

## THE RELATION OF QUALITY OF WORK LIFE TO EMPLOYEE ENGAGEMENT IN CV. PRIBADI TIGA

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### ABSTRACT

*The implementation of Quality of Work Life (QWL) in a company is able to encourage workers to be more active to perform the tasks of the company. The impact is the workers will have an engagement to the job because the company is considered to provide the needs that expected and desired by the workers. This research aims to determine how far QWL is applied and later it will be a new QWL model in CV. Pribadi Tiga. The research method of this study is qualitative with approachment case study. Nine components of QWL and employee engagement aspects are stated by five informants through interview. Analysis of this research is showed per indicator of each componenets or aspects. Through the analysis, it's known that some of the QWL components and employee engagements aspects in CV. Pribadi Tiga are still not maximally implemented. So the new model of QWL is made based on the priority needs in the company. Career development, pride, decent compensation, health, job security, safety, communication, conflict resolution, and employee participation are the components mentioned in the order of priority needs. All of these components should be upgraded in order to avoid disparities that can harm company and also the workers which is the effect of decreasing the feeling of engagement with the company.*

**Keyword :** Qualitative, Quality of Work Life, Employee Engagement, QWL Model

### INTRODUCTION

Company and human resources can not be separated. It is because human resources itself is an important asset for the company. As an asset, company should maintain and manage it so that later they will have a positive impact both for the company and for the workers. Quality of Worklife (QWL) is a kind of philosophy that management implements in managing organizations in general and human resources in particular (Husnawati, 2006). The managing of human resources is very concerned about human resources both within and outside the work environment.

QWL consists of several components, there are employee participation, career development, conflict resolution, communication, helath, safety, job security, decent compensation, and pride (Novianto, 2012). Through the implementation of QWL, employees will feel involved in every activities in the company so they will have a sense of engagement to the company. Employees loyalty to the company is a kind of engagement that company needs. As known at the various components in QWL, they can be interpreted that QWL is tend to include as extrinsic elements of the employees. In fact, to improving the employees engagement it is also required an understanding of their psychological so that companies can understand better about what employees feel. The psychological understanding is an intrinsic element that is related to various aspects in the work environment. Furthermore, this intrinsic elements is called as Psychological Positive (PsyCap). The implementation of PsyCap makes the rising level of job satisfaction, commitment to the company, reduce stress, and could create psychological well-being.

CV. Pribadi Tiga produces foot wear by using simple work tools that still lack the use of machines or technology. Considering the number of people involved at the production process, company should give them special attention. Based on preliminary observations that has been done, the company has tried to provide what is needed by the employees by applying some concepts as well as factors in QWL. However, unfortunately this is only felt by some workers only (uneven in all layers of employees). Thus, the effectiveness and efficiency of work has not been achieved optimally for the company. As a result, employees still do not feel engage to the company. This conditions is considered by the author as an imbalance that appears as a gap which serve as a problem in this study. It is expected that the result of this study can help companies to overcome the problems that are currently going on in the company. This research will focus more on the implementation of QWL to improve employee engagement. The PsyCap analysis will be used as an additional source to strengthen the engagement from psychological side of the employees.

## **LITERATURE REVIEW**

### **A. Quality of Work Life**

Rivai and Sagala (2009) describe the quality of work life is a systematic effort of the organization to provide workers with greater opportunities to influence their work and their contribution to achieve overall corporate effectiveness. The quality of working life also implies the existence of good supervision, good working conditions of payment and good rewards, interesting and challenging jobs and adequate rewards. Wayne F Cascio mentions that QWL consists of several components, there are (Novianto, 2012) :

#### **1. Employee Participation**

Siagian (2007) mentions that employee engagement is a way of looking at how far an employee is involved in determining his own decision on his work. This kind of engagement can be done by providing an opportunity to convey ideas, suggestions, criticism, opinions, creativity, initiative and so on. This is done in order to develop and promote the organization.

#### **2. Career Development**

The benefits gained from career development are to increase awareness of the importance of job classification, improve ideas for organizational development planning program, help the employees to arrange development strategy, be selective for following some development program, facilitate the potential employee utilization, increase employee motivation, facilitate the employee promotion process, increase work satisfaction, reduce the turnover, and increase employee loyalty (Notoatmodjo, 2007).

#### **3. Conflict Resolution**

Conflict is a situation that can interfere one side with another. Surely, with this point of view, conflict is a bad attitude and tends to be avoided. But, through conflict, employee can get benefits that they can make learn how to manage and also maintain their emotion and it is helpful for their job.

#### **4. Communication**

The goal of communication process is to achieve mutual understanding between two side whom involved in this process and the communicator send message/information to the communicant as the target.

#### **5. Health**

Health is part of working environment that has an effect on their work productivity. A good and safe environment will not add a burden to employees. So, to maintain it, the company must maintain the socio-psychological environment to make conducive and provide a positive impact on employee health and safety.

#### **6. Safety**

Companies need to provide a protection for each employee by including employee in the safety program. This kind of protection is one of the companies concerns for personal safety for its employee. This attention can potentially increasing the engagement because they are noticed and protected from any accidents in working area.

#### **7. Job Security**

The guarantee of job security is an important thing to get the organization's mission. Uncertainty about this security will have a bad impact for employee and can lead the desire to resign from company.

**8. Decent Compensation**

Compensation for employee is a motivator because it can fulfil their basic needs. If there are still more left, they can used to fulfil another needs, achieve self-actualization, and improve the position in society (Notoatmodjo, 2007)

**9. Pride**

A sense of pride will rise as a form of employee appreciation on duties and obligations in the company where they serves. Pride can be created by providing an opportunity to enhance a positive image for the organization in order to achieve the vision, mission, and goals of the organization.

**B. Employee Engagement**

Employee engagement is an emotional engagement with jobs and organization which effects on motivatin to provide the employee's best ability to help and give a tangible benefits to organizations and individulas (McLeod, 2007). The dimension or aspects of employee engagement are consists of three aspect, there are vigor, dedication, and absorption (Schaufeli and Bakker, 2003).

**1. Aspect of Vigor**

Vigor is an aspect that characterized by high level of strength and mental resilience at work, a desire to strive earnestly at work, and persistent when facing difficulty.

**2. Aspect of Dedication**

The aspect of dedication is characterized by a feeling that is full of meaning, enthusiasm, inspiration, pride, and challenge at the work. People who have high dedication strongly identify their work because they make it a valuable thing, inspiring, and challenging experience. Besides, usually they feel enthusiastic and proud of their work.

**3. Aspect of Absorption**

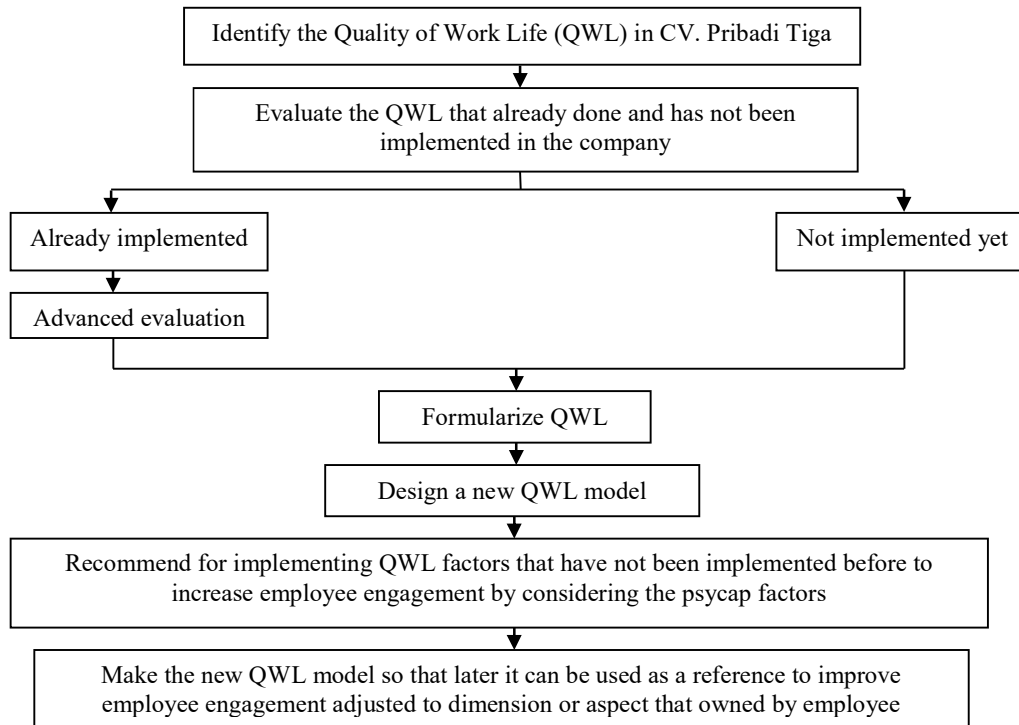
The absorption aspect is characterized by deep concentration and interest, drowning at work, time passes so fast and the individual is difficult to get away from their job and forget everything around. People who have high absorption feel happy if their attention is consumed by the job and having difficulty separating themselves from work. As a result, everything around them are forgotten and time passes quickly.

**C. Psychological Capital**

According to Luthan (2007), Psychological Capital (PsyCap) is a state of positive individual psychological development characterized by :

1. The existence of *self-efficacy* takes the necessary action to achieve success in challenging task.
2. Positive attribution (*optimism*) about current and future success.
3. Persistence in acheiving goals with the ability to redefine pathways to achieve goals if needed (*hope*) in order to succeed.
4. When faced with problems and difficulties, ther are able to survive and continue to progress (*resiliency*) to achieve success.

To give a simple understanding about this study, the following models of analysis and expected results will be devised in the Figure 1.



**Figure 1. Analytical Model**

## RESEARCH METHODS

In accordance with the problems and aims of this study, this study use qualitative methods to explain and describe how the application of each components of QWL in CV. Pribadi Tiga. The using of qualitative method aims to describe the process of activity based on what happen in the field as a study material to find weakness and shortcomings so that it can be determined the improvement, analyzing facts, syptoms and educational events that occur in the field (Susanto, 2015). The approachment that used in this study is case study. Danim (2002) states that case study approachment is an in-depth study of a particular social unit and the result provide a broad and deep overview of a particular social unit.

CV. Pribadi Tiga has been established in 2009 and has some employees who are still loyal to work in this company. In fact, there are some employees who have worked before CV. Pribadi Tiga established, where the company were still a small store that provide raw material for footwear manufacture. Most of employees are pieceworkers. This means they will be given salary/wages in accordance with the number of jobs that they are able to finish. The employees are not only work on CV. Pribadi Tiga, but also they work on another companies. Although they work on more than one companies, the employee retain the CV. Pribadi Tiga as the company they return to. The uniqueness of this phenomenon is one of the reason why case study is conducted in CV. Pribadi Tiga is different from case studies on similiar topics that exist elsewhere.

Case study approachment in this research will be supported by a discussion of the material with explorative purposes. This study will encounter many new thins because there will be a lot of creatively, flexibly, openly digging information, an all sources here are considered important as a source of information (Hermawan, 2009). Based on preliminary observations, some QWL concepts have been implemented, some other concepts have not been able to be done as expected. These unfinished QWL concept are expected to be applied, which previously undertaken as an evaluation of conditions prior to observation. The social unit under this study is the employyes who feel and don not feel how QWL can affect the work engagement in CV. Pribadi Tiga. Speaking about engagement, there are two factors that influence it, they are internal and external factor. Internal factors can be known by using psychological capital (PsyCap) while external factors are analyzed by using the

concept of QWL. PsyCap analysis is used as an additional material that can strengthen aspect of engagement that owned by each employees. By considering the components of PsyCap on the aspect of employee engagement then both can also support the realization of QWL is CV. Pribadi Tiga.

Based on the description in the previous chapter, the interviewees of this study are the employee who work in CV. Pribadi Tiga spesific on production unit. They are 5 people which has 1 year experience of working in CV. Pribadi Tiga and already know the working pattern. By knowing the pattern of this company, it is expected that they can feel directly how the concept of QWL are implemented in the company. The existence of theses 5 interviewees are the key of this study.

After knowing the interviewees' criteria that has been mentioned before, it means that this selection of the interviewees are belong to purposive sampling methods. Puurposive sampling is a method of determining a sample by selecting certain samples that are judged according to the purpose or problem of research in a population (Nursalam, 2008). The five interviewees as the key person of this tudy are shown through this following profiles :

**Table 1. Interviewees Profile**

No	Name	Gender	Age	Last Education	Working Unit	Length of Work
1	Ida Agustina (IA)	F	26	Junior High School	Finishing	4
2	Sumaryono (SU)	M	38	Junior High School	Upper	5
3	Solikin (SO)	M	56	Elementary School	Assembling	6
4	Ngatenan (NG)	M	59	Elementary School	Design	11
5	Faulien Karnalia (FK)	F	36	Under Graduates	Head of Production	12

This study uses several kinds of data collection techniques to complete the required data that needed. The techniques are interview, observation, and documentation. Essentially, every research both quantitave and qualitative are require criticism and evaluation of validity and accuracy of research data. This study used credibility, transferability, dependability, and confirmability for test of data validity. Data analysis that used in this study is based on Miles and Huberman, there are data reduction, data display, and conclusion drawing/verification (Sugiyono, 2010).

## FINDINGS

### A. The Implementation of QWL in CV. Pribadi Tiga

#### 1. *Employee Participation*

The existing work participation in the company is well implemented. These result indicate that no changes were made from preliminary observation of the study with the end result of this study. The implementation of working participation is considered effective in the company. Through this, all the employees are expected to involve in decision-making related to production activities without overlook the definition of cooperation that has been claimed at interviewso that it can produce good result and useful for any body in the company.

#### 2. *Career Development*

Educational training and activity assessment as a kind of career guarantees are not done efficiently because both of them are still now well implemented in accordance with the terms and expectations. Companies need to devote their attention related to this component so that quality of good work life can be achieved so as to increase the engagement in the company.

#### 3. *Conflict Resolution*

Conflict resolution can be done in a variety of ways, most of the interviewee choose forum and discussion are the way to express the solutions. In those process has included the process of honesty, conflict resolution, and the exchange of opinions so that it can run effectively. But it should be emphasized that in the process of honesty is preferably if the problem must be

immediately expressed or delivered. Because if it's not immediately expressed, the problem will never get a way out and the solution will not come. So in this component there is a little change when we compared with the results from preliminary observation. Through the interview that has been done, it is found that the conflict that usually experienced by employee is a conflict related to company and individuals. The example of conflict related to the company is about the task that given by head of production to employee and male informants are most often feel it. While the female informant usually face the personal conflict with fellow co-workers. Both conflict have their own way to solve for everyone goodness.

**4. Communication**

The communication for all employees in this company have been running well and done in accordance with what presented by Mulyana (2002) that communication is a process of delivering various kinds of information. During the communication, they also uses a variety of tools and words to make it easy to receive the information. Effectiveness is still found because the utilization of communication still leads to communication in group meetings (discussion) and not maximized in face to face meeting.

**5. Health**

This component still has not been applied maximally. Starting from the existence of health centers, working environment, and recreation. Those three aspects are need to be re-conceptualized to be more organized so that later it can be re-utilized for the benefit of the employee.

**6. Safety**

According to Cascio (2003), the safety of work carried out by the company are safety committee, emergency relief team, and safety program. Unfortunately, the three types of safety of work are not all can be implemented in CV. Pribadi Tiga. It is still related to the health facilities that available in the company. The lack of health facilities has prevented the company from not preparing any kinds of safety sequence described by Cascio (2003). Based on the three kinds of safety of work, there is only one that can be implemented in CV. Pribadi Tiga. Through the analysis result, it is found that the majority of informant have no guarantee of their safety at work.

**7. Job Security**

Cascio (2003) classifies employees' sense of security to the company are guaranteed by jobholder termination and retirement plan for employees who have served the company. Based on the interview in this study found that both of the classifies are have not been applied properly and the company needs guidance from third party especially related to retirement program. To guarantee the retirement program, the company is expected to improve it so that the company can be regarded as a professional company in hiring their employees.

**8. Decent Compensation**

The compensation that given to their employee is still not satisfactory because most of the employees feel less able to fulfil their daily needs. Here, the company only provide the target of work so that later employees who are paid based on how many work/task that has been done by them, can finish it on time with good results. In giving salary/wages, the owner of the company has perceived that what they get (salary) is able to fulfil their needs because the salary that workers earn everyweek is a result that can be done by them. If the amount of salary earned is not accordance with what their got before, usually the owner of the company immediately remind them to be more focused at work so that they can get salary at least not much different from the amount of previous salary.

**9. Pride**

In the preliminary observations, it is found that the pride of employees to the company has not been applied. But in fact, the employees have implemented it, but its implementation are not too effective. This is an important task for the company because pride can cause to emerge an emotional commitment that can indirectly affect employee engagement to the company.

**B. The Attempts to Increase The Engagement of Work**

**1. Aspect of Vigor**

The aspect of vigor in a person appears is characterized by high levels of strength and mental resiliency at work, the desire to work earnestly, and persistent when facing any kinds of difficulty. These signs when paired with PsyCap concept by Luthans (2007) there are some common

characteristic that principally include on self-efficacy. Self-efficacy is a manifestation of an action that needs to be done to achieve success on challenging tasks. Achieving success in challenging tasks will indirectly shows their sincerity in completing the task and will also form a persistent and resilient mental to face on every problems. The characteristic similarity between vigor aspect and psychcap aspect on the self-efficacy component makes them both interrelated and reinforce each other. Both tendencies from vigor aspect, which are persistent and measured found how the attitude of the employee when participating in every activity in the company. A good attitude of participation is characterized by balancing between those two tendencies. Persistent and measured in participating are seen through the quality improvement indicators in the team.

## **2. Aspect of Dedication**

The characteristic that include in this aspect of dedication is not much different from one of characteristic in one of PsyCap component, that is hope. Hope is persistence in achieving goals with ability to redefine pathways to achieve goals if necessary to achieve the success (Luthans, 2007). Redefining paths to achieve the goals means that this activity is part of the focus with the target in dedication aspect. The tendency that shown by the aspect of dedication is reaching the target and challenge that can represent how the position of the informant in receiving and doing their duty. This activity will indirectly form the attitude of how they becomes an important part in the company because every target and task given is considered as a challenge, that it can make themselves valuable for the company. In addition, by believing that they are one of important part of the company will certainly give them a pride that will indirectly bring a positive influence on the company, primarily with corporate identity.

## **3. Aspect of Absorption**

The characteristic of absorption aspect largely related to the concept of PsyCap in resiliency and optimism component. Resiliency is a condition that can survive in every problem and difficulty, while optimism is a positive mindset about the success of the present and the future. In its implementation, absorption aspect can not be done well because the employee did not feel it all the time. To tie the employee with this aspect, it is better for the company to improve communication and career development towards all of the employee. By increasing the intensity of communication, of course the workers will not feel alone when working. They will be able to get a lot of information that will indirectly make the working atmosphere become more comfortable so that they will absorb in working.

## **4. The New Design of QWL Model to Improve Employee Engagement**

The order of components that need to be followed up immediately are career development, pride, and decent compensation. The implementation of these three components are still not effective. The components must be very concerned about how the implementation so that later the employee can feel the same experience, the fulfillment of the need for adequate living, and proud of the current work so that later they can improve the engagement in CV. Pribadi Tiga. The next components are health, safety, and job security. Those components needs to be considered by the company. In accordance with the level of priority, these three must be implemented to protect the employee to be comfortable during working in the company. Health, safety, and job security are considered a long-term programs whose the effects will be felt by the employees after going through several sets of established processes. Job security will be felt by the employees after they make a written agreement with the company. This process actually does not take a long time but the company should prepare and make a deal that will not harm the two sides. As well as health and job security. Although CV. Pribadi Tiga is still a medium-scale industry but the company has an obligation to coordinate in providing health insurance and safety for their employee. Coordination is done through several processes such as explanations related to the program and its benefits to register and subsidize (if necessary) the half of mandatory fee for applicant insurance member. The last component are communication, conflict resolution, and employee participation include into the last priority because they have been well implemented in the company but the existence still needs to be improved.

The new QWL model that design based on actual facts and conditions in the location actually has advantage and disadvantage to be applied by CV. Pribadi Tiga. As for the advantages, this model is supports the company to be able to disciplineable the employees so that they can work in accordance with the instruction that have been set. So, it is useful to provide an opportunity for companies to prepare their best performance to face the global competition. While the disadvantage for this model

is less engage the employees. This is evidenced by the focus of this study that sees the employee engagement only from extrinsic factors, which in its discussion uses the QWL component as its indicators. As a result, if the company wants to increase the employee engagement, the company should consider the intrinsic factor from the employee that work in the company.

## CONCLUSION

Based on the analysis and discussion, CV. Pribadi Tiga still can not maximize the implementation of the nine components QWL. Same as the engagement aspect that each individual of the informant has. Through the description that is in the discussion, the implementation of all aspect and components are not maximal especially when they are facing every task they have. So, with this condition we have a new QWL model which is expected to be applied well in CV. Pribadi Tiga. The new QWL model is based on priorities adjusted to the companys' need. Career development, pride, decent compensation, health, job security, safety, communication, conflict resolution, and employe engagement are the components mentioned in the order of priority. All of these components should be upgraded to avoid any disparities, e.g reduce the engagement with company.

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