The Key To Success To Optimal Employee Performance Through Quality Of Work Life

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ARTICLE INFO	ABSTRACT
	Employee performance encompasses an individual's proficiency, skills, and job outcomes demonstrated while fulfilling their work duties and responsibilities. Evaluating employee performance involves assessing the attainment of predefined objectives, overall work productivity, the caliber of work outcomes, and collaborative effectiveness within the team. This study aims to explore the impact of Quality of Work Life (QWL) and work motivation on the performance of sub-district employees in Lumajang Regency. Employing descriptive and causal research methods, primary data were gathered through interviews and questionnaires distributed to 100 respondents, complemented by secondary data in the form of agency documents. The sample collection utilized a simple saturated technique, and the data analysis employed multiple linear regression. The partial findings indicate a positive and noteworthy influence of Quality of Work Life (QWL) and work motivation on employee performance. The R Square value, at 0.531, signifies that these variables collectively contribute to 53.1% of the variance in employee performance, with the remaining 46.9% potentially influenced by other factors like Organizational Citizenship Behavior (OCB), commitment, and satisfaction. Keywords: Employee Performance, Quality of Work Life (QWL), Work Motivation

INTRODUCTION

The continuity of an organization hinges significantly on the performance of its employees. As outlined by Mangkunegara (2014:67), performance is the outcome of work that aligns with job specifications, encompassing both the quality and quantity of work results accomplished by an employee in executing their duties as per assigned responsibilities.

Employee performance in a company is impacted by various factors, with one of them being the quality of work life, as indicated by Darmawan et al. (2023). Enhancing the quality of work life has the potential to elevate the involvement and contributions of employees within the organization. Consequently, organizational leaders should prioritize the establishment of a favorable work environment, recognizing its crucial role in retaining top talent and enhancing overall organizational

performance. The influence of quality of work life extends beyond employee performance, encompassing intrinsic motivation and job satisfaction, as highlighted by Takalao et al. (2019).

As per Wibowo (2017), employee work motivation is bolstered by several factors, including the satisfaction of physiological needs like food, drink, and clothing, a sense of security provided by the company through safety or health insurance, fostering social cohesion by treating all employees equally, instilling a sense of self-esteem through bonuses or commendations from leadership, and granting the freedom to express opinions. These elements contribute to heightened enthusiasm among employees, consequently leading to an improvement in employee performance. Additionally, it is discerned that the establishment of employee work motivation is also influenced by the work environment within the company, as indicated by Arinda et al. (2016).

Given the aforementioned context, Quality of Work Life (QWL), work motivation, and employee performance constitute the primary focus of investigation within the sub-districts of Lumajang district, particularly in the public service sector. It's important to note that this research exclusively targets sub-district employees, with the aspiration that the findings will be considered by management to enhance QWL, boost work motivation, and ultimately elevate employee performance. In specific terms, the objective of this study is to assess the impact of QWL and work motivation on performance, both individually and collectively.

According to Mangkunegara (2014:67), performance refers to the outcome of an employee's work, encompassing both the quality and quantity achieved while executing tasks in alignment with assigned responsibilities. Additionally, Mangkunegara (2014:69) outlines the indicators for employee performance, which include a) Quality of work, b) Promptness, c) Initiative, d) Capability, and e) Communication.

According to Pujianto et al. (2022), Quality of Work Life (QWL) can be understood from two perspectives. The first perspective suggests that QWL involves a set of conditions and organizational practices aimed at achieving goals, such as job enrichment, internal promotion policies, democratic supervision, employee participation, and providing comfortable working conditions. The second perspective posits that QWL is shaped by employee perceptions, including feelings of safety, relative satisfaction, and opportunities for personal growth and development, as mentioned by Trisnawati et al. (2023). Additionally, Iswandani (2016) identifies nine indicators for implementing Quality of Work Life: a) Employee participation, b) Conflict resolution, c) Communication, d) Occupational health, e) Work safety, f) Job security, g) Decent compensation, h) Pride, and i) Career development.

As stated by Arinda et al. (2016), work motivation serves as a catalyst to guide subordinates towards productive work aimed at achieving predetermined goals. According to Apriana et al. (2021), indicators of employee work motivation encompass a) Performance, b) Award, c) Challenge, d) Responsibility, e) Development, f) Involvement, and g) Opportunity.

Based on the aforementioned context, it is evident that there exist outcomes from prior research, research subjects, the timeframe of research, and the research location. Consequently, there remains an opportunity for additional investigation into this variable. The researchers aspire that the findings will contribute to the understanding of human resources, particularly in the realm of organizational behavior. Specifically, this study aims to assess the impact of Quality of Work Life (QWL) and work motivation on performance, either individually or concurrently.

METHODS

This study adopts a quantitative research approach, employing a quantitative description with explanatory research as the analytical approach. The research methodology involves a survey conducted at the Lumajang District Office, utilizing quantitative data. The primary data collection involves the distribution of questionnaires at the research site, while secondary data is sourced from reports, documentation, and assessments from the Lumajang District Office relevant to the research. The study encompasses all organic or permanent employees of the Lumajang District Office, totaling 100 individuals, with a census or saturated technique used for sampling. Multiple linear regression analysis is employed as the data analysis technique in this research.

RESULTS AND DISCUSSION

In this study, the validation process involves product moment correlation analysis, wherein the scores of individual items are correlated with the total score, representing the sum of the item scores. The criteria for validity testing stipulate that if the probability is <0.05, the question item is considered valid; conversely, if the probability is >0.05, the question item is deemed invalid. It is observed that the Sig value (two-tailed) for all items related to the variables of quality of work life, work motivation, and employee performance is below a probability > 0.05. This indicates the validity of all items within these variables.

Reliability testing for the instrument was conducted on question items that had been confirmed as valid. The instrument is deemed reliable if the obtained reliability value exceeds 0.6. The outcomes of the reliability test reveal that the Cronbach alpha value for the employee performance variable is 0.968, quality of work life is 0.954, and work motivation is 0.940. Notably, all variables utilized in this study exhibit a Cronbach alpha value surpassing 0.6, establishing the reliability of the instrument employed in the research.

The normality test is employed to assess the distribution of data for normality. The outcomes of the normality test, conducted through the One-Sample Kolmogorov-Smirnov Test method, indicate a significance value (probability) of 0.768. This implies that all variables utilized in the study possess randomly distributed data that adheres to a normal distribution, as the value exceeds 0.05.

A sound regression model is characterized by the absence of heteroscedasticity. Heteroscedasticity arises when the variance of the probability distribution of disturbances varies across observations of the research variables. To assess heteroscedasticity in this investigation, the Spearmans rank correlations test method was employed. If the probability value (sig) exceeds 0.05, it is inferred that there are no indications of heteroscedasticity. In this study, all independent variables exhibit probability values surpassing the 0.05 significance level, leading to the conclusion that the regression model is devoid of heteroscedasticity.

A multicollinearity test is employed to identify potential correlations among independent variables within a multiple regression model. To ascertain the presence of multicollinearity in a regression model, one examines the Variance Inflation Factor (VIF), with a VIF value ideally below 10. If the VIF value from the regression results surpasses 10, it indicates the existence of multicollinearity among these independent variables. The computed results reveal the VIF value.

Here are the outcomes of data analysis conducted with the SPSS 21.0 tool:

Table 1. Multiple Linear Regression Analysis

Variable	Beta	t	Sig	R^2
(1)	(2)	(3)	(4)	(5)
QWL	0,135	1,995	0,047	0,531
Motivation	0,143	2,131	0,034	

Source: Data Processing, 2023

According to the information presented in Table 1, the outcomes of the t-test (partial test) are outlined as follows:
a. Within the Quality of Work Life (QWL) context, the t count is observed to be 1.995, exhibiting a significance level of 0.047. This value surpasses the stipulated significance level of 0.05. Therefore, the conclusion is to reject Ho, indicating a noteworthy positive impact between QWL and performance.
b. Regarding motivation, the t count is observed to be 2.131, indicating a significance level of 0.034, which exceeds the prescribed significance level of 0.05. Consequently, the conclusion is to reject Ho, signifying a significant positive correlation between motivation and performance.

With a coefficient of determination (R2) at 0.531, equivalent to 53.1%, the performance variable is elucidated by both Quality of Work Life (QWL) and motivation. Hence, an elevation in the Quality of Work Life is associated with an improvement in performance, and similarly, an increase in motivation is linked to enhanced performance.

Discussion

Examining hypothesis 1 in this study posits that there exists a significant positive correlation between the Quality of Work Life and the performance of sub-district employees in Lumajang Regency. This indicates that, despite the challenges employees face in managing their time at the workplace, the equilibrium in the employee's work tenure enables them to fulfill familial and community obligations. Even when confronted with difficulties in allocating time for family activities, such as arriving home late at night and struggling to find moments together with their partners, many employees still consistently meet their family's physical needs. Additionally, the study reveals that employees often lack time to pursue personal hobbies or socialize with colleagues outside the company. Despite these challenges, the employees' performance remains consistently good and even shows signs of improvement. Quality of work life, as defined by Wibowo (2017), encompasses the fulfillment of diverse needs for each employee, including social needs, self-esteem, and the realization of individual skills. The government has implemented various alternative policy programs aimed at promoting work-life balance, such as family-friendly benefits, to synchronize employees' personal lives with their professional commitments. However, it is noted that while these programs may contribute to work-life balance, they do not necessarily enhance employee abilities or performance. An examination of the Family Work format reveals challenges related to employee fatigue during duty, resulting in lethargy. Family activities are often sidelined as employees prioritize their professional responsibilities, leading to instances of heightened work-related stress. These findings align with existing studies by Farmi et al. (2021), Joko et al. (2022), and Nahdluddin & Maftukhah (2015), all emphasizing the positive impact of the quality of work life on employee performance.

Evaluating hypothesis 2 in this study asserts a significant positive correlation between motivation and the performance of sub-district employees in Lumajang Regency. This highlights the importance of paying attention to the motivation of sub-district employees in Lumajang Regency by the Regional Work Unit, given the substantial impact of this variable on employee performance. A strong motivation level serves as an indicator of employee behavior contributing to organizational goals, as emphasized by Handayani et al. (2023). Employees with good motivation tend to exhibit increased confidence in mission communication and trust in leadership actions. This, in turn, enables employees to perceive the significance of their work in benefiting others, ultimately enhancing employee performance. The study underscores the significance of the work environment in achieving employee performance. A conducive work environment positively influences employees in completing their tasks. An adequately designed work environment fosters a sense of comfort for employees, fostering enthusiasm and eagerness in their work, consequently leading to improved performance. Conversely, an inadequate work environment can disrupt employee concentration, resulting in errors and decreased performance. The substantial impact of the relationship between work motivation and employee performance is highlighted, a sentiment supported by Neviyani & Novi W (2020) and Hasmalawati & Hasanati (2017), who assert that an individual's motivational factors significantly influence their job performance (Trisnawati et al., 2023). While the findings of this study align with various research opinions, such as those of Neviyani & Novi W (2020) and Hasmalawati & Hasanati (2017), indicating a positive correlation between motivation and job performance, there are contrasting perspectives. Irsyad et al. (2021) and Mujahidin et al. (2023) argue, based on individual behavior theory, that poor time management can lead to conflict, as suggested by Wenno (2014). They emphasize that effective time management contributes to good work-life balance, resulting in job satisfaction due to the positive emotions generated by productive and well-managed work.

CONCLUSION

This study aims to contribute additional empirical evidence regarding the impact of Quality of Work Life (QWL) and motivation on employee performance. The findings can be summarized as follows: 1) Quality of Work Life has a noteworthy and positive impact on the performance of sub-district employees in Lumajang Regency. 2) Motivation demonstrates a positive and significant influence on the performance of sub-district employees in Lumajang Regency. 3) The coefficient of determination (R^2) is 0.531 or 53.1%, indicating that the performance variable is explained by QWL and motivation. However, there is a portion of the performance variable that can be attributed to other unexamined factors, such as Organizational Citizenship Behavior (OCB), commitment, satisfaction, and other potential variables.

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