



ICP - HESOS

PROCEEDINGS BOOK

of

**International Conference on Psychology
in Health, Educational, Social, and Organization Settings**

Universitas Airlangga, Surabaya, 21 - 23 November 2013

“Psychology in Changing Global Contexts”



**Faculty of Psychology
Universitas Airlangga**

PROCEEDINGS BOOK

International Conference on Psychology in Health, Education, Social and Organizational Settings (ICP-HESOS)

“Psychology in Changing Global Contexts”

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Unit Penelitian dan Publikasi (UP3)
Psychology Faculty Universitas Airlangga

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First Edition:

2013, 1015 pages. 15 X 21 cm
ISBN: 978-979-99555-7-9

Printed by:

Psychology Faculty Universitas Airlangga
Printed in: Surabaya, Indonesia

All articles in the proceedings of International Conference on Psychology in Health, Education, Social and Organizational Settings (ICP-HESOS) year of 2013 are not the official opinions and standings of editors. Contents and consequences resulted from the articles are sole responsibilities of individual writers, and it is protected by the law



Quality of Work Life

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Abstract.

Quality of work Life (QWL) as a management philosophy that enhances employee dignity, introduces cultural change and provides opportunities for growth and development. As a reaction to the extent and rapidity of change, especially technological change, this way of thinking influence the working environment locally and globally. There are many theories talking about the construct of QWL. Rethinam and Ismail (2008) reviewed the meaning of QWL and analyzed the construct of QWL based on models and past research from the perspective of IT professionals in many countries and in Malaysia. The constructs of QWL offered were health and well-being, job security, job satisfaction, competency development, work and non-work life balance. The aim of this survey research is to find out how the QWL among employees in Surabaya based on this construct. Data of total population study (142 respondent) was taken from a company in Surabaya. We hope that our survey will provide insight into the positives and negatives of working life in Surabaya from the employee perspectives.

Key words : *Quality of work life (QWL), Construct of QWL, QWL survey research*

Introduction

As a construct quality of work life care for the welfare of employees, leading to job satisfaction as it outcomes, and includes the effects of the workplace on job satisfaction, satisfaction in life outside of the work area, and overall satisfaction in life, personal happiness and subjective well-being (Otto and Bourget , 2006, referring to Sirgy, Efraty, Siegel et al. 2001). Things became clear since in mid-1990s both diversity as well as businesses and families have begun to focus not only on the development of policies and programs, but also on creating a culture that supports and practices of effective work. Slowly but surely quality of work life satisfaction has been viewed as working with a variety of needs through resources, activities, and results derived from the participation of members in the work environment. Quality of work life is a concept which is broad in scope, including the appropriate and fair remuneration, working conditions that are safe and healthy, social integration within the organization that allows individuals to develop and use the whole capacity. The formation of work environment which are able to effectively combine the needs and values of the organization with the needs and values of the individual in general manifested in several aspects like health, welfare, job security, job satisfaction, competency development, and the balance of work and personal life.

Quality of work life is one of the effective tools to manage the interests of both the management and the employees , to achieve the planned objectives organization , while protecting the rights and dignity of its employees . As usually happened in the change and development of an organization , one of the main requirements and important thing to the success of this

program is the commitment of the top management (CEO) . The role of top management is very important to maintain the smooth process of change, including when there is resistance or reluctance of certain parties to change and to accept the changes that will be made.

Discussion on quality of work life first performed in 1972 in an international conference in Los Angeles that was then recorded and edited by Louis Davis and Albert Cherns (in Wyatt and Rev. , 2001 , referring to Davis & Cherns , 1975) . At the moment there was a strong belief that work experience can also encourage the growth of positive attitudes and feelings on workers and establish a more humane society . Cherns (1978 , in and Rev. Wyatt , 2001) stated that the term quality of work life is a mix between a structural perspective and the perspective of system and organizational behavior on the one hand and the perspective of interpersonal relations , human relations , and supervision styles on the other . Note also the possibility that the Mills in 1978 include the term quality of work life in “ the vocabulary of unions and management” (in Wyatt and Rev. , 2001 , referring to Mills , 1978) . Still according to Wyatt and Rev. (2001) concept of quality of work life has been well received in North America , Europe , and Japan as a managerial approach that rewards and giving greater concern to the democratization and humanization in the field of employment , including the acceptance of the view that the quality of work life , the productivity of labor becomes more increased . Quality of work life program is seen as “ a movement toward greater engagement with the cooperation , knowledge , and tacit skills of the work force . “



(Wyatt and Rev., 2001, referring to Thomson, 1983). The existence of quality of work life and quality of the relationship between unions and management is an important factor for the success of the cooperation within the organization.

Another definition of Beukema (1987) provide an understanding of quality of work life as : the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs (the degree of power to design their work). Heskett, Sasser, and Schlesinger (1997) provides a definition of quality of work life as "the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability (satisfying work environment)". Quality of work life according to Lau, Wong, Chan and Law (2001) is "the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities." While according to Serey (2006) quality of work life "related to meaningful and satisfying work. It includes : a) an opportunity to exercise and situations that require independent initiative and self-direction; b) an activity thought to be worthwhile by the individuals involved; c) an activity in which one understand the role of the individual plays in the achievement of some overall goals; d) a sense of taking pride in what one is doing and in doing it well." Hackman and Oldhams (1980) described quality of work life as "the interaction between work environment and personal needs". Interaction effect is positive if the work environment is able to meet the personal needs of workers, such as benefits, payroll, promotions, rewards, and self-development, are in accordance with the employee's expectancy. But if happened vice versa, then the interaction effect is negative.

From all the existing definitions, it can be concluded that the quality of working life is the effectiveness of the work environment that led to the personal needs of the organization and has greater significance in shaping the values of employees and to support and improve the health and well-being, job security, competence development and balance between work life and personal life.

The main dimensions of quality of work life is to improve the well-being and productivity of employees. Understanding quality of work life itself is complex, which includes physical and mental well-being of employees. Basically quality of work life is a multidimensional construct. According to the European Foundation for the Improvement of Living Conditions, 2002, dimensions are included in it are : job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development, and the balance between work life and personal life. Studies of Vicente Royuela, Jordi Lo'pez-Tamayo, and Jordi Surinach (2007) reported a 10 (ten) dimensions of Quality of Life Work, namely : 1)

Intrinsic job - quality, 2) Skill, life - long learning and career development and 3) Gender equality; 4) Health and safety at work; 5) Flexibility and security; 6) Inclusion and access to the labor market; 7) Work organization and work - life balance; 8) Social dialogue and worker involvement; 9) Diversity and non - discrimination; 10) Overall work performance.

Rethinam and Ismail (2008) in his study uses the construct of the European Foundation for the Improvement of Living and Working Condition (EWON, 2002) are also widely used in other studies of quality of work life. Such factors believed to be appropriate and reliable factor in the context of the countries in Asia in general, such as in Japan (Fujigaki, Asakura, and Haratani, 1993), Singapore (Lau et al., 2001), and Malaysia (Rethinam, Maimunah, Moses, and Bahaman, 2004). Dimensions used are 1) Health and well-being; 2) Job security, 3) Job satisfaction; 4) Competency development, and 5) Work and non-work life balance.

Health and well-being

Health and well-being of QWL refer to physical and psychological aspects of an individual in any working environment (Rethinam & Ismail, 2008). An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions.

Job Security

A dramatic change of workforce in contemporary work environment has revealed a significant amount of organization change (Rethinam & Ismail, 2008 refers to Watson et al., 2003). Organization change such as downsizing, rightsizing and outsourcing have adversely affected employees' loyalty, morale, motivation, and perceived job security.

Job Satisfaction

It is important for an organization to have satisfied employees. Typically job satisfaction is defined as an employee's level of positive effect towards job or job situation that enhances quality of work life (Rethinam & Ismail, 2008). The scope of job satisfaction varies with the industries however, general concepts such as physical conditions that allow the utilization of the ability of employees, proud of working in an organization and a sense of belonging that leads to job satisfaction are among the items adopted in any study of QWL.

Competency Development

Competency development is operationalized as the nature of the job that provides opportunities and stimulates growth in skills and knowledge either for career or organizational development. Career development opportunity will provide essential training that will help the individual employees to equip with the new skills to spearhead in their career.

Learning opportunities and skill discretion have also proven to have a positive effect on job

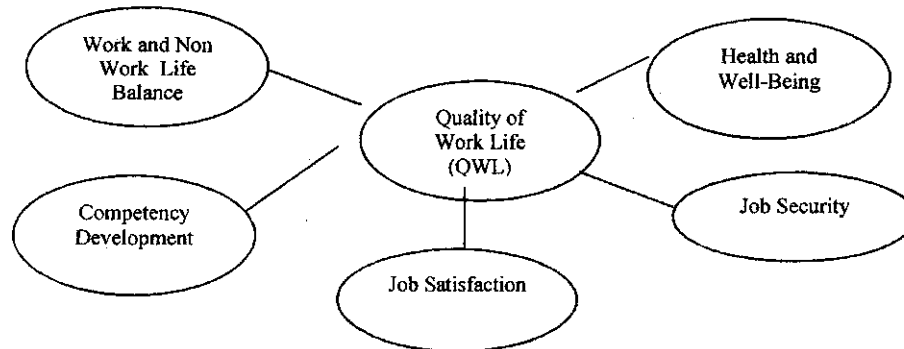
satisfaction and reduced job stress that will lead to better QWL. The opportunity to develop in the use of skills is associated with learning mechanisms (Rethinam & Ismail, 2008).

Work and non-work life balance

A major component of QWL, which is important for both the employees and the employers, is the

relationship between work and home life (Rethinam & Ismail, 2008). In an increasing competitive environment, it is difficult to separate home and work life. Employees today are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities.

Figure 1 : A Paradigm Showing the Constructs of QWL



Method

This study was adopted descriptive design research and was conducted in quantitative manner. A quantitative approach was used to gather the data by distribution questionnaire to 142 employees participated to the study using the incidental sampling method. A self-administered questionnaire was designed to gather data from subjects on the studied variables. The questionnaire consist of 70 items and was divided into

2 section : section A contained the socio-demographic information, section B contained the measurement for Quality of Work Life consist of 5 dimensions : health and well-being, job security, job satisfaction, competency development, and work-non work life balance. Data analysis will describe the quality of work life profile from the employees.

Results

The Instrument

Tabel 1. Validity and Reliability

Variabel	Corrected item-total correlation	Koefisien Alpha Crombach
Quality of Work Life	0,3485- 0,7896	0,9059

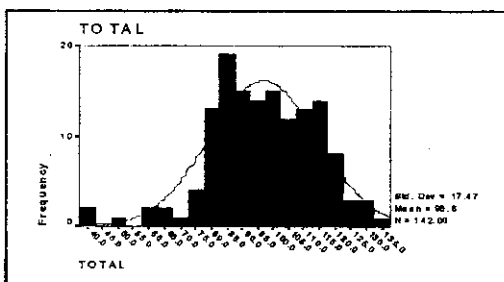
Tabel 2. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL	142	96,8213	17,47089	41,00	135,00

Table 3. Normality Test :One-Sample Kolmogorov-Smirnov Test

TOTAL		
N		142
Normal Parameters(a, b)	Mean	96,8213
	Std. Deviation	17,47089
Most Extreme Differences	Absolute	0,066
	Positive	0,039
	Negative	-0,066
Kolmogorov-Smirnov Z		0,783
Asymp. Sig. (2-tailed)		0,572

a. Test distribution is Normal
 b. Calculated from data.



Tabel 4. Frequency Table of QWL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Rendah	31	21,8	21,8	21,8
	Rendah	25	17,6	17,6	39,4
	Rata-rata	29	20,4	20,4	59,9
	Tinggi	28	19,7	19,7	79,6
	Sangat Tinggi	29	20,4	20,4	100,0
Total		142	100,0	100,0	



Gauge test results of 70 items there are 42 items failed, so the remaining 28 items are the items that can be used. Descriptive statistics were calculated based on that 28 items. From the frequency table can be seen that there is 39.4% employees who feels have a low and very low quality of work life, 20.4% at an average level, and 40.1% at high and very high level. In general it can be said that the quality of

work life of employees are fairly balanced between that tend to be at low levels and that are likely to be at a high level.

The frequency distribution of each dimension of quality of work life will be next presented.

Health and Well-being

Table 5. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL Health & Well-being	142	22.5328	6.98786	6.00	36.00

Table 6. One-Sample Kolmogorov-Smirnov Test

		TOTAL Health & Well-being
N		142
Normal Parameters(a,b)	Mean	22.5328
	Std. Deviation	6.98786
Most Extreme Differences	Absolute	0.093
	Positive	0.064
	Negative	-0.093
Kolmogorov-Smirnov Z		1.107
Asymp. Sig. (2-tailed)		0.173
a. Test distribution is Normal.		
b. Calculated from data.		

Table 7. Frequency Table of Health & Well-being

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Rendah	29	20.4	20.4	20.4
	Rendah	31	21.8	21.8	42.3
	Cukup	27	19.0	19.0	61.3
	Tinggi	26	18.3	18.3	79.6
	Sangat Tinggi	29	20.4	20.4	100.0
Total		142	100.0	100.0	

Based on the health and well-being dimension, we conclude that 42.2 % employees perceived that they are

in the low and very low category, 19 % are in the average, and 39.7 % are in the high and very high category.

Job Security

Table 8. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL Job Security	142	15,1276	5,13952	4,00	24,00



Table 9. One-Sample Kolmogorov-Smirnov Test

TOTALJSC		
N		142
Normal Parameters(a,b)	Mean	15,1276
	Std. Deviation	5,13952
Most Extreme Differences	Absolute	0,107
	Positive	0,074
	Negative	-0,107
Kolmogorov-Smirnov Z		1,275
Asymp. Sig. (2-tailed)		0,078
a. Test distribution is Normal.		
b. Calculated from data.		

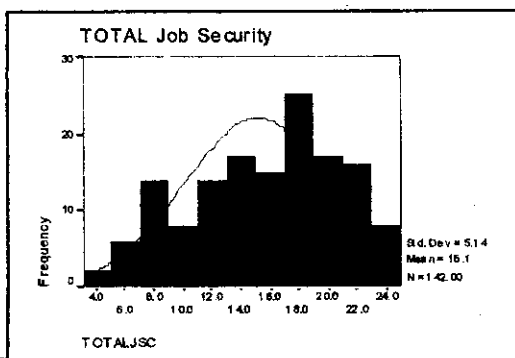


Table 10 Frequency Table of Job Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Rendah	27	19,0	19,0	19,0
	Rendah	34	23,9	23,9	43,0
	Cukup	28	19,7	19,7	62,7
	Tinggi	28	19,7	19,7	82,4
	Sangat Tinggi	25	17,6	17,6	100,0
	Total	142	100,0	100,0	

The table above shows that from the point of view of employees, 43% of employees are at a low level and

very low on job security, 19.7% were at moderate level and 37.3% at high and very high levels.

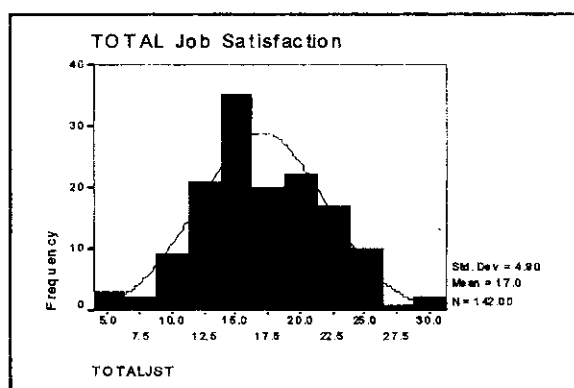
Job satisfaction

Table 11 Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL Job Satisfaction	142	16.9862	4.89703	5.00	30.00

Table 12 One-Sample Kolmogorov-Smirnov Test

TOTALJST		
N		142
Normal Parameters(a,b)	Mean	16,9862
	Std. Deviation	4,89703
Most Extreme Differences	Absolute	0,073
	Positive	0,073
	Negative	-0,058
Kolmogorov-Smirnov Z		0,867
Asymp. Sig. (2-tailed)		0,440



a. Test distribution is Normal.

b. Calculated from data.



Table 13. Frequency Table of Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Rendah	24	16.9	16.9	16.9
	Rendah	32	22.5	22.5	39.4
	Cukup	33	23.2	23.2	62.7
	Tinggi	23	16.2	16.2	78.9
	Sangat Tinggi	30	21.1	21.1	100.0
	Total	142	100.0	100.0	

From the table above, we can see that 39.4% of employees claimed to be at a low level and very low on the dimensions of job satisfaction, 23.2% at an average level, and 36.3% at high and very high level.

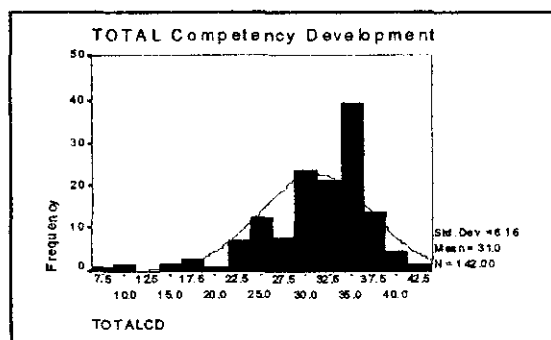
Competency Development

Table 13. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL Competency Development	142	31.0056	6.15548	7.00	42.00

Table 14. One-Sample Kolmogorov-Smirnov Test

		TOTALCD
N		142
Normal Parameters(a, b)	Mean	31.0056
	Std. Deviation	6.15548
Most Extreme Differences	Absolute	0.146
	Positive	0.088
	Negative	-0.146
Kolmogorov-Smirnov Z		1.744
Asymp. Sig. (2-tailed)		0.005



a. Test distribution is not Normal.
 b. Calculated from data.

Table 15 Frequency Table of Competency Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cukup	28	19.7	19.7	19.7
	Rendah	5	3.5	3.5	23.2
	SRendah	4	2.8	2.8	26.1
	STinggi	29	20.4	20.4	46.5
	Tinggi	76	53.5	53.5	100.0
	Total	142	100.0	100.0	

Table 15 above shows that 19.7% of employees stated that in terms of the development of competence they feel adequate, 6.3% are located in the low and very low level, while 73.9% were in the high and very high level. In other words, most employees do not feel any problem in competency development dimension, or their needs are met in this dimension.



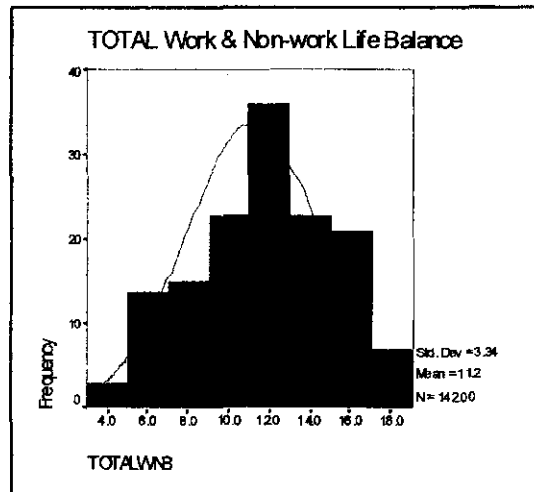
Work and Non-work life Balance

Table 16. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
TOTAL Work & Non-work Life Balance	142	11,1690	3,34107	3,00	18,00

Table 17. One-Sample Kolmogorov-Smirnov Test

		TOTAL Work & Non-work Life Balance
N		142
Normal Parameters(a,b)	Mean	11.1690
	Std. Deviation	3.34107
Most Extreme Differences	Absolute	0.093
	Positive	0.070
	Negative	-0.093
Kolmogorov-Smirnov Z		1.102
Asymp. Sig. (2-tailed)		0.176



- a. Test distribution is Normal.
- b. Calculated from data.

Table 18. Frequency Table of Work & Non-work Life Balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Rendah	25	17.6	17.6	17.6
	Rendah	30	21.1	21.1	38.7
	Cukup	36	25.4	25.4	64.1
	Tinggi	23	16.2	16.2	80.3
	Sangat Tinggi	28	19.7	19.7	100.0
	Total	142	100.0	100.0	

From table 18 above, we see that 38.7% of employees feel that their quality of work life on the dimensions of work and non-work life balance are at very low and low category, 25.4% claimed to be at moderate levels, while the remaining 35.9% is at the high and very high level.

Discussion

The above results provide a picture of the quality of work life of employees in general. Analysis of each dimension gives a more detailed picture about their quality of work life. Seeing the results of the data analysis above, we get the impression that although there is a balance between those who felt having a good quality of work life (40.1%), there are also employees who have not adequate quality of work life (39.4%) It means that they need to improve their quality of work

life, either through their own efforts, or through programs offered by the organization and outside the organization. We could say that this is an insight for the employees, as well as for the organization, that there are still needs to be improved from the life of an employee, if you want to achieve productivity and higher performance. Not considering those who are still at an average level and still need improvement as well. While those who has been at a high and very high level also in need of maintenance, even needs to be improved as well.

Further analysis of each of the dimensions appears that the need to get priority interventions in the future is job security, since this dimension is at the lowest level than other dimensions. It is in a need to be



further investigated why these dimensions are considered most worrisome among others, through interviews or other qualitative research methods . Although theory, observation and knowledge of the development workers in Indonesia can also be used to answer these questions , but it is necessary to gather the data directly from the field, so that the intervention programs designed will be more focused. Further ranked dimension of concern is the health and well-being , job satisfaction , work and non -work life balance , and the last is the competency development dimension. The same treatment is useful for these dimensions, i.e using the qualitative method in getting more specific data.

This descriptive results are expected to be able to have a follow-up in the form of intervention to improve the quality of their work life , such as making the quality of work life programs . Action research is a more suitable method for implementing descriptive results above , in accordance with the understanding of quality of work life as a set of organizational Interventions (Wyatt and Rev., 2001 , referring to Carlson , 1980) . A similar study can also be used for a variety of other profession , in particular those which is almost difficult to apply the concept of QWL , such as IT professionals , lecturers , lawyers , and so on .

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