

**THE EFFECT OF QUALITY OF WORK LIFE AND JOB SATISFACTION ON  
EMPLOYEE PERFORMANCE IN PT. TASPEN (PERSERO)  
BANDUNG BRANCH**

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**ABSTRACT**

The phenomenon that occurs in employees of PT. Taspen Main Branch Office Bandung is decreasing employee performance, so it does not reach its work target. The research aims to identify and analyze, 1). quality of work life 2.) job satisfaction 3) employee performance, 4) the magnitude of the influence of quality of work life and job satisfaction on employee performance either simultaneously or partially. , the population in this study were 49 employees, and the sample was saturated. Data collection techniques used are observation, interviews and questionnaires. The data analysis methods used are validity and reliability tests, multiple linear regression analysis, multiple correlation analysis, and the coefficient of determination. Based on the results of the analysis, simultaneously the effect of quality of work life and job satisfaction on performance is positive and significant. While the results of the partial analysis, the job satisfaction variable has the most dominant influence value compared to the quality of work life variable.

**Keywords:** quality of work life, job satisfaction, employee performance.

**PREFACE**

All potential human resources affect the organization's efforts in achieving its goals. Human resources are one of the most important factors that cannot even be separated from an organization, both agencies and companies. An organization is expected to be able to provide a good quality of work life, then this will have an impact on employee job satisfaction which will end in better employee performance. Quality of work life is an employee's perception of the state of well-being both

physically and mentally at work (Cascio, 2015). Creating a good quality of work life has the aim of creating a work climate that can encourage employees to increase their enthusiasm for work in order to achieve optimal work results and aims to meet the needs of employees by providing facilities and infrastructure.

In Table 1 is a recapitulation of the ranking of employee performance appraisals of PT. Taspen (Persero) KCUs throughout Indonesia in 2021, as follows:

**Table 1**  
**Recapitulation of the ranking of**  
**employee performance appraisals of**  
**PT. Taspen (Persero) KCU throughout**  
**Indonesia in 2021**

<b>N</b> <b>o.</b>	<b>KCU</b> <b>Taspe</b> <b>n</b>	<b>Achievem</b> <b>ents (%)</b>	<b>Categ</b> <b>ory</b>	<b>Targ</b> <b>et</b> <b>(%)</b>
1	Makas ar	98,762	B+	100
2	Jakart a	86,443	B	100
3	Surab aya	85,387	B	100
4	Meda n	81,140	B	100
5	Semar ang	78,827	C	100
6	Bandu ng	75,022	C	100

Source: PT. Taspen (Persero) KCU Jakarta  
Pusat

Based on Table 1.1 the data shows that PT. Taspen (Persero) KCU in the first rank and got the highest score was PT. Taspen (Persero) KCU Makassar with a score of 98,762 in the B+ category, then in second place, namely PT. Taspen (Persero)

KCU Jakarta with a score of 86,443 in the category B, then in the third rank, namely PT. Taspen (Persero) KCU Surabaya with a score of 85,387 with category B, in fourth place, namely PT. Taspen (Persero) KCU Medan with a score of 81,140 with category B, ranked fifth, namely PT. Taspen (Persero) KCU Semarang with a score of 78,827 with category C, then ranked sixth, namely PT. Taspen (Persero) KCU Bandung with a score of 75.002 with category C, which means that its performance has not been optimal and has not reached the target of A predicate or very good, so what is expected by the company.

Furthermore, in Table 2 is the achievement of employee performance at PT. Taspen (Persero) KCU Bandung, as follows:

**Table 2**  
**Employee Performance Achievement**  
**PT. Taspen (Persero) KCU Bandung**  
**Period 2018-2021**

<b>No.</b>	<b>Year</b>	<b>Achievements (%)</b>	<b>Category</b>	<b>Target (%)</b>
1	2018	93,011	B	100
2	2019	86,023	B-	100
3	2020	80,312	C	100
4	2021	75,022	C	100

Source: PT Taspen (Persero) KCU Bandung

Based on Table 2 shows that employee performance fluctuates and has not met the target achievement. As from 2018 to 2020, the achievement of the fluctuating category from B to C, then the achievement in 2019 to 2020 experienced the sharpest decline from category B- to category C. Even from 2020 to 2021 it still reached category C. This shows the achievement of employee performance has not yet reached the expected target.

Through a preliminary survey at PT. Taspen (Persero) KCU Bandung,

namely by direct interviews and direct observations, also asked for secondary data and primary data from the company to the head of personnel, the results of the pre-survey revealed that employee performance had decreased, so that their work targets were not achieved. Furthermore, the researchers distributed presurvey questionnaires to 30 employees of PT. Taspen (Persero) KCU Bandung the results of a pre-survey on the condition of the factors that are thought to affect the performance of the employees of PT. Taspen (Persero) KCU Bandung, that of all the factors that allegedly affect the performance of the employees of PT. Taspen (Persero) KCU Bandung, which has the lowest score is on the quality of work life variable with an average score of 2.38 and job satisfaction variable with an average score of 2.51. This means that the quality of work life and job satisfaction variables are suspected to be the cause of the performance of PT. Taspen (Persero) KCU Bandung has problems, then to add information and data about the variables that are suspected to be the cause of the performance of the employees of PT. Taspen (Persero) KCU Bandung has problems.

## **METHOD**

The method used in this research is descriptive and verification method. The population is 49 employees and the sample used is a saturated sample as many as 49 employees at PT. Taspen (Persero) KCU Bandung.

Furthermore, to make it easier to measure and understand the research variables developed into indicators that are used as question items or statements that will be used in making questionnaires such as the data collection technique using field research (Field Research) to obtain primary data also using library research. (Library Research). Furthermore, the analytical technique used is multiple linear regression analysis.

## **RESULTS**

The results of the study through the distribution of questionnaires with the characteristics of the respondents, where the characteristics of the respondents are known by gender, the dominant gender is female as many as 25 people or 51%, the age of employees is dominated by 31-40 years as many as 22 people or 44.9%, then the level of education is dominated by bachelor's degree as many as 24 people or

49%, and the length of work is dominated by employees who work >15 years years as many as 26 people or 53.1%. The total average score of respondents' responses to the variable quality of work life characteristics is 3.70, this means that the quality of work life at PT. Taspen (Persero) KCU Bandung, is in the good category. job satisfaction is in the good category. This refers to the average score of 3.75. This means that the job satisfaction of employees at PT. Taspen (Persero) KCU Bandung is good, and the performance at PT. Taspen (Persero) KCU Bandung is in the poor category. This refers to the average score showing an average score of 3.24.

The results of the variable quality of work life (X1), measured by 7 statement items and the job satisfaction variable (X2) are measured by 15 statement items and the performance variable (Y) is measured by 6 statement items, all results are more than 0.3 and declared valid . Likewise, the results of the reliability test of quality of work life (X1) and job satisfaction variable (X2) and performance variable (Y) all results are more than 0.7 and are declared reliable.

Multiple linear regression analysis is mathematically expressed in the form of the following equation:

$$Y = 0,745 + 0,262X_1 + 0,736X_2 + \varepsilon$$

- a. Constant = 0.745 means that the employee's performance process is worth 0.745. If the variable X1 (quality of work life), X2 (job satisfaction) does not affect the variable Y (employee performance) or all independent variables are 0, then employee performance will increase by 0.745.
- b. The value of the X1 variable, namely the quality of work life has a regression coefficient of 0.262, meaning that if the quality of work life has increased, then the performance will increase by 0.262.
- c. The value of the X2 variable, namely job satisfaction, has a regression coefficient of 0.736, meaning that if job satisfaction has increased, then performance will increase by 0.736.

Furthermore, the magnitude of the double correlation between quality of work life and job satisfaction together on employee performance is 0.813. The correlation value is positive, as well. coefficient of determination (R<sup>2</sup>) the results

obtained show the coefficient of determination (R<sup>2</sup>) quality of work life and job satisfaction on employee performance is 0.661.

## DISCUSSION

Based on the results of the calculation of the results of the regression analysis conducted, quality of work life and job satisfaction on employee performance at PT. Taspen (Persero) KCU Bandung. Simultaneously the quality of work life and job satisfaction affect the performance of employees at PT. Taspen (Persero) KCU Bandung. of 66.1%, this can be interpreted that together the variables of quality of work life and job satisfaction have a significant influence on employee performance, this is reinforced by research from Kermansaraviet (2015) which states that quality of work life and job satisfaction have a significant influence on employee performance.

Another study that supports job characteristics and emotional equotients on employee performance is researcher Hans Pruijt (2015) which states that there is an influence of quality of work life and job satisfaction on employee performance.

Furthermore, Pamungkas research (2016) states that the quality of work life and job satisfaction have a significant and positive influence on employee performance.

Furthermore, partially the results of the regression coefficient of quality of work life (X1) are positive at 26.0%, this means that changes in quality of work life are in line with employee performance values. by 26.0%. The results obtained mean that the better the quality of work life, the better the employee's performance, the results of research conducted by Lumbantoruan (2015), which states that the results of this study are the quality of work life has a positive and significant effect on performance and has a unidirectional relationship. The study was conducted by Ni Luh Putu Surya Asitiani (2015) that there is an effect of quality of work life on employee performance.

Permana (2015) which states that the quality of work life has a positive and significant effect on performance, also research from Arifin (2017) that the quality of work life has a positive and significant effect on employee performance. Indra Kurniawan's research (2018) reveals the

results of his research, namely the quality of work life has a positive and significant effect on employee performance. Based on the research above, in an effort to improve employee performance, companies are expected to pay attention to the quality of work life of their employees.

Furthermore, job satisfaction (X2) contributes to the influence of employee performance by 40.1%. Based on these calculations, it is known that from the two independent variables analyzed, it is seen that job satisfaction contributes a greater influence on employee performance at PT. Taspen (Persero) KCU Bandung, with the contribution of influence given by 40.1% and the influence given by the variable quality of work life of 26.0%. This is reinforced by research from Titik Nurbiyati (2015) which states that job satisfaction has a partial effect on employee performance. Furthermore, it is supported by research from Aketch (2017), that the results of the study state that there is a positive and significant influence on job satisfaction on employee performance. And research from Syamsiatul Cahyaningrum (2018) states that partially there is a positive and significant influence

of job satisfaction on employee performance.

## CONCLUSION

Based on the results of the study, it can be concluded as follows:

1. Quality of work life at PT. Taspen (Persero) KCU Bandung is in good category.
2. Job satisfaction at PT. Taspen (Persero) KCU Bandung is in good category.
3. Employee performance at PT. Taspen (Persero) KCU Bandung is in good category,
4. Simultaneously quality of work life and job satisfaction affect employee performance at PT. Taspen (Persero) KCU Bandung amounted to 66.1% while partially the quality of work life has an effect on employee performance. by 26% smaller than job satisfaction which gives an effect of 40.1%.

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