



The Implementation and Influence of Quality of Work Life to the Quality Performance and Job Satisfaction of Education Staffs in Brawijaya University

Wuri Fitriati Utami, Bambang Supriyono, Marjono.

Magister Program of Art in Higher Education (MAHE)

Faculty of Administration Science, Brawijaya University, Malang 65145, East Java, Indonesia

Received 05 June, 2015; Accepted 10 June, 2015 © The author(s) 2015. Published with open access at www.questjournals.org

ABSTRACT:- This study is conducted to identify to what extent the factors of Quality of Work Life (QWL) has been implemented, what and how the influence works toward the improvement of Performance Quality and Job satisfaction of education personnel in Brawijaya University. The population of this study is all education personnel in Brawijaya University. The sampling technique employed in this study is Cluster Sampling technique. Data analysis used in this study is multiple-linear regression. The results are there is direct influence of QWL toward Job satisfaction with coefficient of 0.673, there is direct influence of job satisfaction toward Performance Quality with coefficient of 0.631, but there is indirect influence of QWL toward Performance Quality with coefficient of 0.425.

Keywords:- Quality of Work Life, Performance Quality, Job satisfaction.

I. INTRODUCTION

Human resource is a highly valuable asset for an organization. The improvement of the quality of human resource owned by an organization can determine how much the improvement the service quality, particularly in government institution. Brawijaya University is one of government institution which constantly improves the service quality. The performance quality and job satisfaction of education personnel are the major factors which influence the level of service quality. This study is conducted to identify the level of performance quality and job satisfaction of education personnel by using the factors of Quality of Work Life as the benchmark. This cannot be separated from the designation of Brawijaya University institutional status as a Public Service Agency which is continually demanded to prioritize the effective and productivity principles as stated in Article 1 number 23 of Law number 1 year 2004 about State Treasury.

Adopting a thought from New Public Management (NPM) theory, Indonesian government starts conducting transformation to state institutions to their institutional governance. NPM theory is the evaluation of Old Public Management, NPM makes the more efficient, professional, accountable, and transparent bureaucracy with the expectation that the goal of the institution to give good services to the society can be realized. According to Hood, as mentioned by Yeremias T. Keban (2004) NPM has some principles using professional management, employing performance indicators, more focusing to output control, the concern is directed to small units of the organization, using competition principles, utilizing private sector management style, and more emphasizing on disciplines and efficiency of resources. In other words, NPM is defined as public management approach, including the public bureaucracy which employs knowledge and experience of private sectors in regard to reform public management.

There are two kinds of human resources owned by Brawijaya University, which are educators (lecturers) and education personnel (staffs). The presence of education personnel cannot be underestimated, for their responsibilities, functions, and roles cannot be separated from teaching-learning process, administration, and the compliance of all needs included in teaching-learning process. Therefore, it is necessary to improve the quality of education personnel in order to support the performance quality. The success of teaching-learning process and public service is the responsibility of all ranks within the institution.

Based on that, it is necessary for the institution to measure the level of Quality of Work Life and its influence toward performance quality and job satisfaction. This study conducted to the education personnel is

expected capable to measure the level of performance quality and job satisfaction based on the Quality of Work Life which is currently implemented by Brawijaya University. By identifying the condition, it will be easier to look for the best solutions in regard to improve the performance quality and job satisfaction as the support for high quality service.

II. THEORETICAL REVIEW

1. Performance

Gibson (1997) stated that there are several factors which influence performance, they are (1) individual variable including the abilities and skills, both physically and mentally, background, experience and demography, age and sex, origin, and so on, but among them abilities and skills are the most influential factors to individual performance, whereas demography is indirectly associated with the performance behavior, (2) organizational variable including resources, leadership type, rewards, organizational structure, (3) psychological variable including perception, attitude, personality, learning ability, job satisfaction, and motivation. Meanwhile, Mathis & Jackson (2009) added that the factors that influence individual performance includes individual ability to work, the level of effort performed and the support from organization. If one of the three factors is decreasing, it will give direct impact to the performance level.

2. Satisfaction

There are several theories related to job satisfaction theory, which are equality theory, discrepancy theory, need fulfillment theory, social reference group theory, expectancy theory, and Hygiene motivation theory stated by a psychologist named F. Herzberg. Equality theory or mostly known as theory of justice, mentioning that the benchmark of satisfaction can be seen from whether it is fair if a person obtains his or her right, in other words, between effort and reward should have the same ratio. This shows that there is subjective assessment to the justice or even to the fairness of the reward obtained. Discrepancy theory or mostly known as difference theory, mentioning that estimation should be done to what should be obtained and the facts which should be accepted to identify the satisfaction level. It means that when a person has determined the total he or she wants to get and then it is compared with the actual reward he or she has received, so the gap between them will show the satisfaction level of the person, the more deficient the gap shows, the lower the satisfaction obtained. Otherwise, if what is received is more than the expectation, the satisfaction level is higher.

Need fulfillment theory has different perspective. Of the need is begun with physiological need, security need, social need, reward need, and finally self-actualization need gradually being fulfilled, so the satisfaction level can be identified. Meanwhile, social reference group theory stated that satisfaction is not only based on the group need, but also based on the reference group in the particular environment. Expectancy theory mentioned that satisfaction level is influenced by how much the expectation of the outcome in result of the efforts. The effort level depends on the level of expected outcome. If the outcome obtained is less than the expectation, the satisfaction level will also be low. Differ from two factors stated by F. Herzberg that there are two factors which can trigger satisfaction and dissatisfaction, if satisfaction-triggering factor is fulfilled, the dissatisfaction level is declining. One factor which is highly influential to satisfaction is organization policies and company administrations, admission toward working achievements, salary and working place condition. There are variables which are connected with job satisfaction such as (1) turnover, workers who have high level of turnover will have low satisfaction level and otherwise, if the turnover level is low, the satisfaction level will be high; (2) age, in which age level has role toward satisfaction level, this is caused by the tendency of increasing age will influence the need and the expectation which have not been fulfilled, so that it indirectly influential to satisfaction level; (3) the level of attendance in the work place, if a person has low satisfaction level, the person will have low level of attendance as well; (4) the level of works, a person who has higher work level will have higher satisfaction level compared to a person with lower work level, for the person who has higher work level will have more chances to receive more salary and better condition; (5) the size of organization, in which the person's satisfaction level will be higher if he or she works in a major and well-developed organization.

3. Quality of Work Life (QWL)

Quality of work life is defined as how well an organization can fulfill the needs of its members. QWL forms as a good management technique, in which includes quality control group, job enrichment, which in this case are required by an organization to communicate well with the members. Moreover, QWL shows how much the appreciation is given to the members by the organization. Cascio (2006) stated that QWL is worker's perception toward the physical and mental satisfaction when working. It is also mentioned that there are two kinds of perspectives about QWL, they are: (1) QWL is a number of conditions and practices done by an organization to its members such as work condition, members involvement; (2) QWL is the workers perception

that they want sense of security, satisfaction, and their competence can develop in the work place. According to Cascio (2006), there are 9 factors in QWL, including: (1) workers participation; (2) carrier development; (3) communication; (4) work safety; (5) pride; (6) occupational health; (7) work security; (8) proper compensation and (9) conflict resolution.

III. RESEARCH METHOD

To acquire good results and in accordance with the research objectives, this study is conducted by using descriptive-qualitative approach which is explanatory research, in which the objective is to give a systematic overview and description about characteristic of a particular phenomenon by means of hypothesis testing. The respondents of this study are taken structurally and systematically from several work units in Brawijaya University.

The steps employed in this study are: (1) questionnaire making and listing of respondent candidates, in making questionnaire the points should be in accordance with the variables in literature review, whereas the respondents will fill the questionnaire which is determined by each leader of the work unit; (2) distributing questionnaires, the questionnaires are distributed to all respondents through the leaders of each work unit, it is intended to obtain balance between the respondents who have the status as Civil Servant and non Civil Servant permanent worker; (3) recap and evaluate the results of the questionnaires, after the questionnaire is returned to the researchers, the questionnaires will be recapped and selected which ones have complete data and which ones are incomplete or not feasible to be used as the data, so the data employed for the analysis is valid data (4) the analysis of questionnaire results, valid data then will be analyzed by using data analysis application 'SPSS' to test the linearity, if the data is linear, it will be analyzed using Partial Least Square (PLS) method and SmartPLS application, the strength of this method is that the data may not has multivariate normal distribution and the number of samples may not be major, (5) confirmation to the key informant, asking information from the key informant about validated questionnaire results, the key informant is the leaders of each work unit to get additional information which may not be obtained in the questionnaires distributed to the respondents (6) collaborate the data, this is the last step which is collaborating the questionnaire results and the information obtained from the key informant, so the analysis results will be valid and in accordance with the research objectives.

IV. THE RESULTS OF THE STUDY

It needs several steps of testing to know the level of validity of a data. Therefore, the process of data testing which is done in this research will be explained step by step. The initial stage of testing by using PLS method is by conducting convergent validity and composite reliability testing. Convergent validity is one form of construct validity measurement, in which it is required that outer model value seen from outer loading of each variable must be above 0.4 to be valid.

Variable	Indikator	Outer Loading	Description
Quality of Work Life (x)	x ₁	0.504	Convergent Validity
	x ₂	0.725	Convergent Validity
	x ₃	0.562	Convergent Validity
	x ₄	0.514	Convergent Validity
	x ₅	0.594	Convergent Validity
	x ₆	0.467	Convergent Validity
	x ₇	0.592	Convergent Validity
	x ₈	0.595	Convergent Validity
	x ₉	0.686	Convergent Validity
Quality Performance (y)	y ₁	0.720	Convergent Validity
	y ₂	0.741	Convergent Validity
	y ₃	0.762	Convergent Validity
Job Satisfaction (z)	z ₁	0.644	Convergent Validity
	z ₂	0.572	Convergent Validity
	z ₃	0.746	Convergent Validity
	z ₄	0.644	Convergent Validity
	z ₅	0.585	Convergent Validity

Table 1. The results of convergent validity testing

From the table above it can be seen that all indicators have fulfilled the requirement, such as, having the outer loading above 0.4. Convergent, in this case, has the meaning of centripetal or focus, where it can

describe the relationship of a measuring tool that measures the same attributes. The higher the outer loading, then that attributes also have high correlations. The testing of convergent validity is used to ensure that the used indicators in a research really can be understood well by the respondents. Therefore respondents will not have misunderstandings to the used indicators.

Meanwhile, composite reliability is conducted to construct reliability measurement. The variable is considered construct reliable if the composite reliability value is above 0.7.

Variable	Composite Reliability	Description
Quality of Work Life (x)	0.776	Reliability
Quality Performance (y)	0.823	Reliability
Job Satisfaction (z)	0.785	Reliability

Table 2. The results of reliability composite testing

A composite reliability is the index which can show how far a measuring tool can be trusted and relied on, or on the other words, a composite reliability is a reliability coefficient which is used to test the system. From the table above it can be seen that the value of the composite reliability of each variable has fulfilled the requirement to be tested because its value is above 0.7. The three variables that sequentially can be relied on mostly are the variable of working quality with the value of composite reliability is as much as 0.823, then the variable of working satisfaction with the value of composite reliability is 0.785 and the lower is the quality of work life which is 0.776.

Before conducting analysis discussion using PLS, linearity assumption should be conducted first, this testing is used to identify that all relationships are linear. The results of linearity assumption testing is presented in the following table:

Relationship	The Test Result	Description
x of y	Significant Linear Model (Sig Linier 0.001 < 0.05)	Linear
z of y	Significant Linear Model (Sig Linier 0.001 < 0.05)	Linear
x of z	Significant Linear Model (Sig Linier 0.001 < 0.05)	Linear

Table 3. Linearity Assumption Testing

The explanation from table 3 is as follows: all the result of testing on the relationship of x variable (quality of work life) to y (quality performance), z (job satisfaction) to y (quality performance), and x (quality of work life) to z (job satisfaction) is linier. Therefore the data is worthy to be tested so the process of data testing can be continued to the next steps.

Based on the table, all relationships are linear, so it is feasible to be tested by using PLS.

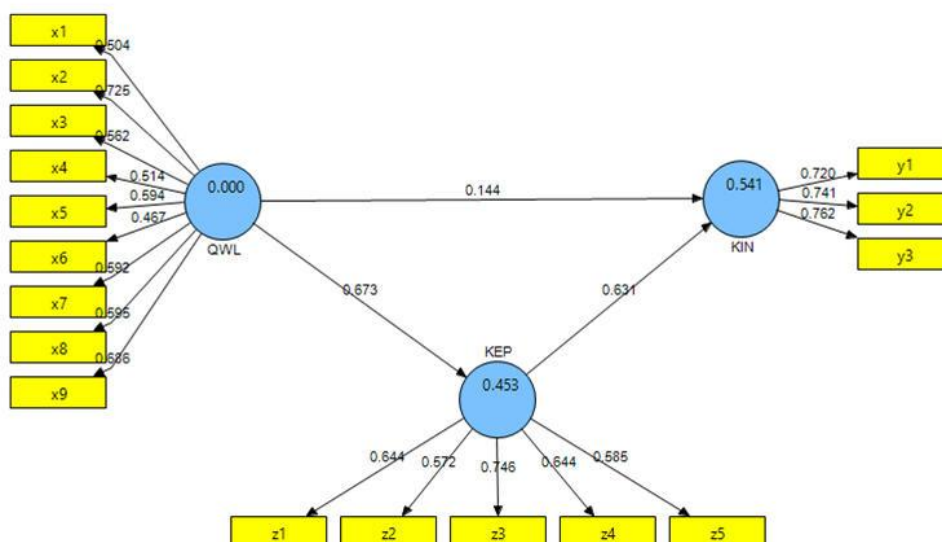


Figure1. The Result of PLS Testing

Figure 1 explains that there are 3 variables that are related to each other, i.e., the quality of work life, quality performance and job satisfaction. The description from the figure above is as follows:

1. The quality of work life with its 9 indicators shows that x_2 (career development) is the most dominant indicator, followed by the following indicators sequentially, i.e.,: conflict solving, proper compensation, pride, work security, communication, work participation, work safety, and the last is work health.
2. The quality of working has 3 indicators, the most dominant indicator is y_3 (psychology), and continued by organization indicator and the last is individual indicator.
3. Working satisfaction has 4 indicators, the most dominant indicator is z_3 (absenteeism in the workplace) and followed by 4 other indicators including turnover and the level of working, the size of the organization and the last is age.

With the three explanations above, it needs to have improvement and repair to the quality of work life, especially on the indicators that are not dominant. The benefit on the improvement of the quality of work life is to trigger the improvement of quality performance and job satisfaction. Starting from staff mapping, and it needs to enforce the rule of placing work on the suitable position with the skills and educational background. Next, it needs to make regulation about the rule of staff recruitment and followed by the regulation to give good compensation based on the level each working quality. If regulation is not improved, then it is impossible to be able to increase the quality of work life, therefore it is also impossible to have quality performance and job satisfaction.

The difference expectation of each people in work is assumed to have quite big influence to the level of quality performance and the level of job satisfaction. In addition, the lack of certainty of the future is also the influential factor, but it can be minimized by making a clear regulation and always updated. With “expired” regulations can trigger the degradation of quality performance and job satisfaction. By making good regulation of recruitment also will become a filter to achieve human resources with loyalty to the organization. Then, human resources with good loyalty are given with compensations and facilities as the factors in quality of work life, therefore it can maintain the level of quality performance and job satisfaction. In addition, along with the time, with the increased level of the quality of work, it is expected that it will influence the increased of quality performance and job satisfaction.

	AVE	Composite Reliability	R. Square	Cronbachs Alpha	Communality	Redundancy
Satisfaction	0.411138	0.775735	0.453470	0.642163	0.411137	0.183287
Performance	0.549532	0.785304	0.541188	0.594102	0.549532	0.281707
QWL	0.345043	0.823193	-	0.767627	0.345043	-

Table 4. The Results of PLS Testing

Variable	Indikator	Outer Loading	T-Stat	P-Value
Quality of Work Life (x)	x_1	0.504	2.348	0.019
	x_2	0.725	6.034	0.000
	x_3	0.562	2.553	0.011
	x_4	0.514	2.562	0.010
	x_5	0.594	3.459	0.001
	x_6	0.467	1.973	0.049
	x_7	0.592	3.089	0.002
	x_8	0.595	2.789	0.005
	x_9	0.686	3.659	0.000
Quality Performance(y)	y_1	0.720	3.970	0.000
	y_2	0.741	4.369	0.000
	y_3	0.762	4.368	0.000
Job Satisfaction(z)	z_1	0.644	4.199	0.000
	z_2	0.572	2.962	0.003
	z_3	0.746	6.020	0.000
	z_4	0.644	6.442	0.000
	z_5	0.585	3.866	0.000

Table 5. Convergent Validity Testing

The examination of goodness of fit model in PLS can be seen from predictive-relevance (Q^2) value. The Q^2 value is estimated based on R^2 value from each endogen variable as follows:

1. The measurement of endogen variable of Job Satisfaction (z), is obtained R^2 of 0.423 or 45.3%. It indicates 45.3% of Job Satisfaction is influenced by Quality of Work Life (x). As shown in figure 1, the indicator in working satisfaction is consecutively dominated by z_3 (the level of attendance), z_1 (turnover) and z_4 (the level of works), z_5 (the size of the organization) and the last is z_2 (age).
2. The measurement of endogen variable of Performance Quality (y), is obtained R^2 of 0.541 or 54.1%. It indicates 54.1% of Performance Quality is influenced by Quality of Work Life (x) and Job Satisfaction (z). Figure 1 also explains that the working quality is not influenced directly by the quality of work life, but it needs a medium which is working satisfaction. Indicator which is mostly dominated in working quality is y_3 (psychology), y_2 (organization) and one that has the lower value is y_1 (individual) and includes skills.

Quality of Work Life (x) variable is significant measured by nine indicators (T-stat > 1.96 and P-value, 0.05). It indicates that the Quality of Work Life of the education personnel in Brawijaya University is determined by the working participation (x_1), carrier development (x_2), communication (x_3), work safety (x_4), pride (x_5), occupational health (x_6), work security (x_7), proper compensation (x_8), and conflict resolution (x_9). Based on the rate of the highest outer loading coefficient (0.725), it indicates that carrier development (x_2), is the major determinant of the Quality of Work Life level of the education personnel in Brawijaya University.

Performance Quality (y) variable is significant measured by three indicators (T-stat > 1.96 and P-value < 0.05). It shows that the performance quality of education personnel in Brawijaya University is reflected by individual assessment (y_1), organization (y_2), and psychology (y_3). Based on the rate of the highest outer loading coefficient (0.762), it indicates that the major determinant of the performance quality of education personnel in Brawijaya University is psychological factor (y_3).

Job Satisfaction (z) variable is significant measured by five indicators (T-stat > 1.96 and P-value < 0.05). It shows that job satisfaction of education personnel in Brawijaya University is characterized by turnover (z_1), age (z_2), the level of attendance (z_3), the level of works (z_4), and the size of organization (z_5). Based on the rate of the highest outer loading coefficient (0.746), it indicates that the major determinant of job satisfaction of the education personnel in Brawijaya University is absence level factor (z_3).

Direct Influence	Inner Weight	T-Stat	P-Value	Description
Quality of Work Life of Job Satisfaction	0.673	6.661	0.000	Significant
Quality of Work Life of Quality Performance	0.144	0.696	0.486	Not Significant
Job Satisfaction of Quality Performance	0.631	3.747	0.000	Significant

Table 6. The results of direct influence in Inner Model

Above, it is presented the results of direct influence testing, in which we can see that there is no direct influence of QWL toward Performance Quality. Based on the testing results in the table and figure in the results of Direct Test Inner Model, then the conclusions are generated as follows:

1. Direct influence testing between Quality of Work Life to the Job Satisfaction obtains coefficient value of inner weight is of 0.673, with the value of T-Stat is of 6.662 and P-Value is of 0.000. Since the value of T-Stat > 1.96 and P-Value < 0.05, there is significant direct influence between Quality of Work Life to Job Satisfaction. Regarding the coefficient of Inner Weight is positive, it indicates that both relationships are positive. It means that the higher the Quality of Work Life, the higher the Job Satisfaction.
2. Direct influence testing between Quality of Work Life to Performance Quality obtains the coefficient value of inner weight is of .144, with T-Stat is of 0.696 and P-Value is of 0.486. Since the value of T-Stat < 1.96 and P-Value > 0.05, it can be concluded that there is no direct influence between Quality of Work Life to Performance Quality. It means that no matter how high the Quality of Work Life is, it will not directly influence the level of Performance Quality.
3. Direct influence testing between Job Satisfaction to Performance Quality obtains coefficient value of inner weight is of 0.631, with the value of T-Stat is of 3.747 and P-Value is of 0.000. Since the value of T-Stat > 1.96 and P-Value < 0.05, there is significant direct influence between Job Satisfaction and Performance Quality. Regarding the coefficient of inner weight is positive, it indicates that both relationships are positive. It implies that the higher the Job Satisfaction, the higher the Performance Quality.

Furthermore, the results of indirect testing obtained from multiplying result of both direct influences are presented. The testing results are presented in the following table:

Influence of Direct Testing	Testing		Description
	Direct Influence 1	Direct Influence 2	
Quality of Work Life (x) of Quality Performance (y) with intermediaries Job Satisfaction (z), The coefficient = $0.673 \times 0.631 = 0.425$	Quality of Work Life of Job Satisfaction. The coefficient = 0.673 Significant	Job Satisfaction of Quality Performance The coefficient = 0.631 Significant	Significant

Table 7. The results of indirect influence testing in Inner Model

Table 7 explains that there is indirect effect between the quality of work life and quality performance with the medium of job satisfaction, where it gets the coefficient as much as 0.425. This is caused by the direct effect between the quality of work life and job satisfaction with significant value, and the existence of direct effect between job satisfaction and quality performance with significant value. Therefore it can be concluded that the higher the level of job satisfaction, the higher the level of quality performance.

V. CONCLUSIONS

Based on the discussion above, it can be concluded as follows:

1. The most dominant indicator in QWL variable is carrier development, then sequentially are conflict resolution, proper compensation, pride, work security, communication, work safety, work participation, and the weakest one is occupational health indicator.
2. The most dominant indicator on performance quality variable is psychology, followed by organization and the weakest one is individual indicator.
3. The most dominant indicator on job satisfaction variable is absence level, then followed by turnover, work level, the size of organization, and the weakest one is age indicator.
4. Institution as the organization which protects its members, it should make regulations which have not been available and improve some available regulations, as the form of organization effort to improve QWL which is expected to be able to improve performance quality and job satisfaction of education personnel. By conducting human resources mapping and the placement in accordance with competence of each education personnel, is a good start for the organization to improve management system. Furthermore, the arrangement and the improvement of the regulations available about education personnel hiring system, compensation administering system which can increase the education personnel's passion (including about rewarding, health assurance, and so on) to constantly improve their performance quality and always attempt to create innovation in accomplishing their work and some other necessary regulations.
5. In this case, education personnel as the organization member should do their best effort to give a good output when working by maximizing their competence and has good performance qualities which one of them can be measured from their working outcome. By the regulation elaborate in point 4, education personnel is expected to have certainty in their carrier, so that there will be improvement in job satisfaction.

REFERENCES

- [1]. Cascio, W. F. 2006. *Managing Human Resources: Productivity, Quality of Work Life, Profits*, 7th Edition. McGraw-Hill Companies, Inc. USA.
- [2]. Gibson, et.al. *Organisasi dan Manajemen (perilaku – struktur – proses)*. (in Indonesian) Indonesia, Jakarta, Erlangga, 1997
- [3]. Keban, Yermias. T. 2004. *Enam Dimensi Strategis Administrasi Publik, Konsep, Teori, dan Isu*. (In Indonesian) Yogyakarta. Gava Media.
- [4]. Mathis, Robert. L dan Jackson, Jhon. H. 2009. *Human Resources Management*. Jakarta: Salemba Empat.
- [5]. A. Sabarirajan. 2011. *A Study On Quality of Work Life and Organizational Performance Among The Employees of Public and Private Banks in Dindigul*. International Journal of Economics and Research. 2011 2(6), 38-45.
- [6]. Ahmad Shalla. Sameer, Iqbal Fazili. Asif. *Quality of Work Life and Employee Job Satisfaction-A Dimensional Analysis*. International Monthly Refereed Journal of Reserch in Management & Technology.
- [7]. Idrus. Muhammad. 2006. *Implikasi Iklim Organisasi terhadap Kepuasan Kerja dan Kualitas Kehidupan Kerja Karyawan* (In Indonesian). Jurnal Psikologi Universitas Diponegoro. Vol.3 No. 1, Juni 2006.
- [8]. Wadyastuti. Umi, Maisaroh., Parimita. Widy, 2013. *Analysis of Factors in Quality of Work Life Faculty of Economic State University of Jakarta*. Proceedings of 23 International Business Research Conference, Melbourne, Australia.
- [9]. Gayathiri. R, Ramakrishnan. Dr. Lalitha. 2013. *Quality of Work Life – Linkage with Job Satisfaction and Performance*. International Journal of Business and Management Invention. Vol 2 Issue 1.