

THE EFFECT OF QUALITY OF WORK LIFE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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ABSTRACT

Employees who are able to work well are the company's most desirable resources in order to achieve company goals. The purpose of this study was to find out how much influence the quality of work life and work environment have on employee performance at the Regional Secretariat in the Bandung City Government Environment. The population and sample in this study were all employees working at the Regional Secretariat in the Bandung City Government Environment with a total of 261 people. The sampling method in this study is in the form of a saturated sampling method (census) because the sample taken has the same number as the population. Judging from the type of research, this research is included in the causal associative type of research which is a type of research used in order to find out the relationship between the variables studied in a study. Meanwhile, the data processing techniques in this study can be explained in the following ways: descriptive statistics, research instrument testing (validity test, reliability test, and classical assumption test), multiple regression analysis, and hypothesis testing. Based on the results of data processing it was concluded that either partially or simultaneously, there is a significant influence between quality of work life and work environment on employee performance.

Keywords : Employee Performance; Quality of Work Life; Work Environment

ABSTRAK

Karyawan yang mampu bekerja dengan baik merupakan sumber daya perusahaan yang paling diinginkan demi tercapainya tujuan perusahaan. Tujuan dari penelitian ini adalah untuk mengetahui seberapa besar pengaruh kualitas kehidupan kerja dan lingkungan kerja terhadap kinerja pegawai pada Sekretariat Daerah di Lingkungan Pemerintah Kota Bandung. Populasi dan sampel dalam penelitian ini adalah seluruh pegawai yang bekerja pada Sekretariat Daerah di Lingkungan Pemerintah Kota Bandung dengan jumlah 261 orang. Metode pengambilan sampel dalam penelitian ini berupa metode pengambilan sampel jenuh (sensus) karena sampel yang diambil memiliki jumlah yang sama dengan populasi. Dilihat dari jenis penelitiannya, penelitian ini termasuk dalam jenis penelitian asosiatif kausal yaitu jenis penelitian yang digunakan untuk mengetahui hubungan antar variabel yang diteliti dalam suatu penelitian. Sedangkan teknik pengolahan data dalam penelitian ini dapat dijelaskan melalui: statistik deskriptif, pengujian instrumen penelitian (uji validitas, uji reliabilitas, dan uji asumsi klasik), analisis regresi berganda, dan pengujian hipotesis. Berdasarkan hasil pengolahan data disimpulkan bahwa baik secara parsial maupun simultan terdapat pengaruh yang signifikan antara kualitas kehidupan kerja dan lingkungan kerja terhadap kinerja karyawan.

Kata Kunci : Kinerja Karyawan; Kualitas Kehidupan Kerja; Lingkungan Kerja

INTRODUCTION

It can be said that the existence of employees who are company resources who are able to work well is something that is most desired by a company in order to achieve its goals. In fact, it might be said that the advancement or decline of an organization or company in running the business it is currently in is very dependent on the ability of its employees to work. If employees during work can show good work performance, then automatically the business activities carried out by an organization or company can be increasingly developed. Conversely, if employees at work are unable to show optimal work results, then the performance of the organization becomes increasingly unfavorable. That way, the existence of human resources in a company needs to be run optimally, with impacts that lead to better employee performance and increased organizational or company performance.

However, employees are not always at work, especially for Regional Secretariat employees who work in the Bandung city government environment, able to show their best work results as expected by a company. This is as stated by Mr. Drs. Prof. the organization as a whole.

Several reasons make employees unable to demonstrate professional work attitudes and behavior while working, including: 1) Employees are still not given the opportunity to be involved in programs that have been prepared by the Bandung City Government, which has an impact on the inability of employees to participate effectively. optimal in giving his service to the Government of the City of Bandung; 2) The program for creating reliable co-workers, mutual respect, the ability to work together, and forming a conducive work environment among fellow employees is still not going well; 3) There is still a lack of mastery in structuring the work environment which results in the inability of employees to find solutions to all the problems they face when completing their work; 4) In terms of services that are provided quickly, accurately, openly and fairly, and are non-discriminatory, employees cannot perform them optimally; 5) Not yet optimal implementation of tupoksi in activities in each field; and 6) There is a discrepancy between the actual level of job achievement and the work target It can be said that the existence of employees who are company resources who are able to work well is something that is most desired by a company in order to achieve its goals.

In fact, it might be said that the advancement or decline of an organization or company in running the business it is currently in is very dependent on the ability of its employees to work. If employees during work can show good work performance, then automatically the business activities carried out by an organization or company can be increasingly developed. Instead, if employees at work are unable to show optimal work results, then the performance of the organization becomes increasingly unfavorable. That way, the existence of human resources in a company needs to run optimally, with impacts that lead to better employee performance and increased organizational or company performance.

Several reasons make employees unable to demonstrate professional work attitudes and behavior while working, including: 1) Employees are still not given the opportunity to be involved in programs that have been prepared by the Bandung City Government, which has an impact on the inability of employees to participate effectively. optimal in giving his service to the Government of the City of Bandung; 2) The program for creating reliable co-workers, mutual respect, the ability to work together, and forming a conducive work environment among fellow employees is still not going well; 3) There is still a lack of mastery in structuring the work environment which results in the inability of employees to find solutions to all the problems they face when completing their work; 4) In terms of services that are provided quickly, accurately, openly and fairly, and are non-discriminatory, employees cannot perform them optimally; 5) Not yet optimal implementation of tupoksi in activities in each field; and 6) There is a discrepancy between the actual level of job achievement and the work target It can be said that the existence of employees who are company resources who are able to work well is something that is most desired by a company in order to achieve its goals.

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impacts that lead to better employee performance and increased organizational or company performance.

The following is a table showing the growth rate of PNSD in the Bandung City Government Environment : (Table 1)

Based on the table, it is known that regional Civil Servants (PNSD) who have worked in the Bandung City Government Environment for the last 5 (five) years, namely from 2018 to 2022, the number shows a decreasing number caused by various causal factors, including employees whose jobs are transferred, employees who choose to quit their jobs, employees who have retired or died. Meanwhile, within 5 (five) years the Bandung City Government did not recruit new PNS candidates which resulted in not increasing the number of PNSD working in the Bandung City Government Environment.

It is known that one of the factors suspected to be the cause of the decline in work performance shown by employees at work, one of which is the quality of work life that employees feel is not very good. It is stated that if every employee who works for the organization has assumed that the organization has a very high concern in creating a sense of satisfaction of its employees at work, then that way the employee can also show increasingly optimal and better work results every day. Conversely, if the organization is unable to create a sense of satisfaction felt by its employees, then the work results shown by employees will become even worse. That way, quality work life (QWL) has a positive and significant effect on improving employee performance results which in turn also has an impact on organizational performance (Daniel, 2019). Another opinion states that quality work life (QWL) has an important role for an organization because of its impact on improving employee performance (Thakur, R., & Sharma, D., 2019).

It is also stated that another factor that is thought to influence the increase in employee performance results is the unconduciveness of the work environment. If an organization is able to create conduciveness in its work environment, in the sense of a work atmosphere that feels safe and comfortable for employees to carry out their jobs properly, then the impact will also encourage employees to always show their best work performance while working. This happens due to the increasing standard of living

of employees as individuals which allows these employees to want a work atmosphere that can support them in carrying out their work (Indrasari, 2017).

LITERATURE REVIEW

Employee Performance

Employee performance is work performance or work results (output), both quality and quantity, achieved by HR per unit time period in carrying out their work duties in accordance with the responsibilities given to them (Mangkunegara, 2016). The following are indicators and dimensions that are often used in measuring employee performance at work (Mangkunegara, 2016), including: a) Quality of work; b) An honest employee; c) Initiative; d) Attendance rate; e) Attitude; f) Ability to cooperate; g) Reliability; h) Knowledge of work; i) Responsibilities; and j) Utilization of time. Many factors affect the performance of individual workers, including ability, motivation, support received, the existence of the work they do, rewards or incentives, their relationship with the organization and many other factors. (Zulkarnaen, W., & Suwarna, A., 2017:38).

Quality of Work Life

Quality of work life can be explained in two ways, including (Cascio, 2006): a) quality of work life is seen as a set of employee perceptions regarding a sense of security at work, job satisfaction, and conditions for growth and development as human beings; and b) the quality of work life is seen as a set of goals to be achieved through organizational policies such as: safe working conditions, work involvement, career development policies, fair compensation and others. Thus, quality of work life can be interpreted as employees' perceptions of their mental and physical well-being at work. Quality of work life as the level of individuals (employees) in fulfilling their personal needs (a need for freedom) while they are still employed. Several indicators and dimensions that can affect the level of quality of work life of employees, including: (1) growth and development; (2) participation; (3) physical environment; (4) supervision; (5) pay and benefits; (6) social relevance; (7) workplace integration.

Work Environment

The work environment as a whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements, both as individuals and groups (Sedarmayanti, 2009). The work

environment can be divided into two dimensions, including: 1) physical work environment, with several indicators in the form of: lighting, air temperature, humidity, air cycle, noise, mechanical vibration, odors, color, decoration, and safety ; and 2) Non-physical work environment, with indicators in the form of work relationships and work atmosphere (Sedarmayanti, 2013).

RESEARCH METHOD

The research method used in this study is in the form of causal associative research which aims to find out and analyze the relationship between one or several variables with other variables, so that through that it can be known how one variable can be influenced or influence other variables (Umar, 2015). This study aims to find out whether there is an effect of a quality life and work environment on improving employee performance at the Regional Secretariat in the Bandung City Government Environment, either partially or simultaneously.

The variables examined in this study consisted of the quality of work life (X1) and work environment (X2) variables which acted as independent variables, as well as employee performance variables (Y) which acted as the dependent variable. The population in this study were all regional civil servants (PNSD) who worked at the Regional Secretariat within the Bandung City Government with a total of 261 employees. Meanwhile, the sample in this study amounted to the total population. Because the sample taken has the same number as the population, the sampling method used is saturated or census sampling technique. The so-called saturated sampling (census) is a sampling method that is carried out by making all members of the population as a sample.

The data collection needed in this study was obtained from two sources consisting of: 1) primary data sources, namely a set of data obtained from the analysis unit directly which was carried out by distributing questions in a questionnaire/questionnaire to all employees working at the Regional Secretariat in the Bandung City Government Environment as respondents with its contents in the form of a set of questions or written statements regarding the variables studied. In addition, data was also obtained through interviews by asking directly one of the Regional Secretariat officials in the Bandung City Government Environment which aims to obtain complete data and information that is useful in terms of finding solutions to the problems

examined in this study. In addition, the data collected also comes from documentation studies or literature studies.

The use of data processing techniques in this study was carried out in the following ways: descriptive statistics, research instrument testing (validity test, reliability test, and classical assumption test), multiple regression analysis, and hypothesis testing.

RESULT AND DISCUSSION

Results

F-Test

The F-Test is utilized to determine whether two populations' variances are equal. In addition, it is used to examine the hypothesis that a population's mean values are normally distributed. It is also utilized to determine whether a suggested regression model accurately predicts the data.

With reference to the data shown in the table 2, it is known that the value of r is smaller than the level α used, namely 0.05, or $0.000 < 0.05$, meaning that the quality of work life and work environment has a significant influence on employee performance.

Multiple Linear Regression Analysis

Multiple regression analysis is a statistical technique that analyzes the relationship between two or more variables and uses the information to estimate the value of the dependent variables.

Through the data shown in the table 3, it is known that:

- a. A constant of 36.854 means that when the Quality of Work Life and Work Environment changes, the value of Employee Performance is 36.854.
- b. Quality of Work of Life (Variable X1) has a positive value of 0.207, meaning that a higher Quality of Work of Life (X1) can increase the value of Employee Performance by 0.207.
- c. Work Environment (Variable X2) has a positive value of 0.557, meaning that an increase in the Work Environment will increase the value of Employee Performance by 0.557.

T-Test

This test aims to find out the effect of each independent variable on the dependent variable. Effect of Quality of Work Life on Employee Performance, through

these data it is known that the tcount (4.010) has a value with a number that is greater than the ttable value (1.960) which means that H_0 is rejected, so that the Quality of Work Life variable (X1) has a significant effect on the Employee Performance variable (Y).

Effect of Work Environment on Employee Performance, through these data it is known that the tcount (6.759) has a value with a number that is greater than the ttable value (1.960) which means H_0 is rejected, so that the Work Environment variable (X1) has a significant effect on the Employee Performance variable (Y).

Coefficient of determination (R^2)

What is meant by the measurement of the coefficient of determination (R^2) is a measurement that is intended to determine the extent to which a research model can explain the variation of the independent variable with the value of the coefficient of determination which is at a number between 0 and 1.

Through these data it is known that the variables studied in this study have a coefficient of determination (adjusted R^2) value of 0.310, which means that a 31% increase in employee performance can be determined by the safer and more comfortable working atmosphere created, as well as the more conducive the work environment is felt by employees. at work. Thus, it can be said that the effect shown by the variables Quality of Work Life (X1) and Work Environment (X2) on Employee Performance (Y) is 31%, while the remaining 69% is influenced by other variables outside of this study. (Table 4)

Discussion

Effect of Quality of Work Life on Employee Performance

The results of data processing show that along with the increasing quality of work life owned by employees, the work results shown by the employee can also be even better. That way, an increasingly quality work life can have an impact on increasing employee performance. Some of the results of previous research have concluded that are almost the same as the results of this study which states that by creating a higher quality work life for employees, the employee can also have better performance in completing his work while working.

Such as the study researched by Sari, Bendesa & Antara (2019) which concluded that directly the quality of work life (QWL) can have a positive and

significant effect on employee performance, or indirectly through the intermediary of job satisfaction and work motivation variables which indicate the existence significant and positive influence on employee performance results which are getting better at star hotels in Ubud Bali. Alfani, M. H. (2018) also expressed a similar opinion through his study which said that there was a positive influence from Quality of Work Life (QWL) on employee performance. Another opinion is from Astitiani, N. L. P. S., & Sintaasih, D. K. (2019) which states that along with the higher quality of work life felt by employees, the performance results shown by employees during work will also increase. And vice versa if the quality of work life felt by employees is getting lower, then the work performance shown by employees is getting worse.

In this way, it can be said that the quality of work life has been proven to be able to increase the performance results shown by employees, especially when the benefits received by employees are felt to be sufficient for their needs, in addition to obtaining bonuses given by the company as a reward for completing tasks properly. in time. Even so, several previous studies have shown that a safe and comfortable working atmosphere in the workplace is not always able to improve employee performance at work. This is evident from a study conducted by Asrini, Hardyastuti, and Irham (2018) which concluded that improving employee performance, either directly or indirectly through other variables, such as organizational commitment, is not always significantly affected by quality of work life (QWL).

Effect of Work Environment on Employee Performance

The results of data processing show that the more conducive the work environment is created in an organization, the higher the work performance of employees at work. This means that the conducive work environment created in an organization is a determining factor in measuring the good or bad work results shown by employees while working. If employees feel comfortable working in their current work environment, then the work results shown by these employees can change in a much better direction. Conversely, if the work environment is perceived as not conducive by employees who work in a company, then their work results can decrease.

This is proven through a study conducted by Nurkholifa, N., & Budiono, B. (2022) which states that the work environment has a significant effect on employee performance, which means that the more conducive the work environment is felt by

employees at work, the higher also the results of the work shown by the employee during work. Other studies with almost similar conclusions state that employee performance can be influenced by the work environment, which means that a more conducive work environment can have an impact on improving employee performance (Mardiani, I. N., & Widiyanto, A., 2021). Nonetheless, several other studies actually show that the work environment can negatively affect employee performance, which means that a conducive work environment is not always a factor that makes the work results owned by employees even better. This is proven through research from Safira & Rozak (2020) and Fachrezi & Khair (2020) which concluded that there is no significant influence between the work environment and employee performance.

CONCLUSION

With reference to the results of the statistical calculations that have been described above, it is known that: 1) Quality of work life has a significant effect on employee performance, in the sense that an increasingly harmonious work atmosphere is always able to have a positive effect on increasing work results shown by employees while working ; 2) The work environment has a significant influence on employee performance, which means that when an organization is able to create a conducive work environment, employees can show increasingly more productive work results; 3) Quality of work life and work environment have a significant effect on employee performance.

Because this research still has some shortcomings in its presentation, it is suggested that future research can add variables that are thought to have an effect on better employee work results, such as job training factors, motivation, job satisfaction, workload, work discipline, leadership, communication, job stress, perception, and others.

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TABLE

Table 1. Growth of PNSD in the Bandung City Government Environment

Year	2018	2019	2020	2021	2022
Total	15.584	15.381	14.276	14.213	±13.800

Source: Bandung City Personnel & Human Resource Development Agency Data for 2021

Table 2. Result of F-Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3149.085	2	1574.543	57.891	0.000 ^b
	Residual	7017.198	258	27.198		
	Total	10166.284	260			

a. Dependent Variable: Performance

b. Predictors: (Constant), Environment, QWL

Source: Processed data, 2023

Tabel 3. Quality of Work of Life and Work Environment on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.854	4.678		7.878	0.000
	QWL	0.207	0.050	0.242	4.101	0.000
	Lingkungan	0.557	0.082	0.398	6.759	0.000

a. Dependent Variable: Performance

Source: Processed data, 2023

Table 4. Determination coefficient (R^2) Quality of Work Life and Work Environment on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.557 ^a	0.310	0.304	5.215

a. Predictors: (Constant), Environment, QWL

b. Dependent Variable: Employee Performance

Source: Processed data, 2023