

## The Influence of Quality Work *Life* Factors on Job Satisfaction and Its Implication on Employees Performance at Dinda Jatiuwung Tangerang Hospital

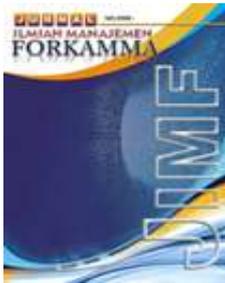
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### ARTICLES INFORMATION

### ABSTRACT



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**Abstract.** This research aims to find out the partial and simultaneous influence of career development, occupational safety and health, compensation for job satisfaction at Dinda Jatiuwung Tangerang Hospital, to find out the partial influence between job satisfaction variables on employee performance at Dinda Jatiuwung Tangerang Hospital. The method used in this study uses multiple linear regression analysis and simple linear regression, the population in this study is an employee at Dinda Hospital, Tangerang as many as 359 employees, the sample will be calculated using the slovin formula. So the sample in this study is employees at Dinda Hospital, Tangerang as many as 189 employees who will be used as respondents to fill out questionnaires. The results stated that career development variables affect job satisfaction. Occupational safety and health variables affect job satisfaction. Compensation variables affect job satisfaction. Variables of career development, occupational safety and health, compensation have a simultaneous effect on job satisfaction. Job satisfaction variables affect employee performance.

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#### Keyword :

career development;  
occupational safety and health;  
job satisfaction compensation;  
employee performance

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#### JEL. classification :

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## A. INTRODUCTION

Human Resources (HR) is the most important asset in building and maintaining the advanced power of the organization. Workers are the human source of an organization. Workers need well-being for their survival, and organizations need the best performance of their workers for the survival of the organization.

After knowing the importance of human resources to the company, the company should pay attention to the employees working for the betterment of the company. Paying attention to employees not only by increasing employee efficiency, but employees also need to meet a variety of needs while in the company, in hopes of improving job satisfaction that will have an impact on job performance.

The fulfillment of various needs in employees is also known as Quality of Work Life (QWL). This is in accordance with what Hariandja (2013: 292) said that companies must respond to the needs of employees, one way is to improve the quality of work life.

Many can influence the quality of working life, as stated by Nawawi (2014: 56) who stated that the quality of working life consists of Employee Participation, Career Development, Conflict Resolution, Communication, Occupational Health, Environmental Health and Safety, Occupational Security, Compensation and Budgeting.

Of the nine quality of working life this research is limited to the intake of 3 (three) factors that affect the quality of working life, namely career development, occupational safety and health. Of these three factors have a relationship in meeting the needs of employees who will improve employee performance.

One factor is the development of a career, according to Rivai and Sagala (2014: 72) that career development is important where management can improve productivity, improve workers' attitudes towards their jobs and build higher job satisfaction. A good company always pays attention to everything its employees need, in terms of career development, so that employees feel important for the company they work for, they feel satisfied, secure and prosperous. The impact caused by satisfied employees is also good for the company, as they can pay for it with a crushing performance.

According to Siagian (2012:98) what is meant by career development is a worker who wants to work in the organization where he worked for a long time until retirement age. Another factor that can affect worker satisfaction is occupational safety and health (K3). In Law No. 1 of 1970 on Occupational Safety in article 9 the explanation of conditions and hazards that can arise in the workplace is the obligation of management or workplace leaders' concerns.

Another factor that can increase satisfaction is compensation. Giving all forms of compensation is also very influential on employee job satisfaction, because by providing compensation such as satisfaction obtained by employees from the work itself, or from the psychological and/or physical environment in which the worker works will increase the worker's job satisfaction. With a pleasant work environment as well as friendly colleagues, it will be easier for employees to work with each other, therefore compensation is considered necessary and important in improving the job satisfaction of its employees. From the above information, it is implied that the existence of compensation will be able to increase job satisfaction. This is because every employee has the hope to have a better life accordingly with the sacrifices and responsibilities carried by workers in doing their work (Simamora, 2014: 541). Based on the above explanation, the author took the title "**Influence of Quality Work Life Factors on Job Satisfaction And Its Implication on Employees Performance at Dinda Jatiuwung Tangerang Hospital**".

The formulation of the problem contained in the background, will be made a formulation as follows:

- a. Does career development have a partial effect on job satisfaction at Dinda Jatiuwung Tangerang Hospital?
- b. Does occupational safety and health have a partial effect on job satisfaction at Dinda Jatiuwung Tangerang Hospital?
- c. Does compensation have a partial effect on job satisfaction at Dinda Jatiuwung Tangerang Hospital?
- d. Does the development of occupational safety and health career, compensation affect simultaneously on job satisfaction at Dinda Jatiuwung Tangerang Hospital?
- e. Does job satisfaction affect employee performance at Jatiuwung Tangerang Hospital?

Based on the above problem formulation, the purpose of this research is:

- a. To find out the partial influence between career development variables on job satisfaction at Dinda Jatiuwung Tangerang Hospital.
- b. To find out the partial influence between occupational safety and health variables on job satisfaction at Dinda Jatiuwung Tangerang Hospital.
- c. To find out the partial influence between compensation variables on job satisfaction at Dinda Jatiuwung Tangerang Hospital.
- d. To find out the influence simulta between the variables of career development, occupational safety and health, compensation for job satisfaction at Dinda Jatiuwung Tangerang Hospital.
- e. To find out the partial influence between the variables of job satisfaction on employee performance at Dinda Jatiuwung Tangerang Hospital.

## **B. LITERATURE REVIEW**

### **1. Fundamentally Relevant Theory Studies Related to Research**

#### **a. *Quality Work Life***

Quality of working life is one of the management system approaches to aligning and connecting the potential of Human Resources, the quality of working life in organizations as a leadership effort to meet the needs of members and organizations simultaneously and continuously.

The quality of working life can be defined as the level of fulfillment of human needs in the work environment. If human needs have been met, then the productivity of the organization can increase. The concept of quality of work life indicates that organizational goals must be able to work together. Therefore, not only must employees be satisfied, but employees must also be able to satisfy the organization with optimal performance (Flippo, 2012: 137).

#### **b. Career Development**

Siagian (2012:98) Career development is an employee who wants to work in the organization where he worked for a long time until retirement age. According to Rivai and Sagala (2014: 316) career development is the process of increasing individual work capabilities achieved in order to achieve a cool career.

#### **c. Occupational Safety and Health (K3)**

According to (Cashmere, 2016:266) Work safety is a thorough employee protection activity, the company strives to maintain maintaining a guard until employees get an accident while carrying out their activities. Occupational health (Cashmere, 2016: 266) is an effort to keep employees healthy during work, lest the working environment conditions will make employees unwell or sick.

d. Compensation

Employees who work in an organization definitely need adequate and fair compensation or rewards, although they can be competitive compared to other organizations or companies. A good compensation system will greatly affect a person's morals and productivity. According to Wibowo (2016:271) Compensation is the number of packages offered by the organization to workers in return for the use of its workforce. According to Nawawi (2012:314). Compensation is a tribute to employees who have contributed in realizing their goals through an activity called work.

e. Employee Job Satisfaction

The needs of employees are not only about physical needs, but also social needs, security, employee guarantees and protection. Other needs regarding employees are sometimes related to boredom problems with routines that occur, so workers need a system of work rounds (Sulistiyani and Rosidah, 2011:301).

f. Employee Performance

According to (Wake up, 2012:231) which states that performance is the result of work achieved by a person based on job needs (job requirements). Work has certain conditions that must be carried out in achieving a goal called the standard of employment.

**2. Previous Research**

Previous research is a study conducted by other researchers in the form of journals that have been published on the internet..

**3. Hipotesis Penelitian**

Based on what has been stated above, the hypothesis of existing research as follows:

- a. H1: The development of curry has partially limited satisfaction with the satisfaction ofwain (X1 against Y).
- b. H2: Occupational health and health (K3) has a partial effect on employee job satisfaction (X2 against Y).
- c. H3: Compensation has a partial effect on employee job satisfaction (X3 on Y).
- d. H4: Career development, comfort and work security (K3) have a simultaneous effect on employee job satisfaction (X1, X2, X3 to Y).
- e. H5: Employee job satisfaction partially affects employee performance (Y against Z).

**C. RESEARCH METHODOLOGY**

Research Methods is designed with descriptive methods with a quantitative approach. Descriptive quantitative methods are used to explain the phenomena that occur regarding research data. Data type is quantitative data both primary data and secondary data. Data Collection Techniques, The data/information collection methods used by the authors in this collective through observation, speech and dissemination of questionnaires.

Data Analysis Techniques are Multiple linear regression and simple linear regression analysis with SPSS 23.00 analysis tool

1. Variable

It consists of 3 independent variables and 2 dependent variables

2. Variable Measurement

Measurement of variables in this study using the likert scale.

## D. RESULT AND DISCUSSION

### 1. Validity and Reliability Test Results

**Table 1 Validity Test Results**

Item Pertanyaan	Corrected Item-Total Correlation ( $r_{hitung}$ )	$r_{tabel}$	Keterangan
<b>Pengembangan Karir (<math>X_1</math>)</b>			
Pengembangan Karir1	0,569	0,138	Valid
Pengembangan Karir 2	0,676	0,138	Valid
Pengembangan Karir 3	0,706	0,138	Valid
Pengembangan Karir 4	0,718	0,138	Valid
Pengembangan Karir 5	0,595	0,138	Valid
Pengembangan Karir 6	0,627	0,138	Valid
Pengembangan Karir 7	0,720	0,138	Valid
Pengembangan Karir 8	0,617	0,138	Valid
Pengembangan Karir 9	0,637	0,138	Valid
Pengembangan Karir 10	0,601	0,138	Valid
Pengembangan Karir11	0,735	0,138	Valid
Pengembangan Karir12	0,640	0,138	Valid
<b>Keselamatan dan Kesehatan Kerja (<math>X_2</math>)</b>			
Keselamatan dan Kesehatan Kerja1	0,711	0,138	Valid
Keselamatan dan Kesehatan Kerja 2	0,724	0,138	Valid
Keselamatan dan Kesehatan Kerja 3	0,677	0,138	Valid
Keselamatan dan Kesehatan Kerja 4	0,659	0,138	Valid
Keselamatan dan Kesehatan Kerja 5	0,699	0,138	Valid
Keselamatan dan Kesehatan Kerja 6	0,597	0,138	Valid
Keselamatan dan Kesehatan Kerja 7	0,569	0,138	Valid
Keselamatan dan Kesehatan Kerja 8	0,645	0,138	Valid
Keselamatan dan Kesehatan Kerja 9	0,681	0,138	Valid
Keselamatan dan Kesehatan Kerja 10	0,620	0,138	Valid
Keselamatan dan Kesehatan Kerja 11	0,619	0,138	Valid
Keselamatan dan Kesehatan Kerja 12	0,616	0,138	Valid
<b>Kompensasi (<math>X_3</math>)</b>			
Kompensasi1	0,528	0,138	Valid
Kompensasi2	0,597	0,138	Valid
Kompensasi3	0,515	0,138	Valid
Kompensasi4	0,700	0,138	Valid
Kompensasi5	0,785	0,138	Valid
Kompensasi6	0,550	0,138	Valid
Kompensasi7	0,766	0,138	Valid
Kompensasi8	0,528	0,138	Valid
Kompensasi9	0,481	0,138	Valid
Kompensasi10	0,635	0,138	Valid
Kompensasi11	0,517	0,138	Valid
Kompensasi12	0,529	0,138	Valid
<b>Kepuasan Kerja (<math>Y</math>)</b>			
Kepuasan Kerja1	0,679	0,138	Valid
Kepuasan Kerja2	0,523	0,138	Valid
Kepuasan Kerja3	0,634	0,138	Valid
Kepuasan Kerja4	0,542	0,138	Valid
Kepuasan Kerja5	0,562	0,138	Valid
Kepuasan Kerja6	0,496	0,138	Valid
Kepuasan Kerja7	0,516	0,138	Valid
Kepuasan Kerja8	0,528	0,138	Valid
Kepuasan Kerja9	0,652	0,138	Valid
Kepuasan Kerja10	0,586	0,138	Valid
Kepuasan Kerja11	0,443	0,138	Valid
Kepuasan Kerja12	0,687	0,138	Valid
<b>Kinerja Karyawan (<math>Z</math>)</b>			
Kinerja Karyawan1	0,533	0,138	Valid
Kinerja Karyawan2	0,519	0,138	Valid
Kinerja Karyawan3	0,617	0,138	Valid
Kinerja Karyawan4	0,737	0,138	Valid
Kinerja Karyawan5	0,670	0,138	Valid
Kinerja Karyawan6	0,612	0,138	Valid
Kinerja Karyawan7	0,537	0,138	Valid
Kinerja Karyawan8	0,544	0,138	Valid
Kinerja Karyawan9	0,557	0,138	Valid
Kinerja Karyawan10	0,549	0,138	Valid
Kinerja Karyawan11	0,438	0,138	Valid
Kinerja Karyawan12	0,786	0,138	Valid

Validity test results, obtained data stating that from the question items given to 189 respondents found a Corrected Item-Total Correlation (rhitung) value greater than the value of 0.138 (rtabel) which means valid then can be continued to the next research.

**Reliability Test Results**

Here are the reliability test results:

**Table 2 Reliability Test Results**

Item Pertanyaan	Cronbach's Alpha	N Of Item	Keterangan
Pengembangan Karir (X <sub>1</sub> )	0,914	12	Reliabel
Keselamatan dan Kesehatan Kerja (X <sub>2</sub> )	0,913	12	Reliabel
Kompensasi (X <sub>3</sub> )	0,889	12	Reliabel
Kepuasan Kerja (Y)	0,877	12	Reliabel
Kinerja Karyawan (Z)	0,887	12	Reliabel

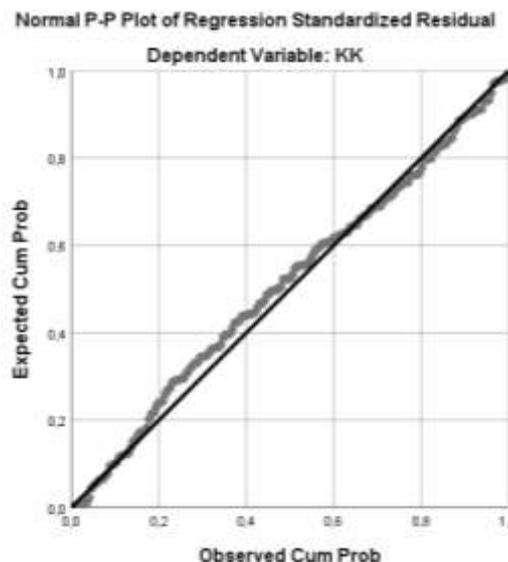
Based on the table above it is seen that variables consisting of career development, health and occupational health (K3), compensation, job satisfaction and employee performance have reliable data, this is seen from cronbach alpha value greater than 0.70. This proves that this research can continue.

**2. Classic Assumption Test Results**

1. Data Normality Test Results

a. Graph Analysis

The chart-based normality test can be seen as follows::



**Figure 2 Data Normality Test Results Graphically**

On a normal chart the plot shows the dots spreading around the diagonal line, as well as the spread following the direction of the diagonal line. Both of these charts show that regression models are worth using due to assumptions of normality (Ghozali 2013:163).

b. Statistical Analysis (*Kolmogorov-Smirnov*)

In addition to graph analysis, it needs to be recommended with statistical tests, in order to achieve even better accuracy. The normality test can be statistically seen based on the smirnov kolmogorof test, while the test is as follows:

**Table 3**  
**Statisticaly Normality Test Results**

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Berdasarkan uji *kolmogorov-smirnov* dapat diketahui bahwa nilai *unstandardized residual* memiliki nilai *Asymp. Sig* (0,969) > 0,05, ini mengartikan bahwa data terdistribusi dengan normal.

Based on the *kolmogorov-smirnov* test it can be known that the residual unstandardized value has an *Asymp* value. *Sig* (0.969) > 0.05, this means that the data is distributed normally.

2. Multicollinearity Test Results

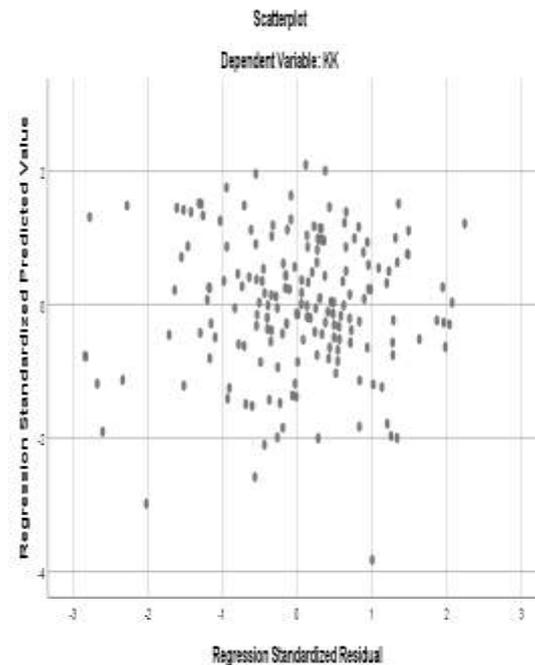
**Table 4 Multicollinearity Test Results**

Model		Coefficients <sup>a</sup>	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	PK	,287	3,486
	K3	,180	5,561
	KM	,284	3,527
	KP	,118	8,454

a. Dependent Variable: KK

The above tabel inform that all variables *Tolerance* value are below than 10, which means the linier regression model is free of

3. Heteroskedasticity Test Results



**Figure 3 Heteroskedasticity Test Results**

From the Scatterplot graph in the figure above it can be seen that the dots spread randomly, and spread both above and below the zero on the Y axis. It can be concluded that there is no heteroskedasticity in the regression model (Ghozali 2013:139).

### 3. Hypothesis Test Results

#### a. Test Results t (Partial)

- 1) Career Development (X1) to Job Satisfaction (Y)  
Based on the results of career development has an influence on job satisfaction
- 2) Occupational Safety and Health (X2) to Job Satisfaction (Y)  
Based on the results of health and health of work has an influence on job satisfaction
- 3) Compensation (X3) to Job Satisfaction (Y)  
Based on the results of compensation has an effect on job satisfaction
- 4) Job Satisfaction (Y) to Employee Performance (Z)  
Based on the results of job satisfaction has an influence on employee performance

#### b. Test Results F (Simultaneous)

Based on the results that  $F_{hitung} (459,680) >$  the value of  $F_{tabel} (2.65)$  it can be concluded that the three independent variables

### 4. Linear Regression Analyst Results

#### 1. Simple Linear Regression Analysis

##### a. Career Development (X1) to Job Satisfaction (Y)

$$Y = 0,910 + 0,764 X_1$$

The regression equation above shows the constant value of 0.910. It states that if the career development variable is considered constant or worth 0 (zero), then job satisfaction will increase by 0.910.

The regression coefficient on the career development variable is 0.764, this means that if the career development variable increases by one unit then the job satisfaction variable will increase by 0.764.

- b. Occupational Safety and Health (X<sub>2</sub>) to Job Satisfaction (Y)

$$Y = 0,801 + 0,805 X_2$$

The regression equation above shows the constant value of 0.801. It states that if occupational safety and health variables are considered constant or worth 0 (zero), then job satisfaction will increase by 0.801.

Regression coefficient on occupational safety and health variables by 0.805, this means that if the occupational safety and health variable increases by one unit then the job satisfaction variable will increase by 0.805.

- c. Compensation (X<sub>3</sub>) to Job Satisfaction (Y)

$$Y = 0,911 + 0,770 X_3$$

The regression equation above shows the constant value of 0.911. It states that if the compensation variable is considered constant or worth 0 (zero), then job satisfaction will increase by 0.911.

The regression coefficient on the compensation variable is 0.770, this means that if the compensation variable increases by one unit then the job satisfaction variable will increase by 0.770.

- d. Job Satisfaction (Y) to Employee Performance (Z)

$$Z = 0,367 + 0,906 Y$$

The regression equation above shows the constant value of 0.367. It states that if the job satisfaction variable is considered constant or worth 0 (zero), then employee performance will increase by 0.367.

Regression coefficient on the job satisfaction variable of 0.906, this means that if the job satisfaction variable increases by one unit then the employee performance variable will increase by 0.906.

2. Multiple Linear Regression Analysis ( $Y = a + bX_1 + bX_2 + bX_3$ )

$$Y = 0,273 + 0,116 X_1 + 0,537 X_2 + 0,281 X_3$$

The regression equation above shows the constant value of 0.273. It states that if the variables of career development, occupational safety and health are considered constant or worth 0 (zero), then job satisfaction will increase by 0.273.

The regression coefficient on the career development variable is 0.116, this means that if the career development variable increases by one unit then the job satisfaction variable will increase by 0.116. With a note other variables are considered constant.

The regression coefficient on the occupational safety and health variable of 0.537 means that if the occupational safety and health variable increases by one unit then the job satisfaction variable will increase by 0.537. With a note other variables are considered constant.

The regression coefficient on the compensation variable of 0.281 means that if the compensation variable increases by one unit then the job satisfaction variable will increase by 0.281. With a note other variables are considered constant.

## **5. Results of Determination Coefficient Analysis**

### **a. Partial Coefficient of Determination**

#### **1) Career Development (X1) To Job Satisfaction (Y)**

Based on the table above, the value of R square is known at 0.658 (65.8%), this shows that using the regression model obtained where independent variables namely career development have an influence on the job satisfaction variable by 65.8%. The rest (100% - 65.8% = 34.2%) is explained by other unknown factors or variables and is not included in this regression analysis.

#### **2) Occupational Safety and Health (X2) To Job Satisfaction (Y)**

Based on the table above, the value of R square is known at 0.811 (81.1%), this shows that using a regression model obtained where independent variables namely occupational safety and health have an effect on the job satisfaction variable by 81.1%. The rest (100% - 81.1% = 18.9%) is explained by other unknown factors or variables and is not included in this regression analysis.

#### **3) Compensation (X3) To Job Satisfaction (Y)**

Based on the table above, the value of R square is known at 0.659 (65.9%), this shows that using a regression model obtained where the independent variable of compensation has an effect on the job satisfaction variable by 65.9%. The rest (100% - 65.9% = 34.1%) is explained by other unknown factors or variables and is not included in this regression analysis.

#### **4) Job Satisfaction (Y) To Employee Performance (Z)**

Based on the table above, the value of R square is known at 0.800 (80%), this shows that using a regression model obtained where independent variables namely job satisfaction have an influence on employee performance variables by 80%. The rest (100% - 80% = 20%) is explained by other unknown factors or variables and is not included in this regression analysis.

### **b. Results of Simultaneous Coefficient Of Determination Analysis ( $Y = a + bX_1 + bX_2 + bX_3$ )**

Based on the table above, adjusted R square value of 0.880 (88%), this shows that using the regression model obtained where independent variables namely career development, occupational safety and health, compensation has an effect on the variable of job satisfaction by 88%. While the rest (100% - 88% = 12%) is explained by other factors or variables that are unknown and are not included in this regression analysis, such as competence, work discipline and others.

## **E. CONCLUSIONS**

Based on the results of research on employees at Dinda Hospital, Jatiuwung, Tangerang using multiple and simple linear regression analysis, the following conclusions can be drawn:

1. Career development variables have a positive and significant effect on job satisfaction. The magnitude of career development contribution to job satisfaction was 65.8% with the regression equation being  $Y = 0.910 + 0.764 X_1$ .
2. Occupational safety and health (K3) variables have a positive and significant effect on job satisfaction. The contribution of occupational safety and health (K3) to job satisfaction was 81.1% with the regression equation being  $Y = 0.801 + 0.805 X_2$ .
3. Compensation variables have a positive and significant effect on job satisfaction. The amount of compensation contribution to job satisfaction of 65.9% with the regression equation is  $Y = 0.911 + 0.770 X_3$ .
4. Variables of career development, occupational safety and health, compensation have a simultaneous effect on job satisfaction. The amount of contribution of career development, occupational safety and health, compensation to job satisfaction by 80% with multiple linear regression equations is  $Y = 0.273 + 0.116 X_1 + 0.537 X_2 + 0.281 X_3$ .
5. Job satisfaction variables have a positive and significant effect on employee performance. The magnitude of the contribution of job satisfaction to employee performance by 80% with the regression equation is  $Z = 0.367 + 0.906 Y$ .

Based on the data analysis that Dinda Hospital Management, Tangerang is recommended to:

1. Dinda Jatiuwung Hospital should develop an education for the employees.
2. Dinda Hospital should improve the job security of the employees by improving the quality of the equipment equipment life time check.
3. Dinda Tangerang Hospital enhances direct compensation by providing a fairness salary based on the employees' needs.
4. Dinda Hospital improve employee relations by conflict reducing among employees.
5. Dinda Hospital should improve oversight of the employees so that the quality of the employees' work will improves.

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