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## **The Influence of Quality Work of Life on Employee Performance at PT X Surakarta**

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### **Abstract**

In the corporate world in the new normal era, getting used to working systems directly or face to face requires quality work of life provided by the company so that the resulting performance is optimal. So, the aim of this research is to discuss influence equality of work life on employee performance at PT X. This research uses quantitative methods with data collection techniques using questionnaires referring to the Likert scale and the sampling technique used is saturated sampling. This study used a sample of 62 employees from a population of 62 employees. The data analysis

technique uses simple linear regression test conditions and use assumption tests consisting of: Normality, linearity, multicollinearity, heteroscedasticity. Which are calculated using SPSS version 22. The implication in this research is that there is a significant positive influence between quality work of life on employee performance at PT quality work of life which gave a high score with a percentage of 16.1%, then the medium category was 69.4%.

**Keywords:** Quality Work of Life, Perfomance, Employee, Surakarta

### **1. Introduction**

#### **1.1 Introduction**

In the 21st century, numerous events have been triggered by rapid and diverse changes in the business world, such as the advancement of technology, changes in work mechanisms, and adjustments to evolving work systems. Globally, many countries have opportunities to engage in international business amidst intense competition. Indonesia, as a nation, also has opportunities for business and actively participates in international competition. Therefore, Indonesia needs to encourage business players, especially exporters and foreign investors, to adapt to the new normal situation. In this situation, every company or organization is impacted, and even markets in large countries are affected. The condition of each company adapting to the "new normal" situation forces them to make specific adaptations to maintain their existence. PT X is actively striving to adapt to the new normal situation, pushing its employees to continually improve their performance in adapting to the new normal. Aswan *et al.* (2022) explain that performance is continuously enhanced in the new normal situation at PT SLJ Global Tbk through recognition when employees meet the company's targets.

Based on the interviews conducted on October 22, 2022, with 10 employees, the author identified phenomena related to employee performance. The interview results revealed various positive and negative events related to employee performance in the company. Out of the 10 employees interviewed, 3 stated that they faced time constraints in meeting job targets and found their work quite challenging. However, on the other hand, 5 out of 10 employees successfully achieved the company's targets despite facing challenges in the process. Additionally, data from the interviews also indicated that 2 out of 10 employees failed to meet the targets within the set time, requiring more time to complete their tasks. Based on these phenomena, the author identified several issues related to employee performance in the company.

The importance of research on employee performance is supported by a study conducted by Amalia Yunia Rahmawati (2020) on 40 permanent employees of PT Temprina Media Grafika Nganjuk. The study explains that work stress, workload, and the work environment can significantly impact employee performance. Employees who meet or exceed the company's performance standards are rewarded, while those who fail to meet the standards face consequences. Rewards and consequences for employees may include promotions, salary increases, transfers, and even termination. On the other hand, employees who fail to meet the company's performance standards experience a decrease in motivation, stress, and loss of confidence, which can affect productivity and work relationships. This is supported by pre-research conducted by Borrego (2021) in a manufacturing industry in Malaysia, where the researcher found that factors such as a good work environment and

development opportunities positively influence employee performance. Therefore, employees need to have good performance as it is crucial for human resource development in the company.

Employee performance is closely related to their Quality Work of Life (QWL), which, in turn, has a positive impact on the company's development and the enhancement of employee quality. According to Roberti *et al.* (2022), there are several positive impacts associated with performance assessments. First, disciplinary assessments aim to assist employees in adhering to the regulations established by the company. Second, assessments of employees' abilities in developing their creativity in completing assigned tasks. Third, when standards and targets are used for accountability assessments, decisions regarding wage increases, promotions, and special assignments are based on the quality of the employee's work. Lastly, the use of standards and targets in employee performance assessments should be supported by training, guidance, and other forms of support for their development. These findings align with a study conducted by Ichsan *et al.* (2022)<sup>[8]</sup> on employees in Jakarta during the Covid-19 pandemic, which indicates that work stress has a significantly positive impact on employee performance. When an employee has a high level of Quality Work of Life, their performance evaluations tend to be good. Conversely, if an employee experiences a low-quality work of life, the likelihood of their performance evaluations being less satisfactory is higher. Moreover, the higher the level of Quality Work of Life obtained by an employee, the greater their ability to adapt and overcome challenges in their work. In this regard, high Quality Work of Life can be a valuable asset for employees in achieving optimal performance and coping with career changes more effectively.

Employees who achieve good performance can be identified through several key factors. According to Robbins (2006)<sup>[16]</sup>, there are 9 factors that influence employee performance, including: organizational climate, where leaders must be able to understand organizational conditions and channel thoughts to their employees so that the organizational climate becomes conducive. Leadership, leaders must be able to play their role in an organization, when they become a leader they must set a good example to their subordinates. Quality of work is very important in achieving company targets, so that employee welfare is met. Good work abilities can support satisfactory results, but you must have great responsibility. Initiative, through initiative employees must have knowledge and skills that can support good work results. Motivation is an important factor in forming a leader's character to motivate employees who are not enthusiastic about working. Good endurance is a good factor in achieving satisfactory results for the company, for example; Employees can arrange work schedules with daily activities. The quantity of work is a factor that influences employee performance, the higher the quantity produced, the more company goals will be achieved. High work discipline can support optimal work results. Based on these two factors, the quality of individual work is very important in determining employee performance. Good work quality, which includes adequate abilities, skills and knowledge, has a very significant role in improving employee performance in various organizational contexts.

The importance of researching the Quality Work of Life (QWL) of employees within a company is a crucial factor in

developing employee performance. Based on the interview results with 10 employees in the company, it was found that support from colleagues and superiors has a significant impact on their Quality Work of Life. In the modern era filled with pressure and demands, Quality Work of Life becomes increasingly important as it can affect the well-being and performance of employees. According to the interview results with employees in the company, support from colleagues and superiors, such as teamwork, open communication, and recognition for their contributions, helps improve Quality Work of Life. Employees feel that this support provides motivation and a high sense of engagement in their work. The findings of this research are in line with Ade Kurniawati (2022), who explained that employees who feel appreciated and supported tend to be more satisfied with their jobs. They also tend to work happier and have a more positive attitude towards their tasks and responsibilities.

The influence of quality work of life on employee performance is supported by previous research. According to a study conducted by (Luthfi *et al.*, 2022)<sup>[10]</sup>, the impact of quality work of life and work discipline on employee performance indicates that inadequate quality work of life has an impact on poor work discipline and poor employee performance. Quality work of life also directly affects employee performance, as does work discipline, which directly influences employee performance. These findings align with the research by (Venturo-Conerly *et al.*, 2023)<sup>[27]</sup>, which shows that support for a good quality work of life can have a positive impact on employee performance. In this study, support includes crucial aspects such as appreciation for employees as valued and professional individuals. The research explains that an increase in quality work of life contributes to improved employee performance. Another study with similar results is conducted by (MH Thamrin *et al.*, 2023)<sup>[13]</sup>, indicating that quality work of life and the work environment influence Organizational Citizenship Behavior (OCB), where a good work environment encourages a good quality work of life. According to this research, employees satisfied with their work and supported by a good work environment and quality work of life can create OCB, performing tasks beyond their job description voluntarily. In contrast, a study by (Langoy *et al.*, 2019)<sup>[9]</sup> found that, partially, quality work of life does not significantly affect employee performance. This research emphasizes the importance of empowerment and organizational commitment to improving employee performance in the organization, suggesting the need for an evaluation of quality work of life. Based on several previous research results, it can be concluded that the relationship between quality work of life and employee performance has different outcomes, with three studies showing a significant influence and one study indicating no significant results. Therefore, it can be observed that quality work of life has a considerable impact on employee performance.

The differences between the previous study and the current research can be observed in the study conducted by McFadden *et al.* (2021)<sup>[11]</sup>, where the research compared the mental well-being and quality work of life of social workers. Meanwhile, in the current study, the focus is more on the overall impact of work life on quality work of life, which has a more significant effect on employee performance. Additionally, the previous study was conducted during the Covid-19 pandemic in 2020, unlike the current research,

which was carried out in the period after Covid-19 began to subside. The population and sample used in the previous study by Simbolon *et al.* (2023) <sup>[23]</sup> were from PT. Supermarkets Forward Together in Medan, in contrast to the current research, which involves the population and sample from PT X Surakarta. Another point of distinction from the previous study is that the current research uses psychological scales, namely Likert scales, with two psychological scales: the employee performance scale and quality work of life. The sampling method used is saturation sampling, with simple linear regression and multiple regression tests conducted, and assumptions tested include normality, linearity, multicollinearity, and heteroskedasticity in this study. The data will be processed using IBM SPSS Statistics for Windows version 22. The results of this study are expected to provide a deeper understanding of the influence of quality work of life on employee performance.

## 1.2 Problem Statement

Is there a significant influence of Quality Work of Life on employee performance at Company X Surakarta?

## 1.3 Objectives

The purpose of this research is to determine whether there is a significant influence of Quality Work Of Life on employee performance.

## 1.4 Research Benefits

### 1.4.1 Theoretical Benefits

The results of this research are expected to contribute to the knowledge in the field of psychology in general and specifically in the areas of industrial and organizational psychology. It serves as consideration for improving the quality of work life that influences employee performance.

### 1.4.2 Practical Benefits

#### 1. For the Company

The research findings are anticipated to be used as a consideration by the Human Resources Development (HRD) department of Company X, aiming to improve and enhance the quality of work life and employee performance.

2. For the Development of Psychology, Especially in the Field of Industrial and Organizational Psychology Related to Quality of Work Life and Employee Performance.

#### 3. For the Researcher

The research results are expected to enable the researcher to comprehend the relationship between the quality of work life and employee performance among students.

## 2. Theoretical Foundation

### 2.1 Performance

#### 2.1.1 Definition of Performance

According to Surtisno (2016), performance is the success of employees in carrying out tasks and responsibilities, resulting in outcomes that meet the quality and quantity standards set by the company. This aligns with the definition of performance provided by Mangkunegara (2016), which refers to the work results of an employee in terms of both quality and quantity, contributing to the company's development. This study adopts the definition of employee performance by Robbins (2006) <sup>[16]</sup>, which emphasizes optimal achievement by each employee in fulfilling their

tasks and responsibilities to attain the goals set by the company.

#### 2.1.2 Aspects of Performance

According to Robbins (2006) <sup>[16]</sup>, there are five aspects of performance:

##### a. Quality

Each employee has their respective tasks. As an employee, the first aspect evaluated in performance is the quality of the work produced.

##### b. Quantity

One of the aspects of performance is how much work activity can be completed.

##### c. Timeliness

This aspect is reflected in how quickly a specific task is completed. The less time used, the better the evaluation.

##### d. Effectiveness

Effectiveness in the use of funds, technology, and raw materials to complete tasks, where employees use resources efficiently, preventing the company from unnecessary expenditures.

##### e. Independence

Independence is required in performance, indicating how self-reliant an individual is in their work. The less assistance received from others, especially superiors, becomes a self-evaluation factor.

#### 2.1.3 Performance Factors

According to Robbins (2006) <sup>[16]</sup>, there are nine factors that influence an individual's performance:

##### a. Organizational Climate

The work environment within a company plays a crucial role, allowing the company to manage a conducive work situation, and employees can work optimally.

##### b. Leadership

Leaders must be able to play their role and explore the potentials they possess in carrying out their duties and responsibilities at work.

##### c. Work Quality

High-quality work that meets the company's specified targets and satisfies the company.

##### d. Work Ability

The ability to work is a responsibility of an employee when working, including creating a routine work schedule.

##### e. Initiative

Initiative is a crucial performance factor in achieving the company's set standards; therefore, employees must have good knowledge and skills.

##### f. Motivation

Motivation in the workplace is a crucial factor that supports, especially among leaders who must be able to surpass their subordinates and influence them to work more optimally.

## g. Endurance

Measures how well an employee can complete tasks within the given time frame set by the company.

## h. Quantity of Work

Employees must have a high quantity of work in order to satisfy the company.

## i. Work Discipline

Employees must have a disciplined attitude in carrying out their duties and responsibilities when completing a task, diligently performing their duties, and having a voluntary attitude to achieve the company's goals.

## 2.2 Quality Work of Life

### 2.2.1 Definition of Quality Work Life

Quality work of life, according to Luthans (1995), emphasizes the importance of recognition given by the company to employees within their work environment. Consequently, the company can transform the work climate of an employee to make it more comfortable and prosperous. This definition aligns with the one provided by Flippo (2005), which refers to the company's efforts to improve the effectiveness of work processes, enhance well-being, and elevate the dignity of employees to meet their needs. This contributes to building a positive performance culture to achieve the company's goals. In this study, the concept refers to Cascio's (2003) <sup>[5]</sup> definition of quality work of life as an approach employed by companies to coordinate the potential of human resources within the organization. It is an ongoing effort by leadership to continuously fulfill the needs of employees. The quality of work life implemented by the company creates the expectation of job satisfaction regarding the needs of employees through their experiences in the organization. The definition indicates that the company provides facilities that enhance the well-being of employees, leading to employees reciprocating by achieving good performance in line with the company's objectives. In conclusion, based on the definitions provided by these figures, the quality of work life is crucial in meeting the work needs of employees and ensuring their well-being in the work environment. This enables employees to work optimally in fulfilling the needs of the company.

### 2.2.2 Aspects of Quality Work of Life (Kualitas Kehidupan Kerja)

The aspects of quality work of life, according to Cascio (2003) <sup>[5]</sup>, are as follows:

## a. Employee Participation

- Employee involvement in decision-making regarding a job.

## b. Equitable Compensation

- A balanced system of rewards provided by the company to employees.

## c. Pride

- Pride in the workplace, reflecting the attitude of employees toward the company, expressing their pride in working for a particular company.

## d. Job Security

- Assurance provided by the company to its employees regarding job security.

## e. Safe Environment

- A safe working environment created by the company for employees.

## f. Wellness

- Efforts made by the company to ensure the well-being of employees and encourage them to remain with the company.

## g. Career Development

- Company initiatives to enhance the abilities of employees through skill development, knowledge enhancement, and behavioral improvement.

## h. Conflict Resolution

- Efforts made by the company to assist employees in resolving the problems they face.

## i. Communication

- The means provided by the company to establish effective communication between superiors and subordinates.

## 2.3 Hypothesis

Hypothesis Statement:

- H1: There is a significant influence of quality work of life on employee performance.

In this context:

- Null Hypothesis (H0):

- There is no significant influence of quality work of life on employee performance.

- Alternative Hypothesis (H1):

- There is a significant influence of quality work of life on employee performance.

This hypothesis suggests that you expect changes in the quality of work life to be associated with changes in employee performance, and you are conducting your research to determine if this relationship is statistically significant. The actual testing of this hypothesis would involve collecting data, analyzing it, and determining whether the evidence supports rejecting the null hypothesis in favor of the alternative hypothesis.

## 3. Research Methods

### 3.1 Research Methods

The type of research utilized in this study is quantitative research with a regression design/strategy.

### 3.2 Research Variables

In this research, there are two variables under investigation:

1. Independent Variable (X): Quality Work of Life

2. Dependent Variable (Y): Employee Performance

This design suggests that the study aims to quantitatively explore the relationship between quality work of life and employee performance using regression analysis. The independent variable, Quality Work of Life, is expected to be a predictor of the dependent variable, Employee Performance. The specific details of the research design,



such as the sampling method, data collection instruments, and statistical analysis techniques, would need to be further specified based on the requirements and objectives of the study.

### 3.3 Population, Sample, and Sampling Technique

1. The population in this study consists of production division employees at PT X in Surakarta, totaling 62 employees.

#### 2. Sample and Sampling Technique

- The sampling technique employed by the researcher is the saturated sampling technique, meaning that all members of the population are included as samples. Therefore, based on this statement, the writer selects all 62 employees to be included in the sample.

### 3.4 Measurement Instrument

The writer employed the method of collecting data using a psychological measurement scale, specifically a questionnaire. According to Sugiono (2017), a questionnaire consists of written questions distributed to respondents to fulfill the researcher's needs regarding the researched problem. The objective of using a questionnaire in this study is to obtain accurate information simultaneously from the respondents.

### 3.5 Data Analysis Method

The data analysis technique is the method used to process and analyze data regarding the validity of the tested data and to produce the final results in the research, which are the conclusions derived from statistical calculations. The data analysis technique used to measure the influence of quality work of life on employee performance involves the analysis and discussion of data obtained from the research. The data analysis technique employs the conditions of simple linear regression test, multiple regression test, and assumption tests consisting of normality, linearity, multicollinearity, and heteroskedasticity. The collected data is then entered and processed using the IBM SPSS Statistics for Windows version 22 program.

## 4. Result and Discussion

### 4.1 Research Participants

The participants in this study consist of 62 employees in the production division. There are 43 male participants, accounting for 69.4%, and 19 female participants, representing 30.6%.

### 4.2 Result

#### 4.2.1 Descriptive statistics

**Tabel 1:** Categorization Data

Variable	Criteria	Category	Frequency	Percentage
Quality Work Of Life	$X < 47$	Low	9	14.5%
Quality Work Of Life	$47 < X < 152$	Moderate	43	69.4%
Quality Work Of Life	$152 < X$	High	10	16.1%
Total	-	-	62	100%
Employee Performance	$X < 37$	Low	7	11.3%
Employee Performance	$37 < X < 92$	Moderate	44	71.0%
Employee Performance	$92 < X$	High	11	17.7%
Total	-	-	62	100%

Based on the descriptive analysis table, for the variable Quality Work of Life:

- 9 employees (14.5%) are in the low category ( $X < 47$ ).
- 43 employees (69.4%) fall into the moderate category ( $47 < X < 152$ ).
- 10 employees (16.1%) are classified as high ( $152 < X$ ).

For the variable Employee Performance:

- 7 employees (11.3%) are in the low category ( $X < 37$ ).
- 44 employees (71.0%) fall into the moderate category

( $37 < X < 92$ ).

- 11 employees (17.7%) are in the high category ( $92 < X$ ).

These percentages illustrate the distribution of participants across different categories for the variables "Quality Work of Life" and "Employee Performance" in the study.

#### 4.2.2 Assumption Test Results

##### A. Normality test

**Tabel 2:** One-Sample Kolmogorov-Smirnov Test

		Quality Work of Life	Kinerja Karyawan
N		62	62
Normal Parameters <sup>a,b</sup>	Mean	82.39	72.24
	Std. Deviation	21.808	10.199
Most Extreme Differences	Absolute	.096	.099
	Positive	.096	.065
	Negative	-.053	-.099
Test Statistic		.096	.099
Asymp. Sig. (2-tailed)		.200	.200

a. Test distribution is Normal.  
b. Calculated from data.

Based on the results of the Kolmogorov-Smirnov normality test, the significance value is 0.200 for both Quality Work of Life and Employee Performance. Therefore, the data used in this study is considered normally distributed with a p-value greater than 0.05.

This suggests that the assumption of normality is met for both variables, as the p-values are greater than the significance level of 0.05.

##### B. Multicollinearity test

**Tabel 3:** Multicollinearity test

Model		Coefficients <sup>a</sup>			T	Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients	Beta			Tolerance	VIF
		B	Std. Error					
1	(Constant)	72.966	5.142		14.190	.000		
	Quality Work Of Life	-.009	.060	-.019	-.145	.885	1.000	1.000

a. Dependent Variable: Employee Performance

The multicollinearity test is used to assess whether there is a linear relationship between variables using the Variance Inflation Factor (VIF) as an indicator. The tolerance values in this study are less than 0.10, indicating no significant correlation between independent variables. If the VIF values are less than 10.00, it can be considered that there is no

multicollinearity. Based on the results of the multicollinearity test, both VIF values are less than 10.00, thus it can be concluded that there is no evidence of multicollinearity.

C. Heteroscedasticity Test

**Tabel 4:** Heteroscedasticity test

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients	Standardized Coefficients	Beta		
		B	Std. Error			
1	(Constant)	5.902	3.265		1.808	.076
	Quality Work Of Life	.023	.038	.077	.601	.550

a. Dependent Variable: Abs\_Res

The Heteroskedasticity test is employed to examine the presence or absence of inequality between the variance and residuals for all studies. The test utilized is the Glejser test, which focuses on regressing each variable against the absolute and residual (error). The research findings indicate a significance value of 0.550 for Quality Work of Life, signifying the absence of heteroskedasticity.

The regression equation signifies:

1. The constant value for the Employee Performance variable without the addition or subtraction of the independent variable (Quality Work of Life) is 5.902.
2. The regression coefficient for Quality Work of Life is 0.23, meaning that for every one-unit increase in Quality Work of Life, the Employee Performance variable will increase by 0.23.

**4.3 Hypothesis Test Results**

**4.3.1 Simple Linear Regression Test**

**Tabel 5:** Simple Linear Regression Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 <sup>a</sup>	.152	.138	9.468

a. Predictors: (Constant), Quality Work of Life

**Tabel 3.6:** ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	967.155	1	967.155	10.790	.002 <sup>b</sup>
	Residual	5378.216	60	89.637		
	Total	6345.371	61			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Quality Work of Life

**Interpretation of Regression Analysis Results**

Based on the research findings, a correlation coefficient (R) of 0.390 and an R-Square of 0.152 were obtained. This indicates an influence between variables X and Y, explaining 15.2% of the variance. Furthermore, the test resulted in an F-value of 10.790 (F calculated > F table) with a significance value of 0.002 (p < 0.05), signifying that variable X significantly affects variable Y.

Systematically, when translated into the form of a regression equation model, it yields an equation like this:

$$[Y = a + bx]$$

$$[Y = 5.902 + (0.23)x]$$

$$[Y = 5.902 + 0.23x_1]$$

**4.3.2 Multiple Regression Test Results**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.137	198.671		.177	.001
	Aspect1	.671	1.587	.373	.423	.001
	Aspect2	.253	.554	.188	.296	.001
	Aspect5	.189	.596	.288	.318	.001

a. Dependent Variable: Employee Performance

- Aspek 1: Employee Involvement
- Aspek 2: Salary/Compensation
- Aspek 5: Work Environment

The table represents the coefficients for the regression model with the dependent variable being Employee Performance. Each "Aspect" refers to a specific aspect (1, 2, and 5), namely Employee Involvement, Salary/Compensation, and Work Environment. The table provides information on unstandardized coefficients, standardized coefficients (Beta), T-values, and significance levels (Sig.).

**5. Discussion**

**\*\*Results of the Research\*\***

Based on the results of the simple linear regression hypothesis test that has been presented, a value of R<sup>2</sup> = 0.390 was obtained; p < 0.05. This indicates an influence between the quality work of life variable and employee

performance. These findings may be due to several factors. First, most employees consider quality work of life to be an essential part of employee performance. This is supported by the research of Farmi *et al.* (2020), which states a significant influence between quality work of life and employee performance. The study found that aspects such as a comfortable work environment influence optimal employee performance. Second, some employees believe that quality work of life has a significant impact on employee performance. A study by Putu Deasy Amelia Shanty *et al.* (2023) <sup>[15]</sup> also shows a significant influence between quality work of life and improved employee performance.

Third, most employees indicate three aspects that influence quality work of life: employee involvement, salary, and work environment. Based on the test results, employee involvement received a  $\beta = 0.671$  with a significance level of  $0.01 < 0.05$ , indicating a significant influence. This is supported by the research of Subhashri (2020) <sup>[24]</sup>, which shows a significant influence on employee involvement. Furthermore, the aspect of salary/compensation received a  $\beta = 0.253$  with a significance level of  $0.01 < 0.05$ , indicating a significant influence on salary/compensation. This result is consistent with the study by Putu Deasy Amelia Shanty *et al.* (2023) <sup>[15]</sup> with a  $\beta$  of 0.399 and a significance value of  $0.001 < 0.05$ , demonstrating a significant influence on salary/compensation. Additionally, the work environment aspect received a  $\beta = 0.189$  with a significance level of  $0.01 < 0.05$ , indicating a significant influence. This result is supported by the research conducted by Farmi *et al.* (2021) <sup>[7]</sup>, demonstrating a significant influence on the work environment. Based on these explained aspects, these are significant aspects of quality work of life that affect employee performance.

Analyzing the categories of the quality work of life variable, as seen in Table 3.1, it is found that the majority of employees have a high-quality work of life, with a percentage of 16.1%, followed by the medium category at 69.4%, and the low category at 14.5%. This result indicates that employees have a moderate to high tendency towards a good quality work of life. Employees with good quality work of life can generate good job performance (Farmi *et al.*, 2020). Similarly, analyzing the categories of the employee performance variable, it is found that the majority of employees have high job performance, with a percentage of 17.7%, followed by the medium category at 71.0%, and the low category at 11.3%. This result shows that employee performance is moderate to high. In this study, it can be concluded that employees are performing well and optimally. This is consistent with the research by Nurbiyati (2014) <sup>[14]</sup>, which states that achieving high performance is due to the fulfillment of quality work of life needs by employees.

Looking at the aspects of quality work of life according to Cascio (2003) <sup>[5]</sup> perceived by the subjects, the first aspect is employee participation, where subjects are always involved in working in the company. The second aspect is equitable compensation, where subjects are always given rewards that are fair and balanced by the company. The third aspect is pride, where subjects in this study have a sense of pride and ownership of the company. The fourth aspect is job security, where subjects in this study feel secure because the positions provided are in accordance with the job description and are

facilitated by various health insurance provided by the company. The fifth aspect is a safe work environment, where subjects in this study feel safe because the safety equipment provided is in accordance with ISO 45001 standards set by the company. The sixth aspect is wellness, where subjects in this study feel prosperous because they have the freedom to give opinions and input to their superiors. The seventh aspect is career development, where subjects in this study receive independent training practices and career guidance that aligns with the company's system. The eighth aspect is conflict resolution, where subjects receive conflict resolution assistance from leaders when problems arise, and leaders accept suggestions for complaints given by subordinates. The ninth aspect is communication, where subjects in this study are provided with 360° communication, meaning communication in all directions between superiors and subordinates.

Furthermore, looking at employee performance aspects based on Robbin (2006) <sup>[16]</sup> perceived by the subjects, the first is job quality, where subjects are capable of completing tasks assigned by superiors and always think hard to produce good results. The second is quantity, where subjects always plan target results when working and always achieve results exceeding targets. The third is timeliness, where subjects in this study always work to meet the applicable working hours target and can complete tasks on time. The fourth is effectiveness in work, where subjects in this study tend to exceed the given company targets and tend to use the available time to complete tasks. The last is independence, where subjects in this study tend to carry out their tasks independently.

This is also supported by Ichsan *et al.* (2022) <sup>[8]</sup>, who state that if an employee experiences a low-quality work of life, the likelihood of poor performance evaluation is high. Conversely, an employee with good quality work of life will be able to achieve performance in accordance with the company's standards. Good quality work of life can be achieved through the fulfillment of the company's needs for its employees to work better. If, on the other hand, the company cannot fulfill the needs of its employees, it will impact the performance of the employees. Employee performance is the success of an individual in carrying out tasks and authorities, resulting in the quality and quantity set by the company (Sutrisno, 2016). Performance is the optimal achievement possessed by each employee in carrying out their duties and responsibilities to achieve the goals set by the company (Robbin, 2006) <sup>[16]</sup>. In this case, quality work of life influences employee performance. If the quality work of life provided by the company is low, it will affect the employee's performance, which does not meet the company's targets. Conversely, if the company provides good quality work of life, employees will fulfill their performance well and in accordance with the company's targets.

In this study, the author acknowledges the limitations and shortcomings that cannot be avoided. The author cannot supervise the questionnaire filling process, as employees have to work and can only fill out the questionnaire during lunch breaks and after work. Therefore, the limitation of time becomes a disadvantage in this study. Additionally, the author can only conduct research in a specific division, not comprehensively across various divisions. Thus, the researcher can only observe the results of a specific division.

## 6. Conclusion and Recommendations

### 6.1 Conclusion of the Research

Based on this study, it can be concluded that there is a significant influence of quality work of life on employee performance at PT X Surakarta. The data findings indicate that quality work of life scores high, accounting for 16.1%, while the moderate category is 69.4%. Thus, it can be inferred that the quality work of life in the company tends to be from moderate to high, meaning that the higher the quality work of life provided by the company, the better its impact on employee performance.

### 6.2 Recommendations

Based on the research findings, the following recommendations are provided:

#### 6.2.1 For Future Researchers:

Future research can delve deeper into the topic using a qualitative approach, employing methods such as observation and in-depth interviews. This would help uncover additional factors that may influence the relationship between quality work of life and employee performance that were not addressed in this study.

#### 6.2.2 For Companies:

Companies can utilize the results of this research to fulfill the needs of quality work of life, aiming to enhance employee performance. The findings can also serve as an evaluation tool for the company to improve its quality work of life in the future through discussions and consultations.

#### 6.2.3 For Employees:

Employees are encouraged to maintain and enhance their performance in alignment with the job description provided by the company. This ensures continued fulfillment of their quality work of life needs through discussions and consultations.

These recommendations are aimed at fostering a better understanding of the relationship between quality work of life and employee performance, contributing to the improvement of both individual and organizational well-being.

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