resources and human resources, in order to produce a product or service to meet the needs and benefit, where the activity takes place continuously. Employees are an important resource for the company. They are the driving force so that company activities can run well. Within the company, employees carry out the main functions of management, ranging from planning, organizing, directing and controlling to achieve company goals. The needs of human resources in a company certainly vary, depending on the type of business, line of business and how big the company is. One company that has a large workforce is PT PLN (Persero), a company providing electricity energy that is mandated by the Law to meet electricity needs throughout Indonesia. The number of PLN employees is very large. For this reason, a good HR management system is needed so that this large number of employees can work effectively and efficiently. The main problem in management human resources is how to build productive culture in the company so that it will improve organizational performance (Hasibuan, 2012). Performance as a determinant the level of competitiveness both at the individual level, company, industry and country (Sumbodo, 2010).

In an effort to improve the quality of work life or Quality of Work Life (QWL) is not easy because in the process there are so many challenges even if not supported by various parties this business can usually fail. Manager support is needed and important because it will determine the performance of employees. It should be noted that individual employee performance is strongly influenced by QWL in other words it has a significant relationship (Beh & Rose, 2007). This is supported by the results of research by Lau & May (1998) which points to the strong relationship between Quality of work life (QWL) and organizational performance. Employee performance will affect how much they contribute to the organization (Mathis & Jackson, 2006). The high level of performance can be improved through improving the quality and quantity of work. One of the efforts made to improve performance and improve the quality of output is through the participation and involvement of employees in the decision making process and to meet the needs of employees by implementing Quality of Work Life (QWL) (Siagian, 2009). To help balance work with the needs, interests and pressures faced by employees so that it is beneficial to improve company performance and reduce employee turnover by developing QWL (Pramdhana, 2013).

As a national company, PLN has many branch offices in various regions, one of which is PLN Rayon Pemangkat located in Kec. Kab. Sambas Province of West Kalimantan. The coverage of PLN Rayon Pemangkat services covers several surrounding districts. Therefore, every PLN Rayon Pemangkat employee is required to be able to provide the best service in order to meet and satisfy. Company performance depends on the performance of its employees. The better the employee's performance, the better the company's performance. At PLN Rayon Pemangkat performance measurements are adjusted to the achievement of company targets. In general there are three fields in the organizational structure of PLN Rayon Pemangkat, namely distribution techniques, energy transactions (TE), and customer service. All three have different performance targets. In the target distribution engineering sector, the most widely paid attention is SAIDI SAIFI, Response Time, and Recovery Time, while in the Energy Transaction (TE) field, the performance targets are arrears and losses, then in the customer service field targets are set for Subscription Service Days (HPL) and customer growth.

QWL includes activities that exist within the company, which are directed to improve a working life condition that can arouse the spirit of work in carrying out the task of achieving company goals (Cascio, 2006). Companies need to foster and foster employee morale continuously so that employees become accustomed and have high morale so that it has an impact on employee performance. Behavior of employees who only want to meet their own needs and desires will have an impact on the reduced sense of satisfaction of other members so that internal conflicts within the group will arise that will affect the company's performance. QWL is a major problem that deserves attention by organizations (Lewis et al, 2001). The statement pointed out that QWL was seen as being able to increase the role and contribution of employee members to the organization. Therefore serious attention is needed by the leaders of the organization in realizing QWL, because it will help the organization to retain their best employees and can improve organizational performance.

Company performance which is reflected by the performance of employees is influenced by one of them Quality of Work Life (QWL) factors, where the quality of a person's work life is related to behavior both inside and outside of work. QWL employees relate to employee participation, employee development, reward systems, and the work environment that exists within the company or organization. A good QWL will provide a great positive feeling, higher self-confidence, increased job satisfaction and increased commitment to the company, therefore increasing performance satisfaction and positive behaviors will support employee performance. So the performance produced by an employee will determine the level

of performance of a company. Based on the explanation, the writer is interested in researching about *Quality of Work Life in BUMN*

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1. Quality of Work Life (QWL)

Quality of Work Life refers to employee perceptions of what he gets in a work environment. The term QWL was first introduced in 1972 at an international labor conference, which received attention after the United Auto Workers and General Motors initiative initiated that the QWL program intended to change the work system that had been occurring. QWL offers a new perspective on human resource management, no longer by pressing workers and utilizing them without regard to their needs and desires as whole human beings. QWL has a key role to improve performance for some organizations. (Mousavi et al, 2011). Implementing good QWL makes employees healthier, more committed, safer at work and produces more goods, and will reduce organizational spending (Horst et al, 2014). This approach motivates people by not only meeting economic needs, but also meeting their social and psychological needs (Balaji, 2014). QWL refers to a person's level of happiness or dissatisfaction with his career. Those who enjoy their careers are said to have high QWL, while those who are unhappy or whose needs are not met are said to have low QWL. QWL is seen as an alternative control in managing employees and is the best method to retain talented employees so as to obtain better performance. The QWL element considers the impact of working on individuals in comparing organizational effectiveness and also the idea of participation in solving organizational problems and decisions (Taleghani et al, 2011).

Wyatt & Chay Yue Wah (2001) defines Quality of Work Life referring to the identification of two general factors namely work / work environment and employee safety and welfare. Companies can emphasize the best performance produced by improving the quality of work life of its employees. Quality Work of Life (QWL) is a program that includes ways to improve the quality of work life by creating better employees (Nawawi, 2001). QWL includes activities that exist within the company, which is directed to improve a working life condition which can inspire morale in carrying out the task of achieving goals company (Cascio, 2006). Company needs foster and foster morale employees continuously so that employees get used to and have a work spirit high impact on performance the employee. Behavior of employees who just want fulfill your own needs and desires will have an impact on the reduced taste satisfaction of other members so that it will arise internal conflict within the group to be affect company performance.

Improving the quality of work life of employees can be done by taking into account the factors that influence it. The elements of Quality of Work Life are open communication, fair reward systems, employee job security concerns, satisfying careers, supervisors who care and participate in decision making (Davis , 2002). According to Cascio (2006), a company's effort to improve the quality of work life is an effort to improve the following components:

1. Employee participation, for example by forming a quality improvement team, forming an employee engagement team, and holding employee participation meetings.
2. Career development, for example by conducting education and training, evaluating performance and promotion. The benefits of career development are:
 - a. Develop employee achievements

- b. Prevent the occurrence of employees who ask to stop to move jobs by increasing employee loyalty.
 - c. As a vehicle to motivate employees to develop their talents and abilities.
 - d. Reducing subjectivity in promotion
 - e. Provide certainty for the future
 - f. In an effort to support the organization to obtain skilled and skilled personnel in carrying out tasks.
3. Pride in institutions (for example), for example companies strengthen the identity and image of the company, increase community participation, and care more about the environment.
 4. Equitable compensation, for example, companies provide salaries and competitive benefits.
 5. Job security, for example pension plans and permanent employee status.
 6. Facilities obtained (Wellness), for example health insurance, recreation programs, counseling programs. Counseling is any activity at work at where an individual utilizes a series of skills and techniques to help other individuals assume responsibility and manage their decision making whether this is related to work or personal, specifically relating to personal development. Activity counseling as part of life to work normally.
 7. Save work environment, for example, companies form safety committees, emergency teams, and safety programs.
 8. Resolution of problems (Conflict resolution), for example management opens formal channels to submit complaints or problems.
 9. Communication (Communication), open communication either through direct management or through trade unions, group meetings. Forms of organizational communication are generally divided into two, namely formal and non-formal communication. Forms of formal communication are forms of communication relationships that are created in a planned manner, through formal channels in the organization, which are attached to the channels that are determined as shown through the structure. typical of this communication is in the form of communication that is outside the structure, usually through informal channels that appear incidental, according to good interpersonal needs or interests, or on the basis of shared interests.

2. Job Performance

Job performance is defined as the relationship between real work results with predetermined expectations or comparison with results achieved by others. Rivai (2009) said that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Another opinion put forward by Bernadian and Russel in Atmojo & Tjahjono (2016) defines performance as a result of the function of a particular job or activity over a certain period of time. Based on the description above reveals that with the results of work achieved by an employee in doing a job can be evaluated the level of employee performance, then employee performance can be determined by achieving targets

during the time period that has been achieved by the organization. So that it can be concluded that organizational performance is the final result which is accumulated from all organizational processes and activities. Manager performance is a measure of how managers effectively carry out tasks and efficiently use resources to achieve organizational goals through the implementation of management functions.

Mathis & Jackson (2002) elaborates that performance appraisal is the process of evaluating how well employees do their work when compared to a set of standards, and then communicating that information to employees. Performance appraisal is also called employee improvement, employee evaluation, performance review, performance evaluation and outcome evaluation. Performance appraisals are widely used to manage wages and salaries, provide performance feedback and identify the strengths and weaknesses of individual employees. Bernadian and Russel (1993) state the following measures of an employee's performance or work performance.

1. Quantity of work: The amount of work done in a specified period of time.
2. Quality of work: the quality of work achieved based on the conditions of suitability and readiness.
3. Job Knowledge: The extent of knowledge about the job and its skills.
4. Creativeness: The authenticity of ideas that arise from actions to solve problems that arise.
5. Cooperation: Willingness to cooperate with other people or fellow members of the organization.
6. Dependability: Awareness to be trusted in terms of attendance and completion of work on time.
7. Initiative: The enthusiasm to carry out new tasks and to enlarge their responsibilities.
8. Personal Qualities: concerning personality, leadership, hospitality and personal integrity.

Job performance in general the criteria used are quality, quantity, time used, position held, absenteeism and calm in carrying out work. The criteria used differ from one job to another, so performance measurement depends on the type of work and what is produced by the organization or institution of interest. Noe R.A et al., (2003) explains the purpose of a performance management system that includes three things:

1. Strategic Objectives

The performance management system must link employee activities with organizational goals. One way to implement this strategy is to first define employee outcomes, behavior and characteristics which are then used to execute the strategy accompanied by the development of performance measurement and feedback systems to maximize employee potential and obtain high results.

2. Administrative Objectives

An organization often uses performance management information for administrative decision making purposes such as salary increase policies, job promotions, employee layoffs and rewards for employee performance.

3. Development Objectives

The third goal of managing performance is to develop employees so they can work effectively. When employees start not working as expected, managers must immediately improve their performance. Through the performance evaluation process and the feedback given to employees, employee weaknesses will be found which makes their performance decline

3. Hypothesis

Performance management is based on agreement on goals, requirements knowledge, skills, competencies, plans work and development. Therefore Performance management includes review on performance on an ongoing basis and carried out together based on agreement regarding the target knowledge requirements, professional expertise, work plans, and development and implementation of plans further improvement and development. The performance is shown to improve aspects of performance which include targets which achieved, competency and work effectiveness (Dharma, 2012). Cascio (2006) QWL is one important goal in fulfilling employee needs and desires. The performance influenced by several wrong variables only quality of work life which includes employee participation, Mathis & Jackson (2002) performance basically lies in what is done and not done by employees, the performance is seen from how much the employee's contribution to the organization includes the quantity (output), the quality of output is also a parisipasi employees to the organization . Next is employee development, Agustina (2014) in her research explaining that QWL has an influence on increasing employee productivity, one of the indicators is the opportunity to use and develop employee capabilities, so it can be said that opportunities to develop employee capabilities also affect employee productivity and performance. The last factor is the reward system (Agustina, 2014) QWL in the form of adequacy and fairness of compensation affects the performance. This means that if the company provides appropriate and fair compensation employees will feel satisfied and will work better. Based on the explanation above, the writer determine a hypothesis:

H1: QWL affects the employees performance

RESEARCH METHOD

In this study the authors used a descriptive method. The form of this research is survey. This description analysis is an analysis of data taken from research on the effect of QWL on the performance of PLN Rayon Pemangkat employees. In this study, data were obtained from respondents by the way respondents filled out questionnaires using a Likert scale. According to Soemantri in Atmojo & Tjahjono, 2016): "Likert scale (1-5 points) namely criteria 5 = strongly agree, 4 = agree, 3 = quite agree, 2 = disagree, and 1 = strongly disagree". The population in this study were all PLN Rayon Pemangkat staff totaling 109 people. In this study, researchers used census sampling techniques and data analysis by SPSS V22.

RESULT AND DISCUSSION

Tabel 1
t Test Result

Variabel	t	sig	Description
QWL (X)	10,584	0.00	Positive Significance

Based on the t test results obtained that the significance of the variable QWL (X) on Performance (Y) shows a significance value of $0.00 < 0.05$, meaning that QWL affects the performance. These results indicate the hypothesis proposed in this study was accepted. Based on the results of t shows a positive number so it is concluded that QWL has a positive and significant effect on employee performance. From the results of the study prove that QWL affects the performance that can be seen from the indicators used rewards, work environment, employee participation and self-development are felt to be sufficient enough by PLN PLN employees, where the rewards they get are considered to be very sufficient so as to increase employee welfare. A conducive work environment in terms of the place of work, colleagues and also working hours allows employees to be more happy in completing tasks and responsibilities given to them. Next in the aspect of employee participation where employees feel valued by their involvement in various opportunities and policies that are able to accommodate the desires and needs of each employee. Finally, self-improvement through training, technical guidance and other developments makes employees feel that their ability to improve with the skills they have makes it easier for them to complete work assignments.

These results are in line with research conducted by Nurbiati (2014) that QWL proves to be able to make a significant contribution to improving employee performance. The better the QWL in the organization will make high performance. This is due to the improvement of the work climate that is able to make a big push for staff of educational staff in improving their performance. This means also proving that the organization pays attention to the satisfaction in working its employees. Husnawati (2006) shows that in order to increase organizational commitment companies must develop quality of work life by providing opportunities for employees to develop themselves through training programs and participate in any decision making related to their work. This study provides evidence that the application of the quality of work life program through the dimensions of growth and development, participation, wages and profits as well as the work environment within the company will affect employee performance improvement. The better the application of this program, the higher the performance shown.

RECOMMENDATION

Based on the results of research conducted, then some suggestions that the author can convey are as follows:

1. Quality of work life is very important for employees, therefore PLN Rayon Pemangkat needs to provide better space and opportunities for employees to be more involved in the company. QWL increase is needed so that employee performance also increases.

2. If research on the effect of Quality of Work Life on performance is continued in the future, it would be better if adding other variables that might be more relevant and closer. Because based on this study the independent variable only affects 51.1 percent, so there are other variables that affect the performance of employees that the researchers did not enter in this study.

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