

The Impact of Quality of Work Life on Employee Performance of PT. Tunas Dwipa Matra Lampung

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ABSTRACT: This research was conducted to determine the effect of Quality of Work Life (QWL) on employee performance, with an empirical study carried out at PT. Tunas Dwipa Matra Lampung. The population in this study consisted of all employees at PT. Tunas Dwipa Matra Lampung, totaling 442 employees. The sampling technique used was simple random sampling, in which the Slovin formula was applied to the total population of 442 employees with a 5% margin of error. This resulted in 211 employees being selected as the sample for this study. The research employed multiple linear regression analysis to evaluate the data. The findings indicate that Quality of Work Life has a positive and significant effect on employee performance. Key aspects of QWL, such as employee welfare, including providing recreation, should be prioritized by companies to help reduce stress and anxiety. Improving mental health through such initiatives can positively impact employee performance, ultimately benefiting the organization. Therefore, enhancing QWL is an important factor in increasing employee motivation, job satisfaction, and overall productivity.

Keywords: quality of work life, employee performance, employees

INTRODUCTION

Competition in all business fields requires entrepreneurs to formulate the right strategy for the continuity and progress of their business. In addition, good performance is also needed from all employees in doing their best work. Employee performance plays an important role in the continuity of the organization. (Budiarti & Setiawan, 2018). This means that the performance of something greatly influences the success of a company.

There are several factors that influence performance, namely ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline and the quality of the employee's work life itself or Quality of Work Life. (Kasmir, 2019). Of the many variables that have been described, in this study the factors that influence employee performance are focused on the Quality of Work Life variable.

Improving employee performance is very important in an organization, because with high employee performance it will be able to increase employee work productivity with increased productivity, the goals of the organization will be achieved. (Trisnawati, Erari, & Aisyah, 2022). as one of the transportation provider businesses in the form of two-wheeled vehicles or motorbikes and spare parts, PT. Tunas Dwipa Matra is also not free from competition. Performance improvements must continue to be carried out to achieve the goals of the company's vision and mission. PT. Tunas Dwipa Marta is a family company named Tunas

Indonesia Motor which was founded in 1967 by Anton Setiawan and since 1974 was appointed as an official dealer for Toyota, Daihatsu, BMW and Peugeot for the Jakarta area and its surroundings and became the main dealer for Honda motorcycles in Lampung, South Sumatra in 2000, has now become the largest Independent Automotive Group with 124 outlets spread throughout Indonesia. An interesting phenomenon that is currently occurring at PT Tunas Dwipa Matra Way Kanan Lampung is the decline in employee performance which can be seen from the sales achievement in April 2024.

Table 1. Table of PT Branch Sales Achievements. Tunas Dwipa Matra Lampung in April 2024

No.	Branch dealer	Target	Achievement
1	Gajah City		287
2	Bumi City		277
3	Pramuka	220	232
4	Kalianda		228
5	Way Kanan		199

Source : PT. Tunas Dwipa Matra

Based on table 1, seen that the Gajah City branch dealer occupies position First with achievement sales of 287 units, position both Earth City branch dealers with achievement sales of 277 units, position three branch dealers Scout with achievement sales of 232 units, position four branch dealers Kalianda with achievement sales of 228 units, and position finally the Way Kanan branch dealer with achievement unit sales of 199 units. It can be concluded that the Way Kanan branch dealer did not achieve the predetermined target. In table 2 is the performance achievement of PT employees. Tunas Dwipa Matra Way Kanan Lampung branch in 2024, as follows:

Table 2. PT Sales Achievement Table. Tunas Dwipa Matra Way Kanan Branch, Lampung

Branch dealer	Month	Target	Achievement
Way Kanan	January		212
	February	220	210
	March		216
	April		199

Source: PT. Tunas Dwipa Matra, Way Kanan Lampung branch

Based on table 2, it shows that the performance of PT employees. Tunas Dwipa Matra Way Kanan branch is volatile. In April there was a quite large decrease compared to January, February and March. This shows that employee performance achievements have not reached the expected targets.

In line with what (Barasa, 2023) stated, good employee performance will be directly proportional to good results in the company's business development. The performance of an organization can be maximized if it is supported by employees who have high performance. Along with this, one of the indicators that drives performance is the quality of a balanced work life.

Quality of Work Life is problem the main thing is appropriate get attention organization. This matter refers to thinking that Quality of Work Life seen capable For increase role as well as employee to organization. Study (Handayani & Khairi, 2022), that Quality of Work Life has an influence positive and significant to performance employees, where the more Good Quality of Work Life possessed by employees so the more also good performance given by employees.

(Hashempour, Hosseinpour Ghahremanlou, Etemadi, & Poursadeghiyan, 2018) stated that quality life Work is set condition Work real in a organization, like fair and adequate wages,

environment safe and hygienic work, equal opportunities For sustainable growth and security, legality organization, affiliate social in life work, life in a way whole, space, unity social, and development ability man.

According to (Hadiwijaya, Sulastri, Hanafi, & Widiyanti, 2023) Concept quality of work life Now has wide used refers to " a philosophy improving management dignity all worker, introduce change deep a I said organization, and improve welfare physical and emotional employee. Notice condition environment good work can help increase welfare physical and emotional employees, according to Faizati (2019) lack facilities provided by the company so that make employee feel not enough comfortable in activity as well as slow down Work employee.

In management office , important notice atmosphere in the environment which job will it be? affect comfort employees and parties who own them interest in the business. Sarwoto (2019) stated atmosphere good work generated especially in structured organization in a way well, meanwhile atmosphere less work Good Lots caused by an organization that is not arranged with good too. From this opinion it can be explained that the creation of a work atmosphere is greatly influenced by the organizational structure that exists in the organization. In table 2 is data regarding the current conditions at PT. Tunas Dwipa Matra Way Kanan Lampung branch in 2024, as follows:

Table 3. Current conditions at the PT branch office. Tunas Dwipa Matra Way Kanan in 2024

No.	Indicator	Condition
1.	Lighting/ light	Good
2.	Temperature / temperature air	Good
3.	Humidity	Good
4.	Circulation air	Good
5.	Noise	Not good
6.	Vibration mechanical	Not good
7.	No smell delicious	Good
8.	Color layout room Work	Good
9.	Decoration in the room Work	Good
10.	Music	Good
11.	Security	Good
12.	Space required	Good
13.	Connection employee	Good

Source: PT. Tunas Dwipa Matra Way Kanan

Based on the data display in table 3, it can be seen that there are indicators that are not in good condition. This can reduce employee comfort while working. According to Wati (2020), if a person's thoughts and feelings are comfortable at work, they will love their work, work environment and co-workers. Thus, comfort is needed when working so that you can get maximum results.

This research is urgent due to the decline in employee performance at PT. Tunas Dwipa Matra, particularly in the Way Kanan branch. In an increasingly competitive business environment, achieving sales targets is crucial for maintaining the company's growth and market position. The inability to meet these targets highlights the need to address the factors influencing employee performance. One such factor is the Quality of Work Life (QWL), which is essential for enhancing productivity, reducing stress, and improving overall employee satisfaction.

The main objective of this research is to investigate the effect of Quality of Work Life (QWL) on employee performance at PT. Tunas Dwipa Matra, with a specific focus on the Way Kanan branch. By analyzing various aspects of QWL, such as work environment, employee welfare, and job satisfaction, this study aims to provide a comprehensive understanding of how these factors influence employee output and overall company performance. The results will be used to suggest improvements in work conditions to enhance employee productivity.

The novelty of this research lies in its focus on the automotive retail sector, particularly PT. Tunas Dwipa Matra, where limited studies have explored the relationship between Quality of Work Life (QWL) and employee performance. While previous research has examined QWL in various industries, this study provides fresh insights by focusing on specific environmental conditions, such as noise and mechanical vibrations, that affect employee comfort and productivity. This new angle contributes to a more detailed understanding of QWL's impact on performance in this particular industry.

The research will contribute to both academic and practical fields. Academically, it adds to the literature on the relationship between QWL and employee performance, especially in the automotive retail sector, where such studies are scarce. Practically, the findings will offer actionable recommendations for PT. Tunas Dwipa Matra and similar companies on improving workplace conditions to enhance employee productivity. By addressing specific issues like work environment comfort, companies can increase employee satisfaction, reduce turnover, and improve overall performance, leading to better business outcomes.

RESEARCH METHODOLOGY

In this research were all employees of PT. Tunas Dwipa Matra, totaling 442 employees. After the target population is determined, the next step is to determine the sampling technique and then determine the number of samples to be taken. The sampling technique in this study used a simple random sampling technique, namely randomizing a total population of 442 employees using the Slovin formula with an error limit of 5% or 211 employees as sample test respondents.

RESULT AND DISCUSSION

Company Overview

PT. Tunas Dwipa Matra is a company that operates in the sales of Honda branded motorbikes, sales of genuine Honda spare parts and services for Honda motor vehicle owners. Since the founding of the company PT. Tunas Dwipa Matra concentrates on the business sector of selling spare parts for Honda motorbikes in order to meet the needs of Honda motorbike vehicle owners. The spare parts sold by the company vary according to consumer needs.

PT Tunas Dwipa Matra is a family company with the name Tunas Indonesia Motor which was founded in 1967 and was founded by Anton Setiawan in 1974 and has been appointed as an official dealer for Toyota, Daihatsu, BMW and Peugeot for the Jakarta area and its surroundings as well as being the main dealer for Honda motorbikes in Lampung, South Sumatra in 2000, has now become the largest Independent Automotive Group which has 124 of the largest outlets throughout Indonesia. In 1990 the group integrated all businesses into one company PT. Ridean. This company registered on the Indonesian Stock Exchange in 1995. PT. Tunas Andalan Pertama and JardineCycle & Carrige, which are currently the main shareholders with 43.8% each of the total outstanding shares of the Tunas Ridean group, operate a network of sales outlets.

PT. Tunas Dwipa Matra is increasingly effective in selling and developing official dealers for Honda motorbikes outside Lampung under Honda's main dealer PT. Tunas Ridean Tbk expands its network of sales outlets and after-sales services for automotive brands and TDM as the main Honda motorbike sales dealer in Lampung becomes the regulator for 49 dealer outlets, 35 independent outlets with gardeners which are managed directly by TDM retail. PT. Tunas Dwipa Matra as the main dealer also oversees 119 AHASS (Astra Honda Authorized Service Station) workshops. 12 workshops operated directly by PT. Tunas Dwipa Matra and excellence Honda Motor's technology is recognized throughout the world and has been proven in various opportunity, well on the way kingdom or on the spot racing . Honda also developed it capable technology answer need customer that is " stubborn " and economical machine material burn, so make it as pioneer vehicle economical two- wheeler.

PT. Tunas Dwipa Matra has various branches spread across the Lampung area target company can seen in table as the following : Bandar Lampung, Central Lampung, East Lampung, North Lampung, West Lampung, South Lampung, Tulang Bawang, West Tulang Bawang, Peringsewu, Pesawaran, Mesuji, Way Kanan, Metro, Tanggamus.

Company Location

PT. Tunas Dwipa Matra is based on Jl. Scout No.01 Rajabasa, District. Rajabasa, Bandar Lampung City, Lampung 35142, telephone 0878-9866-500.

General Description of Respondents

This research took the form of a survey of PT branch employees. Tunas Dwipa Matra Lampung with a sales target of over 200, namely the Kota Agung branch, Kota Bumi branch, Kalianda branch, Krui branch, and Way Kanan branch, . The number of respondents sampled in this research was 211 people from various fields. The classification carried out on respondents in this study aims to find out clearly and accurately the description of respondents as the object of this research. The characteristics are as follows:

1) Characteristics of Respondents Based on Gender

Grouping respondents based on gender aims to determine the comparison between male and female respondents who are employees of PT. Cash Dwipa Matra. Based on the research results obtained, there were more respondents of the female gender, with a percentage of 52.1%. In the work environment, female workers are in great demand, as evidenced by the increasing supply and demand for female workers. Based on data from the Central Statistics Agency in 2018, it was stated that the Gender Empowerment Index (IPG) had increased in 2010, the IPG was 89.42% and in 2017 it increased to 90.96%. The Gender Empowerment Index is an indicator that can show that women can play an active role in economic and political life. The following is an overview of respondents grouped by gender as in the following table:

Gender	Number of Respondents	Percentage (%)
Man	101	47.9
Woman	110	52.1
Amount	211	100.0

Source: SPSS output

2) Characteristics of Respondents Based on Age

Grouping respondents based on age aims to find out whether age range can influence a person's behavior. The age range for age characteristics in this study is the age range of 21-30 years, the age range of 31-40 years, and the age range of more than 40 years. Based on the research results, it is known that the largest number of respondents were in the 21-30 year

age range, with a percentage of 92.4%. Most of the respondents are of productive age, which is characterized by high work enthusiasm, strong physical energy, developed creativity, and good comprehension skills. The young age of these employees also provides an opportunity for the company to provide efficient direction and motivation to achieve organizational goals. An overview of respondents grouped by age is as shown in the following table:

Table 5. Description of Respondents Based on Age

Age	Number of Respondents	Percentage (%)
21-30 Years	195	92.4
31-40 Years	13	6.2
>40 Years	3	1.4
Amount	211	100.00

Source: SPSS output

3) Characteristics of Respondents Based on Last Education

Grouping respondents based on their last education aims to find out the comparison of the last level of education of PT employees. Cash Dwipa Matra. Based on the research results, it is known that respondents with a SMA/SMK education level had the highest percentage, namely 57.3. So it can be concluded that the average employee of PT Tunas Dwipa Matra Lampung is a high school/vocational school graduate. The following is an overview of respondents grouped based on their last education as in the following table:

Table 6 Description of Respondents Based on Last Education

Last education	Number of Respondents	Percentage (%)
SMK/SMA	121	57.3
D-3	22	10.4
S-1	68	32.2
Amount	211	100.00

Source: SPSS output

4) Characteristics of Respondents Based on Position

Grouping respondents based on position aims to find out whether position level can influence a person's productivity. Based on the research results, it is known that the respondents with the highest percentage were Salesmen, namely 37%. It is known that PT Tunas Dwipa Matra is a distribution company that sells Honda motorbikes, so the company's income is the result of sales of Honda motorbikes which are the output of a salesman's work, therefore PT Tunas Dwipa Matra has more Salesman employees than employees in other fields. The following is an overview of respondents grouped based on their last education as in the following table:

Table 7. Description of Respondents Based on Position

Position	Number of Respondents	Percentage (%)
Admin DO	9	4.3
Sales admin	9	4.3
Billing admin	9	4.3
Frontliners	11	5.2
Chief Mechanic	7	3.3
Customer service	25	11.8
Finance	14	6.6
Finance and administration head	5	2.4
Branch Manager	5	2.4
HR Dept	9	4.3
HR HEAD	5	2.4

Salesman coordinator	14	6.6
Mechanic	11	5.2
Salesman	78	37.0
Amount	211	100

Source: SPSS output

Based on the table on the general description of respondents, information was obtained that regarding the characteristics of respondents, the majority of respondents were 21-30 years old, namely 195 people (92.4%). In terms of gender, the majority were female, namely 110 people (52.1%), the majority of their last education had vocational/high school education, namely 121 people (57.3%) and for position the majority had salesman positions, namely 78 people (37%).

Analysis Distribution Frequency Answer Respondent

Based on results from spread answer questionnaire , next obtained answer respondents of each variable are based on values the average score is categorized to in range score . This survey uses a Likert scale with the lowest weight being 1 and the highest being 5 with a total of 211 respondents.

1) Quality of Work Life

Based on the table above, information is obtained that in the quality of work life there are 26 statement items, where the statement item that has the highest average value is the 1st item, which is 4.54, while the one with the lowest index is the 16th item, which is 4.27., the lowest index value in the welfare dimension (wellness) indicator of providing recreation for employees.

Companies need to consider employee well-being to help reduce stress and anxiety, which can have a positive impact on mental health. Apart from that, holding recreation can help restore employee enthusiasm and productivity when they return to work. Nurfitria (2021) stated that recreational activities are one of the activities needed by every human being. Some of these activities begin with traveling to a place. Notosudirjo (2020) also stated in his research that one of the other benefits of recreation is as a series of mental health promotions. Therefore, recreation can be done on weekends so that it does not interfere with the business activities of the PT Tunas Dwipa Matra company. Overall, this variable has an average index value of 87.97% or falls within the high criteria.

2) Employee performance

Based on the table above, information is obtained that in terms of performance there are 10 statement items, where the statement item that has the highest index value is the 1st item, which is 4.51, while the one with the lowest index is the 10th item, which is 4.32, the lowest index value in the dimension. independence indicator employees can learn in a short time if there is something new in their work that demands precision and thoroughness. Employees who are not responsive and careful will have a bad impact on the company, such as what can happen in the motorbike distributor business, namely entering the wrong amount when inputting the unit price but not responding quickly in correcting the problems that occur, this will have fatal consequences and harm many parties. In line with what (Lanus & Mahyuni, 2024) stated in his research, employee accuracy and thoroughness greatly influences service quality, because if employees are not careful and thorough, errors will result in losses for consumers. According to (Sumiyati & Henriawan, 2023), accuracy and thoroughness are important components when working in order to reduce obstacles when working and minimize errors in completing work. Companies need to identify the cause of the problem, by

looking at the root of the problem, the company can find out whether they are less skilled, not motivated, or may have personal problems that affect performance .

Data analysis

The collected ordinal data has been transformed into an interval scale using the Method of Successive Interval (MSI). Meanwhile, in the MSI data processing process, researchers used the help of the MSI software program. Next, the transformation data is used to carry out tests in this research.

Instrument Test

a) Validity Test

A questionnaire is considered valid if the statement can reveal something that is measured by the questionnaire. The validity test in the research was used to measure whether a questionnaire was valid or not with a total score at a significance level of 5% and a sample size of 211 respondents. To test its validity, the researcher compared the Pearson correlation for each question item with the product moment r table. If $r_{count} > r_{table}$ then the statement item is declared valid. The results of the validity test can be presented in the table below with $n = 211$, then the df is $211 - 2 = 209$ and $\alpha = 5\%$, so the r_{table} value is 0.135.

$r_i > 0.135$ then the questionnaire statement item is valid

$r_i < 0.135$ then the questionnaire statement item is invalid

The following are the results of the validity test calculations:

Based on the table of validity test results on variables Quality of Work Life and Performance is known that mark r_{count} on all statement items of 211 respondents more big from $r_{table} = 0.135$ ($n = 211$, $df = n - 2$). This means that all statements on this variable are declared valid.

b) Reliability Test

Reliability calculations are calculations of the consistency of questionnaire data using the Cronbach's Alpha formula . The use of this formula is adjusted to the scoring technique used for each item in the instrument. The item-total correlation value in an indicator to be declared reliable is a minimum of 0.60. The following are the results of the reliability test for each variable.

Table 8 Summary of Reliability Test Results

Variable	Cronbach's Alpha	Decision
QWL	0.790	Reliable
Performance	0.606	Reliable

Source : SPSS output

Based on reliability test results in the table above , obtained information that all over variable own Cronbach's Alpha value is > 0.60 . Based on this, it can be concluded that all of these variables are reliable.

Classical Assumption Test

a) Normality test

The normality test is used to determine whether the residual data obtained is normally distributed or not (Ghozali, 2017). There are two ways to detect whether the residuals are normally distributed or not in the normality test, namely by graphical analysis and statistical analysis. In this study, the normality test was statistically analyzed using the Kolmogorov-Smirnov test because the data was > 30 , to make decisions in the Kolmogorov Smirnov normality test which could be done by comparing the Asymp values. Sig. (2-tailed) , with significance used $\alpha = 0.05$. The basis for decision making is to look at the probability number p , with the following conditions:

- If the value of Asymp. Sig. (2-tailed) > 0.05 then the normality assumption is met.

- If the value Asymp . Sig. (2-tailed) < 0.05 then the normality assumption is not met.

The following are the results of the Normality test using statistical analysis presented in the table below.

Table 9 Normality Test Results

Asymp . Sig. (2-tailed)	0.200
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Source : SPSS output

Based on normality test results with Kolmogorov-Smirnov in the table above , it is known mark probability p or Asymp . Sig. (2-tailed) of 0.200. Because the probability value p, namely 0.200, is greater than the significance level, namely 0.05. This means that the normality assumption is met.

b) Multicollinearity Test

To detect whether there are symptoms of multicollinearity or not, you can detect it by looking at the VIF (Variance Inflation Factor) for each independent variable. The results of the multicollinearity test in this study can be seen in the table below:

Table 10 Multicollinearity Test Results

No.	Variable free	VIF value	Information
1	Quality Of Work	1,620	Not occur Multicollinearity

Source : SPSS output

In this research, the data used in the multicollinearity test is data from independent variables. Based on the table above, the results show that the VIF for the Quality of Work Life variable is $1.620 < 10$ with the Tolerance value being $0.617 > 0.10$, so the Independent Quality of Work Life variable can be stated that there are no symptoms of multicollinearity.

c) Heteroscedasticity Test

The heteroscedasticity test in this research was carried out using the Gleyser method. This method is carried out by regressing all independent variables on their absolute residual values. The results of the heteroscedasticity test in this study can be seen in the table below:

Table 11 Heteroscedasticity Test Results

No.	Variable free	Sig value.	Information
1	QWL	0.801	Not occur Heteroscedasticity

Source : SPSS output

Probability value (Sig) of variable Quality Of Work Life of 0.801. Because of value probability (Sig) is more from significance 0.05 or 5% then can concluded assumptions homoscedasticity fulfilled which means No happen symptom heteroscedasticity .

Hypothesis Testing

a) Coefficient Test Correlation

Coefficient test results determination in research This can seen in the table following :

Table 12 Correlation Coefficient Test Results

Connection	Sig.	Coefficient Correlation
Quality of Work Life with Performance	0,000	0.606

Source: SPSS output

Based on table 12, information is obtained that in the relationship between Quality of Work Life and Performance, a significance value of 0.000 is obtained, this value is < 0.05 , so H_0 is rejected and H_1 is accepted, which means there is a relationship between Quality of Work Life and Performance. The correlation coefficient figure is 0.606, meaning that the level of close

relationship (correlation) between the Quality of Work Life and Performance variables is 0.606 or falls within the strong criteria.

b) Coefficient of Determination Test (R^2)

The results of the coefficient of determination test in this research can be seen in the following table:

Table 13 Determination Coefficient Test Results

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.671 ^a	.451	.445	184,709

Source : SPSS output

Based on coefficient test results determination , value R^2 (Adjusted R Square) from the regression model used For know how much big ability variable free (independent) in explained variable bound (dependent). Based on Table above known that mark R^2 amounting to 0.445 p This means that 44.5% variation from dependent variable Performance can be explained by variation of two variables independent that is Quality Of Work Life . Meanwhile, the remainder (100% - 44.5% = 55.5%) is influenced by other variables outside this research.

c) Multiple Linear Regression Analysis

Multiple linear regression analysis is an analysis used to measure the strength of the relationship between two or more variables, and also shows the direction of the relationship between the independent variable and the dependent variable (Ghozali, 2018). The following are the results of multiple linear regression analysis which are presented in the table below:

multiple linear regression analysis in the table above, the following regression model is obtained:

$$Y = 12.527 + 0.140X_1$$

Where :

Y = Performance

X = Quality Of Work Life

Based on the multiple linear regression model above, the following information is obtained.

The regression coefficient on the Quality of Work Life (X_1) variable is 0.140 and is positive, meaning that the Quality of Work Life variable experienced an increase of 1 unit, and other independent variables had a fixed value. So the Quality of Work Life variable will increase the value of the Performance variable by 0.140

c) Simultaneous Test (F Test)

The Simultaneous Test is carried out to determine the effect of several independent variables together on one dependent variable. The basis for making this F Test decision is as follows:

- If the Sig value. < 0.05 or Fcount > Ftable then the independent variable has a simultaneous effect on the dependent variable
- If the Sig value. > 0.05 or Fcount < Ftable then the independent variable has no simultaneous effect on the dependent variable.

By using a sample of 211, 2 independent variables and a real level of 5%, we get an F table of (k; nk-1) = (2, 208) = 3,039

Table 14 Simultaneous Test Results

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	582,413	2	291.206	85,354	,000 ^b
Residual	709,644	208	3,412		
Total	1,292,057	210			

Source : SPSS output

Based on Table 14, it is obtained information mark significance equal to $0.000 < 0.05$ and value Fcount amounting to $85,354 > F_{table}$ amounting to $3,039$ which means variable independent form Quality Of Work Life influential to dependent variable Performance. With so can taken conclusion that there is significant influence in a way simultaneous from variable independent in the form of Quality Of Work Life to the dependent variable is performance.

d) Partial Test (t-test)

Partial tests are carried out to determine the influence of each independent variable on the dependent variable partially. Partial tests can be carried out using t test statistics by comparing the Sig values. t with an alpha value of 0.05 and also tcount with ttable, the basis for decision making is as follows.

- If Sig. < 0.05 , or if it is positive when t count $> t$ table, whereas if it is negative when t count $> t$ table then the independent variable has a partial effect on the dependent variable.
- If Sig. > 0.05 , or if it is positive when t count $< t$ table, whereas if it is negative when t count $> t$ table then the independent variable has no partial effect on the dependent variable.

By using a sample of 211, 2 independent variables and a real level of 5%, we get a ttable of ($\alpha / 2; nk$) = (0.025; 209) = 1.971

Table 15 Partial Test Results (t-Test)

Variable	Beta Coefficient	t- count	t- table	Sig.	Information
Quality Of Work Life	0.359	5,484	1,971	0,000	Hypothesis accepted

Source: SPSS output

Based on the results of the t test, presented in the table above, the following information is obtained:

The Quality of Work Life variable has a significance value of 0.000, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is $5,484 > t_{table}$ (1,971), so the Quality of Work Life variable has an effect on the Performance variable. So the first hypothesis, H_1 : the Quality of Work Life variable has a partially significant effect on the "acceptable" Performance variable.

Discussion

Based on research that has been conducted, it shows that 44.5% of the dependent variable is influenced by the independent variable, namely the Quality of Work Life of PT employees. Tunas Dwipa Matra. The Quality of Work Life variable has a significance value of 0.000, this value is smaller than 0.05. Meanwhile, for the calculated t, the value obtained is $5,484 > t_{table}$ (1,971), so the Quality of Work Life variable has an effect on the Performance variable. These findings support the goal setting theory proposed by Dr. Edwin Locke at the end of 1960, according to him, this theory states that individual behavior is regulated by a person's ideas (thoughts) and intentions. Goals can be viewed as goals or levels of work that an individual wants to achieve. If an individual is committed to achieving his goals, then this will influence his actions and influence the consequences of his performance. According to

(Aulia, 2020) Goal setting theory has the idea that most human behavior is the result of goals consciously chosen by a person. Based on the goal setting theory approach, employee performance is assumed to be the goal, while the quality of work life variable is the determining factor in being able to achieve the set goals.

Influence Quality of Work Life On Employee Performance

The results show that there is influence positive and significant between quality of work life to performance employee so that hypothesis first in research This accepted. Can be interpreted that quality of work life can influence employee in behave on the spot Work. Matter This strengthened And supported by the t test (partial) which produces sig t value is more small from at 0.05 for variable quality of work life, and based on results from the t test on table so can known that variable quality of work life show mark t_{count} more big instead of t_{table} .

The more both existing QWL in organization will make high performance Because exists repair climate capable work make encouragement big for employee power education in increase its performance . Result of study in line with research conducted by (Bachri & Solekah, 2021) and supported by the results research (Oktafien, Kowara, Endang, & Anggiani, 2023) shows that strong connection between Quality of work life (QWL) and performance organization. A number of results research The previous one also concluded that the more Good quality of work life will the more increase performance employees , and vice versa if quality of work life No accomplished with Good at the company so will the more performance is also low his employees.

Like research conducted by Antara (2019) concluded that quality of work life has an influence positive and significant to performance employees, so get evaluation high star For hotel business. The results of research conducted by (Alfani & Hamzah, 2019) also concluded similar opinion, that quality of work life has an influence positive and significant to performance employee. According to (Ximenes, Supartha, Manuati Dewi, & Sintaasih, 2019) increasingly Good quality of work life provied by the company to employees , then results performance employee will the more good, and vice versa.

Quality of Work Life in study This reviewed from a number of dimensions that is participation employees (employee participation), balanced compensation (equitable compensation), a sense of pride to agency (pride), sense of security to job (job security), safety environment work (save the environment), welfare (wellness), development career (career development), completion problems (conflict resolution), and communication (communication). (Cascio, Chatrath, & Christie-David, 2021).

Based on the table above, information is obtained that in the quality of work life there are 26 statement items, where the statement item that has the highest average value is the 1st item, which is 4.54, while the one with the lowest index is the 16th item, which is 4.27, the lowest index value in the welfare dimension (wellness) indicator of providing recreation for employees.

Apart from the highest index value, there is the lowest index value in the wellness dimension of the recreation provision indicator for employees with an index value of 4.27%. Companies need to consider employee well-being to help reduce stress and anxiety, which can have a positive impact on mental health. Apart from that, holding recreation can help restore employee enthusiasm and productivity when they return to work. Recreation can be done on weekends so that it does not interfere with the PT company's business activities. Tunas Dwipa Matra.

Based on the research results, it can be seen that the better the quality of work life, the more employee performance will improve, and conversely, if the quality of work life is not

implemented well in the company, the lower the employee performance will be. With the company's quality of work life management system , communication between employees will be better, resulting in no gaps between one employee and another, employees can express ideas, give opinions, and can participate in decision making with the aim of improving relationships. between managers and employees. Employees feel calm and happy because the reward is a salary commensurate with what the employee does.

CONCLUSION

Based on the results of data analysis and discussion of research results that have been described previously, it can be concluded that the Quality of Work Life variable has a positive and significant effect on the Performance variable. Based on research that has been conducted, companies need to consider employee welfare to help reduce stress and anxiety, which can have a positive impact on mental health. Apart from that, holding recreation can help restore employee enthusiasm and productivity when they return to work.

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