

ANALYSIS OF QUALITY OF WORK LIFE (QWL) AND ORGANIZATION COMMITMENT TO JOB SATISFACTION AND THE IMPLICATION TOWARDS EMPLOYEE PERFORMANCE OF PDAM TIRTAWENING BANDUNG

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ABSTRACT

This empirical research is aimed to develop knowledge especially human resource management and resolve problem through a research about employee performance measurement through quality of work life, commitment and job satisfaction as the intervening variable with employees of PDAM TIRTAWENING as a sample as 102 questionnaires distributed to the chosen respondent and used as statistic analysis. A measurement of quality of work life consists of four dimensions : growth and development, salary (reward system), participation, and work environment. Three model components and measurement of organization commitment such as affective commitment, continuance commitment and normative commitment. Job satisfaction consists of five factors that are the work itself, salary, promotion, relationship between the superior and the subordinates. Whereas employee performances consists of six factors : quality, quantity, proficiency, knowledge, punctuality, and communication. The result of the reseach using Path Analysis to show that to optimalize employee performance, need to notice another variables that not shown in this research.

Keywords: QWL, Commitmentt, Job Satisfaction, Performance Organization

INTRODUCTION

One of the key to achieve the finest performance from the organization is to manage the human resources, as it constantly related to skill and know-how, human resources management also required to develop behavior that beneficial for employees to achieve finest performance.

Since that human resource is a valuable factor, so that company responsible to maintain the quality of work life and develop the workforce in such that prepared to contribute optimally for organization achievements.[1] Quality of work life is a crucial issue that obtain organization attention.[1] This objective based on quality of worklife that consider appropriate for employees participation and contribution. Members to improve or optimize employees for organization. Previous research

has shown that quality of work life give significant and positive influence to company performance. (Mei dan Lau). The existence work life that have certain quality as well encourage employees to stay in company. The research also showed that positive relationship between quality of work life in practical labour and employees performance.[2]

Research of Wyatt and Wah [3] regarding employees in Singapore showed that employees wanted to be treated as an appreciated individual in workplace. Employees perform well when they are appreciated and treated as an adult individuals. There are four dimention of work life that considered important for development of quality of work life in Singapore, such as work atmoospjere and career development, management encouragement, company

acknowledgement and the effect of works towards the life of the individuals.

Satisfaction can be measured as a positive statement based on employees evaluation of what organization done to the employees. Assumed that job satisfaction of employees can improve motivation of employees to stay in company.

The involvement of organization also can envisioned as a condition where the employee or the individu stands in the side of organization and the purpose to maintain the participation in the organization. Therefore, the strong commitment in organization shown the degrees of synergy between employee and organization that employ them. With concept of quality of work life where the management encourages organization through civilized work environment through the four dimensional of quality of work life, employees would feel more appreciated, hence that organizational commitment towards the work would be stronger.

Performance management that applied by company does not necessarily improving employee motivation to work better for organization, that influenced by quality of work life, organizational commitment and the low amount of satisfaction.

The truth can be seen from the absence of employee and discipline punishment in PDAM Tirtawening Bandung. Envisioned in absence rate of employee of PDAM Tirtawening Bandung in 2016 to 2019. The absence rate in PDAM Tirtawening Bandung is still high enough. Even though the absence rate has became lower every year, but the

absence rate still above the target that determined by the company. (target of 1% but realization in 2016 was 1.09%, in 2017 the realization was 1.01%, in 2018 was 1.011%, and in 2019 was 1.07%).

Meanwhile the rate of discipline punishment in PDAM Tirtawening Bandung, can be seen that in employees of PDAM Tirtawening Bandung has became higher every year. In period of 2019 from the information that obtained during January to October 2019 informed that there are 10 kind of discipline punishment. The amount is drastically improved from the previous year that onlu 5 (100% improvement).

The purpose of this research is to discover and analyse : 1) How the quality of work life, job satisfaction, organizational commitment, and performance of employees in PDAM Tirtawening. 2) How much influence of quality of worklife to job satisfaction of employees in PDAM Tirtawening. 3)How much influence of organizational commitment to job satisfaction of employees in PDAM Tirtawening 4) How much influence of job satisfaction to employee performance in PDAM Tirtawening, 5) How much influence of quality of work life and organizational commitment simultaneously to employee performance through job satisfaction of employees in PDAM Tirtawening.

LITERATURE REVIEW

Quality of work life or Quality of Work Life (QWL) is a form of philosophy applied by management in managing organizations in general and human resources in particular.

There are two views regarding the meaning of quality of work life. The first view says that the quality of work life is a set of circumstances and practices of organizational goals. The concept of quality of work life expresses the importance of respect for humans in the work environment. The concept of quality of work life expresses the importance of respect for humans in the work environment. Thus, the important role of work quality is to change the work climate so that the organization technically and humanely leads to a better quality of work life.[4]

Organizational commitment is an individual value, which often refers to loyalty to the company or commitment to the company. The concept of commitment emerged from studies exploring the relationship between employees and people. The motivation to conduct a study on commitment is based on a belief that committed employees will benefit the company because of their potential abilities and reduce turnover and improve performance.

Allen and Meyer identify three different themes in defining commitment, namely emotional responsibility or affective commitment is a commitment as a bond or emotional involvement in identifying and being involved in the organization, continuation responsibility shows the decision to maintain membership in the organization based on the calculation of costs that must be borne (costs). If you decide to leave the organization, normative commitment is the employee's feeling of being obliged to remain with the organization. [5]

Job satisfaction is one of the components that encourage the achievement of concerned productivity. Davis (2011) defined that job satisfaction as a set of feelings that good and not towards their job. A job satisfaction is seen as a good or bad feeling that relative, different from the objective thoughts or behavioral desire. Because the feeling related to others manner, therefore a job satisfaction can be defined as a general manner of individuals towards the job and expectation to the organization where they work. job satisfaction also shows in positive emotional manners that based on the individuals' work experience.[6] Employee performance is a result that employees achieve in their job based on determined requirement in concerned job. Robbins (2015) stated that employee performance is a function from interaction between skills and motivation Robbins claimed that the purpose of determination of performance is to aim objection that useful not only for work evaluation but also managing work composition during occurred period. [7] Performance of every employee must have an additional value in utilizing resource that used. To achieve high performance, every individual required a precise skill (making ability to perform), hardworking in their job (showing the eagerness to perform), and have support needs (setting out the freedom to perform). Those three factors are important, a failure in one of the factors, can have impact on lower performance, and form a lower performance standards. Performance can be measured by five indicators :

- a. Quality, namely the results of activities carried out close to perfection, in the sense of adjusting some ideal ways of performing activities in meeting the expected goals of an activity.
- b. Quantity, i.e. the amount or target produced is expressed in terms of units of the number of completed activity cycles.
- c. Knowledge and skills, namely the knowledge and skills possessed by employees of an organization
- d. Time Accuracy, namely activities that are completed at the desired initial time from the point of view of coordinating the output results and maximizing the time available for other activities.
- e. Communication, namely relationships or interactions with fellow co-workers in the organization.

The empirical study in this research from Bruce, Lau and Stephen K. Johnson with the variable that mentioned are growth and profitability, productivity, changes and quality of worklife. With using comparative analysis, the result of the research is that organization that applied a quality of worklife programs have higher growth and ROA compared to company that does not pay

attention to quality of work life and, there are positive relation between quality of worklife and employee performance.[8]

Based on the theoretical and empirical study mentioned previously, the researchers put forward following hypothesis : 1) Quality of work life have positive impact to job satisfaction. 2) Organizational Commitment have positive impacts to job satisfaction. 3) Job Satisfaction have positive impact to employee performance,

RESEARCH METHOD

Population in this method are employees of PT Tirtawening Bandung, that in total 503 employees. The sampling for the research as stated by Suharsimi Arikunto (2016:112), if the topic is less than 100 individuals, should taken totally, but if the topic broad or sampled more than 100 individuals, can be taken 10-15% or 20-25% or more.[9] The sample counting method in this research using formula according to the stated formula with the total population 503, whereas obtained a minimum sample of 50. The sampling method that used is probability sampling. Variable Operational in this research as stated below:

Table 1 : Variable Operational

Variable	Indicator	Scale	Points of Question
Quality of WorkLife	X1.1 Growth and Development X1.2 Participation X1.3 Rewards and Benefits X1.4 Work Environment	ordinal	1,2 3,4 5,6 7,8
Commitment	X2.1 <i>Affective commitment</i> X2.2 <i>Continuance commitment</i> X2.3 <i>Normative commitment</i>	Ordinal	9,10 11,12 13,14

Variable	Indicator	Scale	Points of Question
Job Satisfaction	Y1 work it self Y2 Compensation Y3 Promotional Chances Y4 Leaders Y5 Co-Workers	Ordinal	15,16 17,18 19,20 21,22 23,24
Performance	Z1 Quality Z2 Quantity Z3 Knowledge and Skill Z4 Time Accuracy Z5 Communication	Ordinal	25,26 27,28 29,30 31,32 33,34

In order to the research can achieve the objectives in accordance with the formulation of the problems and objectives stated in this research, where the data collection instrument used a questionnaire that was analyzed descriptively and verifcatifely. The analytical method taken is descriptive analysis. This research was conducted to find out and explain the variables of a situation/condition. [10]

Path analysis is used to analyze relation pattern among variables in order to discover the direct or indirect influence among the idependent variables (exogenous) and dependent variables (endogenous). Assumptions that based the path analysis such as : (1) In path analysis model, the relation between variables is linear, adaptive. and normal; (2) Only one-way causal flow system which means no reverse causality; (3) The minimum variable in the internal measurement scale or ratio. (4) The use of probability sampling that gives equal chances to every elements to be choosen as a choosen element sample; (5) Variable that observed measured precisely (valid and reliable measuring tool); (6) Model that analysed determined (identified) precisely based on

relevant theory and concept, that means the theoritical model that examined or examined based on certain theoritical framework that explained causality between variable that became the research discussion.

In path analysis the measurement scale, even the causal variables or the effecr variables at least must be one span. Using method Interval of Sequence (MSI), the ordinal scale can be changed into the interval scale.

The Hypothesis Examination, based on the purpose of this research, therefore the variable that will be analysed is a exogenous variable that is quality of work life, organizational commitment. Meanwhile the endogenous variable is job satisfaction and employee performance.

The Partial Hypothesis Examinaton (t-examination), statistic examination t also known as individual significance examination. This examination is purposed to discover the strength of the independent variable towards the dependent variable partically. In the final, can be taken a summary, H0 rejected or Ha accepted from the formulated hypothesis.

Simultant Hypothesis Examination (F Examination) according to Ghozali, that the F

statistic examination basically directed to whether the all the independent variable that inserted to the model have influence simultaneously to the dependent variable. (a) that calculated 10%.[11] Which means the probably the result of summary contain 90% probability or tolerance 10%. In the simultant examination , the influence of independent variable examined entirely towards dependent variable. The statistic examinaton that used is F examination or known as the variant analysis (ANOVA).

RESULT AND DISCUSSION

From the descriptive calculation shown that the value that gathered is 2848 or 72,7% from the ideal score that is 3920. Therefore Quality of Work Life is stated in high category, the value of commitment gathered 2848 or 74,8% from the ideal value 2940. Therefore commitment stated in high category. Based on calculation that stated in satisfaction table shown that the gathered value is 3920 or 67,1 from the ideal value that is 4900. Therefore the satisfaction stated in medium category. From the calculation of performance stated that gathered valiuie os 3553 or 72,5% from the ideal value 4900. Therefore the performance stated in high category.

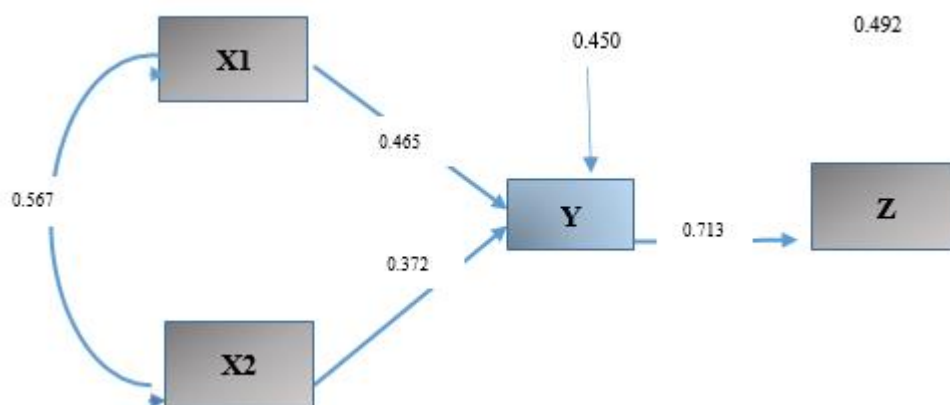


Figure 1 : Path Diagram

Table 2 : Coefficient Path Quantity

Variable	Path Coefficient	Entire Influence	Residual Influncce
Quality of Work Life (X1)	$P_{yx1} = 0,465$	0.550	0.450
Komitmen (X2)	$P_{yx2} = 0,372$		

As stated in table above, therefore obtained path equation below:

$$Y = 0,465X1 + 0,372X2 + \varepsilon_1 \dots\dots\dots (1)$$

Here is a picture of the influence between Quality of Work Life Satisfaction and Commitment towards Satisfaction.

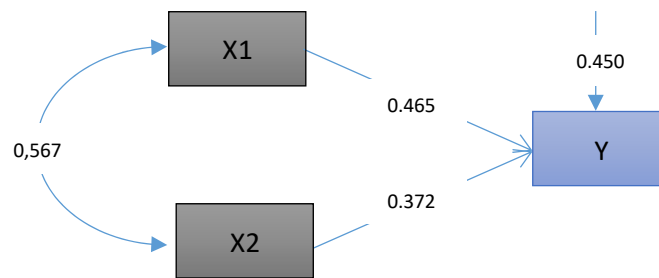


Figure 2 : The Influence between between Quality of Work Life and Commitment towards Satisfaction

The Influenes of Satisfaction (Y) towards Performance (Z)

Table 3 : Table of Path Coefficient Quantity

<u>Variable</u>	<u>Path Coefficient</u>	<u>Influence Quantity</u>	<u>Residual Influence</u>
<u>Satisfaction (Y)</u>	<u>$P_{ZY} = 0.713$</u>	<u>0.508</u>	<u>0.492</u>

As stated in table above, obtained path equation below:

$$Y = 0,713Y + \varepsilon_1$$

Here is a picture of the influence of Satisfaction (Y) to Performance (Z)

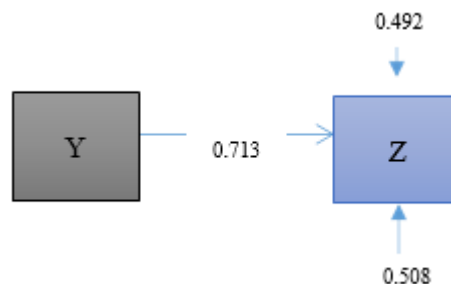


Figure 3 : The Influence of Satisfaction (Y) towards Performance (Z)

Table 4 : Direct Influence of Satisfaction (Y) towards Performance (Z)

Relation	Path Coefficient	Direct Influence
Y	0.713	0.508

As stated in table above that direct influence of Job Satisfaction (Y) towards Performance (Z) is 0,508 With pay attention to the table above, obtained a path equation below :

$$Z = 0,465X1 + 0,372X2 + 0,713Y + \varepsilon_1$$

CONCLUSION

Based on the secondary data analysis and the primary data as well the results of hypothesis examination from the research data obtained:

1. Condition in quality of work life, organizational commitment, job

satisfaction and organizational culture and employees performance is in proper condition and tend to be good.

2. Quality of work life and commitment impact positively and significantly in partial or simultan towards job satisfaction of employees in PT Tirtawening.
3. Quality of work life. Commitment and job satisfaction impact positively and significantly in partial or simultan towards employee performane
4. Quality of work life impact positively and significantly towards employee performance in PT Tirtawening Bandung.

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