THE EFFECT OF QUALITY OF WORK LIFE TOWARDS EMPLOYEE PERFORMANCE IN PT XYZ

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The Panel of Examiners declare that the Skripsi entitled “THE EFFECT OF QUALITY OF WORK LIFE TOWARDS EMPLOYEE PERFORMANCE IN PT XYZ”, Cikatang” that was submitted by Naomi Putri Angelin Pakpahan, majoring in Management, concentration Human Resources Management from the Faculty of Business was assessed and approved to have passed the Oral Examination on 24th April, 2018

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DECLARATION OF ORIGINALITY

I, declare that this Skripsi, entitled “THE EFFECT OF QUALITY OF WORK LIFE TOWARDS EMPLOYEE PERFORMANCE IN PT XYZ”, is, to the best of my knowledge and beliefs, an original piece of work that has not been submitted, either in a whole or in a part, to another university to obtain a degree.

Cikarang, April 2018

Naomi Putri Angelin Pakpahan
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Cikarang, April 2018

Naomi Putri Angelin Pakpahan
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ABSTRACT

The research aim to determine the factors related to Quality of Work Life toward employee performance of PT XYZ. The research was held in PT XYZ and the respondents of this research is 132 employees were selected inclusion in the study using convenience sampling method. In order to achieve the research objectives, the researchers used Pearson’s correlation and simple linear regression as analytical tools to analyse the data. This research used a quantitative method through survey. The analysis technique used in this study is multiple linear regression. Based on the T-test and F test is known that job satisfaction, work motivation, and career development proved have significant effect on the employee performance either simultaneously.

Keyword: Job Satisfaction, Work Motivation, Career Development, Employee Performance
CHAPTER 1
INTRODUCTION

1.1 Background of Research

Nowadays, many organization has to face the challenge that comes from the business activity. There are many category of unexpected changes that comes. The changes that the organization should face are economic, and technology. Those kind of changes force all organization to modify the organization’s behavior to face the competition to reach the expected goals. Therefore In an organization, both government and private, rather it’s a big organization or small organization in order to achieve the goals they need someone or a group who work for them to reach the goals. In order to achieving the organization goals, the organization has to be able to make a good strategy or innovation to reach the organization goals. So, Human Resources Management is one of the main elements for both governments and private organization (Hadianti et al, 2017).

Suhartini and Handayani in Ginting (2017) stated that the success of an organization cannot be separated from human resources, because human resources is an element that push the productifity of an organization and the main part of the organization to develop. Generally organization believe that to reach the success, the organization needs the performance of their employee. Basically, the employee performance will greatly affect both team and group performance that also affecting the performance of the organization. Employee performance is the result of the complex process. The process itself comes from both internal and external factor. Widyaningsih (2014) said that the internal factors that affect employee performance are motivation, purpose and expectation. The external factors that might affect the employee performance are physical and non-physical environment of the organization. The good performance is one of the expectation of the organization, because the better the employee performance will improve the organization’s
performance generally. PT XYZ is an organization that run their business in property. This organization is located in Cikarang.

Through the data collected from one of online newspaper shows that PT XYZ is one of the 5 biggest developer in Indonesia, with the number of market capitalization Rp 24.1 trillion. By the number of market capitalization, PT XYZ has considerable responsibility in running the business. That is why the performance is really needed in order to keep the organization running well. One of the job is to handle and face the customer’s complain. Therefore, the good performance of the employee is really needed in this situation, because the employee have to be friendly to everybody, not only the customers but also the coworker in the organization.

The performance of the employee in the organization can be measure from the Net Income. Net income is an organization’s total earnings, the number of net income appear in organization’s income statement and is important to measure of how profitable the company is over a period time. Munawir (2008) stated that the higher net income, the more effective an organization in carrying out its operation, where the performance is a description of the organization financial condition that been analyzed through the financial analysis. So if the performance of the employee is poor, that will reflect on the financial condition of a company.

![Net Income of PT XYZ](Figure 1.1 Net Income of PT XYZ)
*In million Rupiah

Sources: Financial Statement of PT XYZ
As the figure 1.1 above the net income of PT XYZ getting decrease from 2015 to 2017, which can be assumed that the employee performance is decreasing. Start from 2015 the income statement decrease 40%, and from 2016 to 2017 decreasing about 22%. The low performance of the employee can be caused of the lack quality of work life in the organization.

Umar in Astuti (2017) said that it will be hard for an organization that not put their focus on the quality of work life to get and to maintain the employee that suit to the organization needs, also to improve the employee performance. Through the research done by Bhe and Rose (2007) found that the performance of employee is strongly effecting by the quality of work life, in the other word it has a significance relations. There are several factors to create the quality of work life such as, communication, carrier development, organization commitment, the support from the supervisor, flexibility of work arrangement, the culture of family response, employee motivation, organization climate, organization support, and satisfaction (Sinha, 2012).

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of employee coming late/ month</th>
<th>Total of employee in PT XYZ</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>25</td>
<td>199</td>
</tr>
<tr>
<td>Agustus</td>
<td>38</td>
<td>199</td>
</tr>
<tr>
<td>September</td>
<td>30</td>
<td>199</td>
</tr>
<tr>
<td>October</td>
<td>47</td>
<td>199</td>
</tr>
<tr>
<td>November</td>
<td>58</td>
<td>199</td>
</tr>
<tr>
<td>December</td>
<td>62</td>
<td>199</td>
</tr>
</tbody>
</table>

Sources: Human Resources Department PT XYZ, 2017
Murti and Srimulyani (2014) said that one of job dissatisfaction’ factor is absenteeism, where the employee who are not satisfy enough to their job tend to have high absenteeism. Even though PT XYZ is one of the biggest property developer in Indonesia, doesn’t make their employee satisfy with their job. As the figure above, shows on July to September there is a decreasing number of employee lateness, but from September to December, the number of employee lateness increasing to 31%.

Based on the interview with some of the employee of PT XYZ in Finance division, there is a factor decreasing the performance of the employee, which is lack of motivation given by the organization to the employee. The employee become unmotivated because they don’t get paid for doing the overtime job. The employee only get meals allowance Rp. 25.000,- which makes the employee avoid to take the overtime by doing their task in hurry, and do it carelessly. This might affect the performance of the organization.
Through the interview, the HR in PT XYZ stated that employee using grade from A – E to assess the performance of the employee there, table 1.2. In 2017 PT XYZ do the performance appraisal to their employee, with total of employee 199. The earning on the performance appraisal is A: 15%, B: 16%, C: 46%, D: 21%, E: 2%. The result shows that mostly the employee there have already achieve or got into the standard performance, but there is also some of the employee that got below the standard, where the standard of performance appraisal in PT XYZ is C. Based on the table 1.2 there are about 23% of the employee are below the standard (grade D

---

**Figure 1.3 Performance Appraisal 2018**

*Sources: Human Resources Division of PT XYZ, modified by the researcher*

**Table 1.2 Scale of Performance Appraisal**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Scale</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4,20 up to 5,00</td>
<td>Outstanding</td>
</tr>
<tr>
<td>B</td>
<td>3,40 up to ≤ 4,20</td>
<td>Good Performance</td>
</tr>
<tr>
<td>C</td>
<td>2,60 up to ≤ 3,40</td>
<td>Standard Performance</td>
</tr>
<tr>
<td>D</td>
<td>1,80 up to ≤ 2,60</td>
<td>Need Improvement</td>
</tr>
<tr>
<td>E</td>
<td>&lt; 1 up to ≤ 1,80</td>
<td>Unacceptable</td>
</tr>
</tbody>
</table>

*Sources: Human Resources Division of PT XYZ, modified by the researcher*
and E), meaning those employee still need to improve their performance, because of the under standard of performance appraisal that the employee got.

Through the under standard of the performance appraisal, it is will hard for them to develop their career in the organization. Especially in PT XYZ, it is very rare for the employee to be appointed as permanent employee. Through the interview with some of Accounting, finance and town management division, many of them is still non-permanent employee. Even some the employee been extended their contract by the organization, some even been moved by the organization to outsourcing to remain able to work in PT XYZ.

The data collected by interview some of the employee of PT XYZ, especially the HRD of PT XYZ, to get the relevant data. The data also collected from the internet that are discuss about PT XYZ.

### 1.2 Problem Statements

The organization has to give more attention to their employee regarding their quality of work life. The quality of work life may effect the employee performance in the organization that will impact to the organization goals. That is why, the organization has to put their focus on the factors that will increase the quality of work life of the employee in the organization.

### 1.3 Research Question

1) Is there any effect of Job Satisfaction to Employee Performance in PT XYZ?
2) Is there any effect of Work Motivation to Employee Performance in PT XYZ?
3) Is there any effect of Career Development to Employee Performance in PT XYZ?
4) Is there any simultaneous effect of Job Satisfaction, Work Motivation, and Career Development towards Employee Performance in PT XYZ?
1.4 Research Objectives

1) To find out if there any significant effect from Job Satisfaction towards Employee Performance in PT XYZ.
2) To find out if there any significant effect from Work Motivation towards Employee Performance in PT XYZ.
3) To find out if there any significant effect from Career Development towards Employee Performance in PT XYZ.
4) To find out if there any simultaneous significant effect from Job Satisfaction, Work Motivation, and Career Development towards Employee Performance in PT XYZ.

1.5 Significant of Study

1) For the Company
   The research can help the company to identify the factors of quality of work life that can be effect to the employee performance. Also the research can give some kind of recommendation regarding the result of the research in order to make the organization may focus on the employee’s quality of work life.

2) For the Future Researchers
   The research result can be a guideline to the future researchers in order to make the research. The future researchers also can develop more information or ideas to the current issue in the future.

1.6 Scope and Limitation of the Study

1.6.1 Scope respondent
The research of the study conducted in order to analyze the factor of quality of work life that effecting the employee performance of PT XYZ with the variable of Job Satisfaction, Work Motivation, and Career Development.
1.6.2 Limitation

This research is going to take sample for employee in PT XYZ. The level of the employee is the low level management which is the worker, with the population of the employees are 199. This research using Slovin formula to find the limitation of the sample (will be explain in chapter 3). The total of sample that will be used is 132 employee of PT XYZ Cikarang, and the data collection technique that used is questionnaire. This research is about the effect of quality of work life towards employee performance. Knowing the problems happened in PT XYZ, this research limit the factors and only using three factors of QWL which are Job Satisfaction, Work Motivation and Career Development.

1.7 Thesis Organization

The results of this study are arranged in the form of a thesis with the systematic presentation as follows:

CHAPTER 1: INTRODUCTION

In this chapter contained the background of quality life management’ factors (Job Satisfaction, Work Motivation, and Career Development) in the company or organization that will affected both employee and the organization itself. Research question, research objectives, research limitation and thesis organization.

CHAPTER 2: LITERATURE REVIEW

In this chapter contain of quality of work life, employee performance, work motivation, Job satisfaction, and career development theory, and divinition. This chapter also contain previous research, and research gaps.

CHAPTER 3: RESEARCH METHOD

In this chapter discusses about the method that used in this research, the type of the research, data types, research locations, the populations, samples, data collection techniques, and the analysis of the technique of the data.
CHAPTER 4: DATA ANALYSIS

In this chapter contain the findings display in all result of the data analysis. The answer of the research question. This chapter also include the researcher convey the discussion of the findings to make it clearly understand for the reader.

CHAPTER 5: CONCLUSION

In this chapter is the last chapter, this chapter conduct the conclusion of the research results, this research also contain the recommendation from the researcher for the organization and for the future researcher.
CHAPTER II

LITERATURE REVIEW

2.1 Quality of Work Life

Based on Parvar et al (2013) quality of work life is a definition of a program which is really effective in order of improving the working condition and organizational effectiveness. Parvar also said that quality of work life has a role that can monitor the employee through their quality of work and their quality of work life, which it can help the employee itself to make improvement in the organization.

Quality of work life is the way of thinking about other people, jobs, and organization that are focus on the employment impact to the workers and the organizational effectiveness. Besides giving participatory ideas on solving the problems in the organization and decision making (Anantan and Ellitan, 2007).

Greenberg and Baron said in Chrisienty (2015) that quality of work life is a technique that use by an organizational development to improve the organizational function with every individual in the work place, to make it more democratic and may involve all employee in order to making the decision in the organization.

Quality of work life strongly supports the employee democracy in all level and help them to participate on taking a decision.

Sheel, et al in Rokhman (2013) stated that quality of work life is a process where the organization put an attention about their employee needs by improving the mechanism and involve the employee to design the work life. In the other word the organization try to make their employee to have a good working condition and increase the employee’s job satisfaction by giving them reward, safety, and an opportunity to grow.

Russel said in Yuliati (2010) that Quality of Work life refers to the level of human satisfaction, motivation, involvement, and commitment of individual experience to their own working life. Generally, the quality of work life tries motivate the
employee. The way that quality of work life gives to motivate is in terms of security, life balance, self-esteem, family, responsibility, flexibility, etc. quality of work life is like the degree of every individual where they can satisfy themselves. Quality of work life focus on several things, which are:

1. Working condition such as, health, security, physical environment
2. Benefits, bonuses, fees
3. Protection on work
4. Social interaction
5. Confidence
6. Job satisfaction
7. Participating on decision making or democracy
8. Adequate income
9. The willingness of the employee
10. Training
11. Participation on trade of unions
12. Team building
13. Motivation from the supervisor, training for the employee, and responsibility
14. Introduction to the development of skills and job rotation

The quality of work life can be interpreted as the degree of human needs in the work place. If the human needs can be fulfilled, then the organization’s productivity can be increase. Dubrin stated in Sunet (2012) that “Quality of work life is related to the degree to which the full range of human needs is met.”

Nawawi (2008) state that Quality of work life is where the organization can create the sense of secure and satisfaction in working so that the employee may be able to achieve the company’s goals.

Cascio (2012) said that there are several factors that the organization can do to increase the quality of work life, those are:
1. Employee Participation
   Participation here means the mental and emotion involvement of someone in a group situation that may encourage them to contribute to the group goals. This also may share the responsibility to the achievement. If the participation may be done well, then there will be two outcomes which are changes and attachment to the goals that encourage to the better achievement.

2. Career Development
   Career development is the personal improvement. This means that a person undertaken to achieve a career plan and improvement by human resource department to achieve the work plan in line. Which means, no matter how good the career plan has been made, the plan will not come true without being systematic and programmatic of career development.

3. Conflict Solving
   Conflict is a kind of disagreement between two or more members of the organization that arise, because they have to run the activity together, because they have the same status, but different goals, values and perception.
   There are several things to resolve the conflict, such as:
   a. Problem Solving
   b. Lips ordinate goals
   c. Expansion of Resources
   d. Avoidance
   e. Smoothing
   f. Compromise
   g. Authoritative Commands
   h. Altering the Human Variables
   i. Altering the Structural Variables
   j. Identifying a Common Enemy

4. Communication
   Communication is the process of conveying someone’s thought of feeling to others by using a meaningful symbols. In other situation, this
communication things can use certain media to change others attitude and behavior so there will be certain effects are expected. Through effendi communication can be describe into several ways which are vertical communication, horizontal communication, and diagonal communication.

5. Occupational Health

Employees who are in a good physical and healthy is a very valuable asset to the organization or the company. Therefore, it is really require to the organization to give a variety of health and safety support facilities to their employee. The biggest occupational health in the organization or company is stress. Stress has a big consequence to the organization such as declining of the quantity and the quality of job performance, increasing of the absenteeism and employee turnover.

According to Robins (2007), the resource of stress comes from the organization, environmental, and the individual itself.

6. Occupational Safety

Occupational safety and health can be describe as philosophical and scientific. In philosophical ways is an attempt to guarantee the wholeness and perfection of the employee. In scientific ways occupational safety and health is a knowledge and its application in an effort to prevent the accident happen in the organization and occupational diseases said Situmorang in Gayatri (2015).

7. Job Security

Job security is related to employee attitudes and felling about the protection that the organization gave. The protection that are given could be, the good pension plan for their employee, or employee protection from dismissal.

8. Compensation

In Nathania (2016) stated that, Werther and Davis state that compensation is a thing that employee will get because of the work that they did in the organization as the return. Compensation that the employee get as the return could be salary, facilities or permanent wages. Other than that, the human resources in the organization use compensation as the strategy. This strategy
they use to achieve the organization goals, because compensation itself affecting the job satisfaction, and productivity.

Compensation itself could be divided into two types, which are financial and non-financial.

9. Pride

Pride is something that the person get and do within their own efforts through the process. The process itself requires the spirits that will achieve self-esteem, and positive purpose such as achieving the goals.

2.2 Work Motivation

Motivation is one of the important factor that will push someone to perform a certain activity because of the appearance of a motive that are related to the purpose and goals that someone wanted to achieve. In order to achieve that purpose and goals, an individual has to do an activity that has been desired. That is why motivation is really important to someone to do an activity. Priansa (2014) state that Motivation comes from the word “Movere” which has the meaning of encouragement, of power that will create some kind of action or performance. In English “Movere” has the same meaning with “Motivation” which means giving a motive, or something that will make encouragement. An employee wanted to do their task because they have a motive, this motive is related to their own goals, or purpose that they wanted to achieved.

Motivation is factors that will direct and encourage someone’s desire and behavior to do some kind of activity that expressed in the form of hard effort or weak effort (Hariandja, 2009).

Through those definition, can be conclude that motivation or work motivation is a condition of a person that will encourage someone to do something to achieve their own goals or needs. If a company might be able to motivate their employee well, so can be assumed that that organization will be able to increase their employee performance and productivity, the organization also will be able to get the highest productivity.
Herzberg said in Stella (2008) that Two-Factor theory, also known as motivation-hygiene theory that been triggered by Frederick Herzberg. Herzberg believed that the relation between an individual with the task is fundamental and the attitude of the employee towards their job will be able to determine the failure and the success. Through this theory there are several factors that are related to the job that will affecting the job satisfaction and some other factors that may prevent satisfaction on the member of the organization, that are

1. Motivational Factors, or in the other word known as intrinsic factor is some factor that are related to the positive feeling to the work and its content. This factors covers the type of the work itself, recognition of the ability also the performance, achievement, and responsibility.

2. Hygiene Factor, also known as the extrinsic factor is kind of factors that are related to negative feelings about the work itself and the work environment. This factors covers the company’s policy, administration, supervision, compensation or salary, working condition and personal relations with the organization itself.

Through those explanation, can be seen clearly the difference between intrinsic factor and extrinsic factor in table 2.1 Motivation Hygiene Factors

<table>
<thead>
<tr>
<th>No</th>
<th>Intrinsic Factors</th>
<th>Extrinsic Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Achievement</td>
<td>Salary, Compensation</td>
</tr>
<tr>
<td>2</td>
<td>Recognition</td>
<td>Working Condition</td>
</tr>
<tr>
<td>3</td>
<td>Responsibility</td>
<td>Supervision</td>
</tr>
<tr>
<td>4</td>
<td>The work itself</td>
<td>The company’s policy and administration</td>
</tr>
<tr>
<td>5</td>
<td>Advancement</td>
<td>Interpersonal relation</td>
</tr>
</tbody>
</table>

*Source: European Journal of Multidisciplinary Studies, 2016*
Herzberg said in Azizah (2016) that if the manager or the supervisor wanted to give any motivation to their subordinate, there are several things that they had to focus on. Those factors are intrinsic factors which give a sense of satisfaction to the employee. Those are:

1. Achievement
   
The leader or supervisor must give some chance to their subordinate to achieve the target. So that the employee understand how to do the job or task that are given. The leader should also encourage their subordinate to do a new things, and give some kind of congratulated to them if they can do the task that are given. It will give a positive impact to the employee in the organization, and they will fell that they are important to the organization and have willing in doing the task right.

2. Recognition
   
Recognition by the leader is really important to the employee in the organization. Especially if the employee able to manage to do a good job. The recognition may come from every type, such as giving compensation, congratulated them, or promotion

3. The Work Itself
   
The manager of the supervisor has be able to convince their employee the important of the work that they do. Create the pleasant condition to avoid boredom that sometimes appear while doing the work, also placing the employee according to their skills.

4. Responsibility
   
Supervisor has to avoid the strict supervision, in order to foster an attitude of responsibility to their subordinates. By giving the chance to the employee to do their own work by themselves will grow participation attitude. Participation will make the employee involve to planning and execution of work.

5. Advancement
   
Advancement can be a powerful motivation to the employee. The supervisors can give them some challenging work to do to their employee.
If the work done successfully, the supervisor can give some kind of recommendation to promote the employee, not only promotion, but also giving them an opportunity to get a further education or training.

Herzberg said that job satisfaction comes from the existing of intrinsic motivator and job dissatisfaction comes from the non-existence of extrinsic factors, such as:

1. Company’s policy and administration
   The main focus here is the personnel policy, which is made in written form. The main thing is how to implement it practice. The implementation of discretion by the manager of the organization, so that they may do thing fairly.

2. Supervision
   By technical supervision will cause disappointment where the supervisor is not able to lead the employee there. The supervisor doesn’t know how to supervise from the technical aspect of the work. To handle this thing, the leaders or the supervisor has to improve themselves by attending or following the training and also the education that are needed.

3. Salary and Compensation
   Generally, the manager cannot determine the salary’s scale by themselves in the organization. But, the manager has the right to assess their employee’s compensation. Is the compensation that are given suitable to the work that they done. The manager in every organization has to be able to understand about the way they organization classified the position, and the elements that determine the classification.

4. Interpersonal Relation
   This thing shows the interpersonal relation between the subordinate with their supervisor. Sometimes, the subordinates feels that they cannot intercommunicate with their supervisor. To not make employee disappointment, so there are three skills that must be owned by each supervisor, there are
a) Technical skill
   This kind of skill is really needed by the supervisor in low level up to middle level. This skill is using the process and method that related to ability to use tools.

b) Human Skill
   This skill is needed in order to work together in a group. So that it may build a good teamwork and may coordinate well in every activity in the organization.

c) Conceptual Skill
   This skill is needed to understand the complexity in the organization, so that in order to take an action, it will always obtained in the effort to achieve the organization goals.

5. Working Condition
   Every manager can play a role in various things to create a good working condition to their employee. By having a good working condition will be affecting to a good performance of their employee.

2.3 Job Satisfaction

Handoko (2009) said that job satisfaction is an emotional state that can be categorized as pleasant and unpleasant emotion, depend on the worker’s perspective on their work. Job satisfaction reflects a person’s attitude towards their work in the organization, it can be seen through their attitude to their work and everything that exist in the work environment. The management of the organization has to pay more attention to monitor their employee’s job satisfaction. Because, job satisfaction has an impact to the absenteeism, employee turnover, work motivation, and other issues.

Job satisfaction is both positive and negative feeling of a person about their task or job in the workplace and the relation between the co-workers Wibowo (2011).

According to Suwarno and Priansa (2011), Job satisfaction is the way a person perceive their work that comes from the person’s attitudes to the several aspect that are contained the work itself.
Levy in Gumilar (2010) stated that there are 5 factors that affecting job satisfaction, those factors are:

1. The work itself, where each job require a certain skills according to their respective fields. The difficulty of the job and the feeling of the employee are needed in doing the task, where through the feeling of the employee and the difficulty of the job will both increase and decrease the job satisfaction. Having the satisfaction with the work itself will providing the employee with some chance to learn a responsibility in doing the job.

2. Promotion, is a factor associated to the opportunity to obtain the career development, a chance of employee to reach to the higher level of the organization.

3. Co-worker, is the factor that associated with the relationship between with the other employee, employee with the supervisor, both in the same level or different level.

4. Supervisor, having a good supervisor who appreciate the work of their subordinates, in the other way the supervisor provide technical assistance and support for the work of the subordinates.

5. Pay, is the factor that will meet the employee needs. Satisfaction of the pay is when the effort that the employee made is balance with the salary that the organization give, comparing with the other employee in the same level.

2.4 Career Development

Career development is a process that improve someone’s performance that encourage the work performance in order to achieve the desire career. The process of developing the career requires the supports of the organization. Handoko (2008) stated that career development is personal enhancement that did by someone to reach their career.

Career development is an employee activity that help the employee themselves to plan their future career in the organization where they work with. The employee also might be able to develop themselves into the maximum ways (Mangkunegara in Utomo, 2014).
Based on Siagian in Armawati (2016) stated that there are 5 factors that can affecting the career development in the organization, those are:

1. Education
   Education is an important factor in determining the employee’s work ability. Education and work experience is the very first step to see someone ability. By seeing the background of the study, a person is consider capable of occupying a position

2. Training
   Training is one of human investment program to improve the skills and ability of the employee, so that the employee may increase their performance. Usually training usually done with a curriculum that adjusted to the need of the employee in their division.

3. Rotation
   Rotation is a technique used by some employers to rotate their employees' assigned jobs throughout their employment. It was designed to promote flexibility of employees and to keep employees interested into staying with the organization which employs them. In the organization means a change that happen in the position or occupation. The rotation may be done as vertical or horizontal way.

4. Selection
   Selection is a kind of activity to decide and selecting the employee that have fulfill the criteria that been defined.

5. Placement
   Employee placement is a process of filling the position with a different task or positon in the company or organization

2.5 Employee Performance

Performance is a result that achieved by someone or a group in the organization quantitatively or qualitatively, according to the authority, and responsibility in order to achieve the organization goals said Moeherino, (2009). A person’s performance within the organization leads to an inner employee ability that carrying out all the
task or duties that are responsible for them. The performance is good when the employee has a high work motivation, and they may be able to complete the task that are given in time. The performance itself may be effected by several factors, which are internal and external factors. The internal factors is comes from the employee itself, such as competence, while the external factor is like supporting factor in the organization that comes from the environmental such as career development (Negara, 2014).

That is why the measurement of employee performance is an important task or activity for the organization to do. It can be use as measure of success in supporting the success of the employee in the organization (Said, 2018).

Through Bernardin and Russel (2008) that there are several indicators that can be the measurement of employee performance, those are:

1. Quality, is the level where the process or the result of a perfect activity, in the other word is doing an activity that is done ideally or completing the work in accordance with intended purpose.
2. Quantity, is the amount generated in the form of the value of money, number of units, or number of the completed job.
3. Timelines, is related to efficiency in order to finish the job that are given, or degree to which a job is completed faster than the deadline and using the remaining time for finishing the other job or doing the other activity.
4. Cost Effectiveness, is the level of used of the organization resources (human, money, material and technology) that are maximized in order to achieving the target.
5. Need for supervision, the level where both the employee doing their job without any help from their supervisor, and with the help of their supervisor to reduce the mistakes and avoiding the bad result.
6. Interpersonal Impact, is the level where the employee shows their self-esteem, goodwill, and cooperation with both co-worker and subordinate.
## 2.6 Previous Research

Research about the effect of job satisfaction, work motivation, career development towards employee performance that had been done by the previous researchers, which are:

<table>
<thead>
<tr>
<th>No</th>
<th>Author</th>
<th>Article’s Title</th>
<th>Variable</th>
<th>Result</th>
</tr>
</thead>
</table>
- Promotion  
- job safety and security  
- Working condition  
- Job autonomy  
- Relationship with co-worker  
- Relationship with supervisor  
- Nature of work | The study that the aspects: pay, promotion, job safety and security, working condition, job autonomy, relationship with co–worker and supervisor, and nature of work will affect the job satisfaction and performance |
- Job satisfaction  
- Career development  
- Safety measures | The employee generally satisfied with the different measures of quality of work life programs in organization, which enhances |
| No | Author(s) | Title | South Central Railway | South Central Railway | the employee job satisfaction which in turn enhances the employee job performance. | Anlesinya. A et al (2015) | The Effect Of Employee Development On Performance Of Public Sector Organisations In Ghana: Evidence from Controller and Accountant General's Department, Accra | The result indicated that employee development has a significant negative effect on organizational performance. This research outcome contrast the overwhelming significant positive effect found by previous empirical studies in the area. | Ni’imah F (2016) | Analisi pengaruh kualitas kehidupan kerja terhadap kinerja melalui kepuasan kerja pada guru SMA A. Wahid | The result shows that the variable of quality of work life towards the performance is influential and significant, and the variable of job satisfaction |
- Employee performance  
- Training and development  
- Reward and recognition  
- Delegation  
- Authority | All the factors have the significant relationship with motivation. In addition, it was found that training and development, reward and recognition, and delegation of authority have a significant impact on the performance of employees. |
2.7 Research Gap

There are several studies found in the research that are talking about The Effect of Quality of Work Life towards Employee Performance, with factors used are Job Satisfaction, Work Motivation, Career Development. In this study, the researcher found that there are some research gaps. First, there are some of the study that were used different factors of quality of work life as the research’s variable such as safety measures, training and development, while in this research using job satisfaction, work motivation and career development. Second, some of the study were used out of organization employee such as doctor, nurse, and teacher as the respondents of their research, while in this research using the employee that working in the organizations operating in the property field.
CHAPTER III
RESEARCH METHODOLOGY

3.1 Theoretical Framework

The figure describes the relationship between Job Satisfaction (X1), Work Motivation (X2), and Career Development (X3) that significant simultaneously for Employee Performance (Y). This research contained 2 variables used, which are dependent variable and independent variable. Dependent variable is Employee Performance (Y) and the independent variable are Job Satisfaction (X1), Work Motivation (X2), and Career Development (X3).

Sources: Previous research: Khan, A et al, 2011
3.2 Research Framework

![Research Framework Diagram]

**Figure 3.2 Research Framework**

*Sources: Sekaran & Bougie, 2013*

3.3 Quality of Work Life

H1: There is a significant effect of job satisfaction towards employee performance in PT XYZ.

H2: There is a significant effect of work motivation towards employee performance in PT XYZ.

H3: There is a significant effect of career development towards employee performance in PT XYZ.
H4: There is a significant effect from job satisfaction, work motivation, and career development towards employee performance in PT XYZ.

### 3.4 Operational Definition of Variable

<table>
<thead>
<tr>
<th>Variable</th>
<th>Definition</th>
<th>Indicator</th>
</tr>
</thead>
</table>
| X1 Job satisfaction | Handoko (2009) said that job satisfaction is an emotional state that can be categorized as pleasant and unpleasant emotion, depend on the worker’s perspective on their work | - Pay  
- Promotion opportunity  
- Co-worker  
- Supervision |
| X2 Motivation | Motivation is factors that will direct and encourage someone’s desire and behavior to do some kind of activity that expressed in the form of hard effort or weak effort, Hariandja, 2009. | - Extrinsic Motivation  
(Company’s Policy and Administration, Salary, Compensation, Supervision, Working Condition, Interpersonal Relation)  
- Intrinsic Motivation  
(Advancement, Achievement, Recognition, Responsibility, The Work Itself) |
| X3 Career Development | Career development is a kind of process that improve someone’s performance that | - Education  
- Training  
- Mutation/rotation |

Table 3.1 Operational Definition
encourage the work performance in order to achieve the desire career. The process of developing the career requires the supports of the organization. Handoko (2008)

Y Employee Performance

Performance is a kind of result that achieved by someone or a group in the organization quantitatively or qualitatively, according to the authority, and responsibility in order to achieve the organization goals said Moeherino, (2009)

3.5 Instrument (Questionnaire)

This section distributed the questionnaire to the employee of PT XYZ, the indicator are consisting 5 different values. Those are; **Strongly Disagree** with the value of 1, **Disagree** with the value of 2, **Neutral** with the value of 3, **Agree** with the value of 4, **Strongly Agree** with the value of 5 (Sugiono, 2009).

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Alternative answer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job Satisfaction</td>
<td>SD</td>
</tr>
<tr>
<td>1</td>
<td>Saya merasa cukup dengan gaji yang saya terima (I feel satisfied with the salary given by the company)</td>
<td></td>
</tr>
</tbody>
</table>
Promosi yang dilakukan perusahaan cukup adil (the promotion that the organization give is fair to all employee)

Terdapat kerjasama yang baik dengan rekan kerja, serta situasi lingkungan yang baik di dalam perusahaan (there is good cooperation with the co-workers, and good environmental situation in the company)

Atasan saya selalu mengarahkan saya dalam menghadapi tugas-tugas yang sulit untuk saya kerjakan (my supervisor always directs me doing the difficult task)

Pekerjaan yang saya terima sudah sesuai dengan keinginan saya (company overs the job that I wanted)

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Alternative answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work Motivation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SD</td>
<td>D</td>
</tr>
<tr>
<td>1</td>
<td>Manajemen di perusahaan saya sangat tertarik dalam memberikan motivasi ke pada karyawannya (The management in my company is really interested in motivating their employee)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Saya sangat puas dengan insentive yang diberikan perusahaan saya (I feel satisfied with the incentive that my company give )</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Gaji saya sesuai dengan performa yang saya lakukan di tempat kerja</td>
<td></td>
</tr>
</tbody>
</table>
1  (I got paid according to the duties I perform on the job)

2  Diperusahaan saya sangat mungkin untuk dapat promosi degat cepat
   (it is possible to get promoted fast in my company)

3  Semua karyawan terlibat dalam setiap keputusan yang di buat perusahaan
   (All employee involved in every decision that company made)

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Alternative answer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Career Development</td>
<td>SD</td>
</tr>
<tr>
<td>1</td>
<td>Saya mendapat dukungan dari mentor saya untuk mengembangkan karir</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(my supervisor support me to develop my career)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Saya rajin berpartisipasi dalam berbagai kegiatan untuk mengembangkan karir</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(I joined every event to develop my career)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Saya diberikann kesempatan untuk mengikuti pelatihan guna menambah koperensi saya</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(I got chance to joined the training to improve my competence)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>saya memanfaatkan sebaik baiknya kesempatan yang saya dapat untuk mengembangkan karir saya</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(I make the best of my opportunity to build my career)</td>
<td></td>
</tr>
</tbody>
</table>
Saya diberikan kesempatan untuk meningkatkan kemampuan saya pada jenjang karir yang lebih tinggi  
(I got chance to improve my skills on a higher career path)

<table>
<thead>
<tr>
<th>No</th>
<th>No.</th>
<th>Variable</th>
<th>Alternative answer</th>
</tr>
</thead>
</table>
| 1  | 1   | Saya mampu dan paham dengan pekerjaan yang saya lakukan  
(I am capable and understand the work I did) | SD  | D | N | A | SA |
| 2  | 2   | Saya selalu mampu mengerjakan pekerjaan sesuai target yang di tentukan  
(I always able to do the work according to the specified target) | SD  | D | N | A | SA |
| 3  | 3   | Saya tidak pernah menunda-nunda pekerjaan saya  
(I never postponed the task given to me) | SD  | D | N | A | SA |
| 4  | 4   | Saya selalu masuk kerja tepat pada waktunya  
(I always got to work on time) | SD  | D | N | A | SA |
| 5  | 5   | Saya mampu bekerja sama dengan rekan kerja saya  
(I am able to work with my co-worker) | SD  | D | N | A | SA |

3.6 Sampling Design

Ferdinand (2007) stated that population is a combination of all elements in the form of events, things, and people with similar characteristic that are the center of the researcher’s attention, which viewed as a universe research. The researcher using
non-probability, knowing the respondent are nearby and reachable so the researcher decide to use Convenience sampling. The population in this research is all the employee that exist in PT XYZ, the total of employee is 199.

Sample is a part of the population that has the same relative characteristics and it considers to represent the population with a level of error that can still be tolerated (Sugiyono, 2009). As for the sample in this research is all employees of PT XYZ, with calculation of the number samples using slovin formula.

Description:

n: Number of People (Sample)

N: Number of population

e: error tolerance (5% or 0.05)

\[
n = \frac{N}{1 + N(e)^2}
\]

\[
n = \frac{199}{1 + 199 (0.05)^2}
\]

\[
n = \frac{199}{1.4975}
\]

n= 132 Samples

Through the calculation, the sample is 132,888147 that rounded to 132. So the sample in this research is 132 respondents (n=132). Through Slovin formula, the number of sample is 132 employee out of 199 employees. This research using 5% of error tolerance which means the level of accuracy is 95%. (Ariola, et al, 2006).
The researcher has gathered the data from respondents of PT. XTYZ. Due to limited time, the population gathered is 199 employees from several office branches. Initially 30 respondents were needed for the pre-test to analyze validity and reliability test of the questionnaire data. Thus, the researcher will analyze by using SPSS version 23 and Microsoft Excel 2013, the method of multiple regression analysis with total sample of 132 employees.

3.7 Data Analysis

3.7.1 Validity Test

Validity test is used to determine whether the question on the questionnaire should be use or replace as it is not relevant. The cultivation is done by using (SPSS) Statistical Package for the Social Science (Umar, 2008).

To test the validity of the instrument the researcher use the formula of Pearson, if \( n = 30 \), so \( df = n - 2 \) or \( 30 - 2 = 28 \) and the alpha = 0.05 obtained \( r \)-table 0.361. To make it valid, the \( r \)-table should be greater than 0.361, if less it could be invalid. The validity test formula, which is:

\[
R = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n \sum x^2 - (\sum x)^2} \sqrt{n \sum y^2 - (\sum y)^2}}
\]

Figure 3.3 Validity Formula

Sources: Sugiyono, 2010

Where:

\( n \): Corelation between overall question instruments
\( r \): The number off paired observation
\( \sum x \): The X variable summed
\( \sum y \): The Y variable summed
\( \sum x^2 \): The X variable squared and the squares summed
\( (\sum x^2) \): The X variable summed and the sum squared
\( \sum y^2 \): The Y variable squared and the squares summed
\( (\sum y^2) \): The Y variable summed and the sum squared
\( \sum xy \): The Sum of the products of pair scores
3.7.2 Reliability Test

Reliability is the term used to indicate that the measurement instrument can reasonably believe as the data collection tool. The measurement that has the high reliability test is called reliable.

The reliability stated reliability coefficient is when the number is in the range of 0 up to 1.00. Which means, the higher the reliability coefficient close to 1.00, the higher the reliability. Otherwise, if the reliability coefficient close to 0, the lower the reliability (Azwar, 2010). It is also known as Cronbach’s Alpha.

$$\alpha = \frac{k \cdot r}{1 + (k - 1)r}$$

Figure 3.4 Reliability Formula
*Sources: Sugiyono, 2010*

k: The number of the items

r: The average correlation between any two items

$\alpha$: The reliability of the average or sum

<table>
<thead>
<tr>
<th>Cronbach’s Alpha Coefficient Range</th>
<th>Strength of association</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;0.6</td>
<td>Poor</td>
</tr>
<tr>
<td>0.6 to &lt;0.7</td>
<td>Moderate</td>
</tr>
<tr>
<td>0.7 to &lt;0.8</td>
<td>Good</td>
</tr>
<tr>
<td>0.8 to &lt; 0.9</td>
<td>Very Good</td>
</tr>
<tr>
<td>&gt;0.9</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

*Source: Mahlangu and Kruger, 2015*
3.8 Descriptive Analysis

3.8.1 Likert Scale

This research uses Likert scale that shows agree or disagree to a statement that are given, the scale is 1-5. Sugiono, (2009) state that likert scale that are uses is to calculate the attitude, opinions, and perception of a person about the social phenomena. Likert stated in Budiaji, (2013) That Likert scale is to measure the individual behavior by responding the 5 points of choice on each item, strongly agree, agree, neutral, disagree, and strongly disagree

<table>
<thead>
<tr>
<th>Choice of answer</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>5</td>
</tr>
</tbody>
</table>

Sources, Sugiono, 2009

3.8.2 Mean

Mean is the total value of each variable. Usually mean is using to concentrating on the population

The formula as follow:

$$\bar{x} = \frac{\sum_{i=1}^{n} w_i x_i}{\sum_{i=1}^{n} w_i}$$

Figure 3.5 Mean Formula

Sources: Cooper and Schindler, 2014
3.8.3 Standard Deviation

Standard deviation is a number that used to measure numbers that are strained out from mean.

The formula as follow:

\[ s = \sqrt{\frac{1}{N-1} \sum_{i=1}^{N} (x_i - \bar{x})^2}, \]

*Figure 3.6 Standard Deviation Formula*

*Sources: Hadinata 2015*

Where:

\( s \) = Sample standard deviation

\( N \) = Number of scores in a sample

\( N-1 \) = Degree of freedom, Bessel’s correction

\( x \) = Value of sample

\( \bar{x} \) = Mean
Table 3.4 Range and Category of Mean

<table>
<thead>
<tr>
<th>Range</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.21 – 5.00</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>3.41 – 4.20</td>
<td>Agree</td>
</tr>
<tr>
<td>2.61 – 3.40</td>
<td>Neutral</td>
</tr>
<tr>
<td>1.81 – 2.60</td>
<td>Disagree</td>
</tr>
<tr>
<td>1.00 – 1.80</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

*Sources: Hadinata 2015*

3.9 Classical Assumption Test

3.9.1 Normality Test

Ghozali (2013) said that normality test is conducted in order to determine whether the samples that are taken have the criteria for the normal distribution or not.

K-S or Kolmogrov-Smirnov test is used as the statistic test to measure the normality test in this research. Priyanto (2013) stated that testing criteria of Kolmogrov-Smirnov test was:

1. If the significance value > 0.05, then the data is distributed normally.
2. If the significance value < 0.05, then the data is not distributed normally.

3.9.2 Multicollinearity Test

Multicollinearity test is a test that shown the regression model that found a correlation between the independent variables (Wijaya, 2009). The good regression model should not be multicollinearity. To check it, can be done by take a look at VIF (Variance Inflation Factor) and Tolerance.

a. VIF value is less than 10
b. Tolerance value greater than 0.1
3.9.3 Heteroscedascity Test

Heteroscedascity is a test to determine the regression model, the variance of inequality of residual observation with other observation. If the residual variance is one observation of the other different observation which is then called heteroscedascity.

3.10 Multiple Linear Regression

Regression analysis is a research that used to define the dependence of the dependent variable on one or more independent variable, to estimate the average value of dependent variable. Regression with more than one independent variable called as multiple regressions, a condition when the research use two or more independent variables in a linear regression analysis (Ghozali, 2007). Multiple regressions can be formulated as:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \]

Where:
- \( Y \) = defined as dependent variable (Employee Performance)
- \( X_1 \) = coefficient of variable (Job Satisfaction)
- \( X_2 \) = coefficient of variable (Work Motivation)
- \( X_3 \) = coefficient of variable (Career Development)

3.11 Hypothesis Testing

3.11.1 T-Test

Malhotra (2010) The T-Test purpose to measure the impact of the independent variable to the dependent variable. This test is using the table coefficient to help to determine the effect of each independent variable to dependent variable. In condition of the significant below 0.05, the Ha will accepted, while H0 rejected, same as the opposite, if the significant is higher than 0.05 then Ha rejected, while H0 accepted.
1. $H_0 : \beta_1 = 0$: There is no significant effect of job satisfaction toward employee performance  
   $H_a : \beta_1 \neq 0$: There is a significant effect of job satisfaction toward employee performance  
2. $H_0 : \beta_2 = 0$: There is no significant effect of work motivation toward employee performance  
   $H_a : \beta_2 \neq 0$: There is a significant effect of work motivation toward employee performance  
3. $H_0 : \beta_3 = 0$: There is no significant effect of career development toward employee performance  
   $H_a : \beta_3 \neq 0$: There is a significant effect of career development toward employee performance  

3.11.2 F-Test  

F-Test used to test the significance of all the independent variables toward the dependent variable. The hypothesis of the dependent variable and be accepted if the value of the significance is greater than the significant level. On the other side, the hypothesis of the dependent variable can be rejected if the value of the significant less than the significant level.  

In this research, the researcher using 0.05 as the significant level of this research. The hypothesis for F-Test is:  

$H_0 : \beta_1 = \beta_2 = \beta_3 = 0$: There is no simultaneous significant effect of job satisfaction, work motivation, and career development toward employee performance.  

$H_0 : \text{at least } \beta_1 \neq 0$: There is simultaneous significant effect of job satisfaction, work motivation, and career development toward employee performance.
3.11.3 Adjusted R-Square

Ghozali (2011) stated that the coefficient of determination $R^2$ is a tool that using to measure how far the ability of the model in order to explaining the variation of the dependent variables. If the value of adjusted $R^2$ is near to one, meaning that the independent variable give almost all information that needed to predict the dependent variable. This test is to determine the further the independent variable could explain the dependent variable.
CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 Company Profile

PT XYZ was first found on 20th July 1987. This organization has changed its name before becoming PT XYZ. PT XYZ is engaged in urban development which includes the development and residential and industrial areas, infrastructure development and public facilities, provision of supporting services and investing directly or indirectly through the subsidiaries or joint ventures with other parties. By relaying on industry areas surrounding and wide range of urban facilities like office hotel, entertainment, recreation, shopping center, and sports, then this area is called as an independent city. Running real estate Company, industrial estate, urban development, the organization of them management area in the field of industry, printing, mining forestry, agriculture, fishery, farm land/sea, haulage, and warehouse.

Currently, PT XYZ, main activities are the development of industrial estate, housing and other supporting services. PT XYZ was registered on the main board. This organization was first established and is based in Bekasi, West Java, Indonesia. The Organization, approximately 30 kilometers to the east Jakarta. PT XYZ is one of the subsidiaries of Indonesia’s largest property developer.
Figure 4.1 Organization Structure

Sources: HRD of PT XYZ
4.2 Pre-Test

The pre-test was conducted to find out the validity and reliability of the data to support the study. To determine them, the R-value must be exceed 0.0361. If the result is higher than the R-value, the study can be continue to the reliability test.

4.2.1 Validity Testing

<table>
<thead>
<tr>
<th>Variables</th>
<th>Items</th>
<th>R Compute Value</th>
<th>r-table (5%)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>JS1</td>
<td>0.801</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>JS2</td>
<td>0.726</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>JS3</td>
<td>0.553</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>JS4</td>
<td>0.603</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>JS5</td>
<td>0.646</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>WM1</td>
<td>0.825</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WM2</td>
<td>0.850</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WM3</td>
<td>0.613</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WM4</td>
<td>0.665</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WM5</td>
<td>0.749</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td>Career Development</td>
<td>CD1</td>
<td>0.496</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>CD3</td>
<td>0.475</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>CD5</td>
<td>0.607</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>EP1</td>
<td>0.594</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>EP2</td>
<td>0.498</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>EP3</td>
<td>0.556</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>EP4</td>
<td>0.615</td>
<td>0.361</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>EP5</td>
<td>0.437</td>
<td>0.361</td>
<td>Valid</td>
</tr>
</tbody>
</table>

*Table 4.1 Validity Test Values Result*

Sources: SPSS 23.0 Analysis Output, 2018
Through the table above the value for df = 30 – 2 or 28, specifies that the value of minimum alpha (α) of each item should be 0.361 or 5% (0.05) level significance. By the table above, it indicates that each variable is more than the minimum alpha (α) level and considered valid. Two out of twenty question are invalid, so the researcher take 2 of the question out of the questionnaire.

4.2.2 Reliability Testing

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's alpha</th>
<th>N of items</th>
<th>Cronbach’s Alpha range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>0.892</td>
<td>5</td>
<td>0.8 to &lt; 0.9</td>
<td>Very Good</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>0.852</td>
<td>5</td>
<td>0.8 to &lt; 0.9</td>
<td>Very Good</td>
</tr>
<tr>
<td>Career Development</td>
<td>0.698</td>
<td>3</td>
<td>0.6 to &lt; 0.7</td>
<td>Moderate</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.762</td>
<td>5</td>
<td>0.7 to &lt; 0.8</td>
<td>Good</td>
</tr>
</tbody>
</table>

*Sources: SPSS 23 Analysis Output*

4.3 Demographic Profile

The researcher using variant type of question to determine the demographic profile of the respondents, starting from Gender, Age, and Length of Employment in the organization.

4.3.1 Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>62.4%</td>
<td>82</td>
</tr>
<tr>
<td>Male</td>
<td>37.6%</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>132</td>
</tr>
</tbody>
</table>

*Sources: Questionnaire*
The table 4.3 above shows the demographic profile of the respondent (Gender). Based on the table there are 62.4% Male which are 82 male employee in PT XYZ, and 37.6% Female which are 50 female employee in PT XYZ. Therefore PT XYZ dominated by Female employee.

4.3.2 Age of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>21–30</td>
<td>55%</td>
<td>73</td>
</tr>
<tr>
<td>31–40</td>
<td>30%</td>
<td>40</td>
</tr>
<tr>
<td>41–50</td>
<td>12.5%</td>
<td>16</td>
</tr>
<tr>
<td>&gt;50</td>
<td>2.5%</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>132</td>
</tr>
</tbody>
</table>

*Sources: Questionnaire*

The table 4.4 shows that the demographic profile of the respondent’s age. As the organization’s rules and regulation, that the organization only hire the employee who finished the undergraduate (S1), which mostly the undergraduate is on 21 years old. Based on the table 4.4 there are 73 employees’ age 21 – 30 years old, 40 employees’ age 31 – 40 years old, 16 employees’ age 41 – 50 years old and 3 employees’ age > 50 years old. The majority of the respondent of the age group 21 – 30 years old.

4.3.3 Respondents’ Length of Employment

<table>
<thead>
<tr>
<th>Length of employment</th>
<th>Percentage</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 3</td>
<td>10%</td>
<td>13</td>
</tr>
<tr>
<td>4 – 7</td>
<td>15%</td>
<td>20</td>
</tr>
<tr>
<td>8 – 10</td>
<td>42.5%</td>
<td>56</td>
</tr>
<tr>
<td>10 years above</td>
<td>32.5%</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>132</td>
</tr>
</tbody>
</table>

*Sources: Questionnaire*
The table 4.5 shows that the demographic profile of the respondent’s length of employment. On the table 4.5 there are 13 employee who work for 0 – 3 years, 20 employee 4 – 7 years, 56 employee 8 – 10 years, and 43 employee are above 10 years. Through the table, the majority length of employment is 42.5% or 56 respondent.

4.4 Descriptive Analysis

Descriptive analysis shows the standard deviation and mean on the independent variables (job satisfaction, working motivation, and career development) and the dependent variable (employee performance) according to the respond of the respondent

Table 4.6 Descriptive Analysis Statistic Result

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>JST</td>
<td>132</td>
<td>1.40</td>
<td>5.00</td>
<td>3.0864</td>
<td>.90299</td>
</tr>
<tr>
<td>WMT</td>
<td>132</td>
<td>1.80</td>
<td>4.80</td>
<td>3.3864</td>
<td>.75572</td>
</tr>
<tr>
<td>CDT</td>
<td>132</td>
<td>2.00</td>
<td>5.00</td>
<td>3.7298</td>
<td>.68688</td>
</tr>
<tr>
<td>EPT</td>
<td>132</td>
<td>2.20</td>
<td>5.00</td>
<td>3.7258</td>
<td>.75094</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>132</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: SPSS 23 Analysis Output

Table 4.6 shows that the minimum of JST (Job Satisfaction) is 1.40 and the maximum is 5.00, then the minimum of WMT (Work Motivation) is 1.80 and the maximum is 4.80, the minimum of CDT (Career Development) is 2.00 and the maximum is 5.00, the last is EPT (Employee Performance) with the minimum is 2.20 and the maximum is 5.00 where the mean is. From 132 respondent shows that the response are neutral to agree, because the mean from all 4 variables are 3.0864, 3.3864, 3.7258 and 3.7258.
4.5 Classical Assumption Test

Classical assumption test consist of three type of test, which are Normality Test, Multicollinearity Test, and Heteroscedacity Test. Each test analyzed using the SPSS program, version 23.

4.5.1 Normality Test

Ghozali (2013) stated that the normality test is to find out the normality of the variable, whether it is normally distributed or not. The commencement of the analysis is by observing the Histogram and P-Plot. As the figure below, there is a linear relationship between Job Satisfaction, Work Motivation, and Career Development, because the data distribution is following the straight line from the lower left line to the upper right line of the diagram.

![Figure 4.2 P-Plot Graph, Normality Test Result](Image)

*Figure 4.2 P-Plot Graph, Normality Test Result

Sources: SPSS 23 Analysis Output*
Through the figure 4.2 shows that the histogram is in the bell shape, meaning the data is considered to have a normal distribution. The gaps shows in the histogram define that some of the respondent answer the question dishonestly.

### 4.5.2 Multicollinearity Test

Multicollinearity test is to check the correlation of the regression model, whether it correlated or not. Multicollinearity itself is a phenomenon that indicates the variables of multiple regression model are highly correlated. The regression model variable is not to have correlation with each other (Ghozali, 2013)

The important indicator in this test is VIF (Variance Inflation Factor) and tolerance. VIF value is always start from 1 and no upper bound, the tolerance is > 0.1 and VIF <10 = Multicollinearity.

As the table below, shows that all the variables have tolerance higher that 0.1 and VIF (Variance Inflation Factor) are less than 10, which means the table 4.7 has no correlation (No Multicollinearity), which is good.
4.5.3 Heteroscedacity Test

Ghozali (2013) stated that the heteroscedasticity test is to determine the regression model, whether there is a variance of the inequality of residual observation with other observation, if the figure shows that there are dots that spread randomly and spread both above and below 0 on the Y axis, then this can be concluded not heteroscedasticity in the regression model. This test is using to predict the dependent variable employee performance.

As the figure 4.3 below shows that the dots are spread between 0 and Y axis, therefore the data is good.
4.6 Analysis of Multiple Linear Regression

As the table below, shows the result of the multiple linear regression using SPSS 23, which defines the significance effect between the independent variables with the dependent variables.

<table>
<thead>
<tr>
<th>Coefficients\a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
</tr>
<tr>
<td>JST</td>
</tr>
<tr>
<td>WMT</td>
</tr>
<tr>
<td>CDT</td>
</tr>
</tbody>
</table>

\a. Dependent Variable: EPT

Sources: SPSS 23.0 Analysis Output

Figure 4.4 Scatterplot – Heteroscedacity Test

Sources: SPSS 23.0 Analysis Output
The standardized form of the equation is:

\[ Y = 2.248 + 0.349 \times X1 + 0.312 \times X2 - 0.175 \times X3 \]

Where:

\[ Y \quad = \quad \text{Employee Performance} \]
\[ X1 \quad = \quad \text{Job Satisfaction} \]
\[ X2 \quad = \quad \text{Work Motivation} \]
\[ X3 \quad = \quad \text{Career Development} \]

The result on the table 4.8 shows that the regression coefficients that the significance should be < 0.05 job satisfaction, work motivation, and career development. Description as follow:

1. The value consist in here 2.248, if where the value of \( X1, X2, X3 \) are 0 means that the value of \( Y \) is 2.248
2. Job Satisfaction (\( X1 \)) variable has multiple linear regression value of 0.349 in which it shows that every increasing one point in job satisfaction will be affecting to the increase of employee performance value as many as 0.349 point.
3. Work Motivation (\( X2 \)) variable has multiple linear regression value of 0.312 in which it shows that every increasing one point in work motivation will be affecting to the increase of employee performance value as many as 0.312 point.
4. Career Development (\( X3 \)) variable has multiple linear regression value at -0.175 in which it shows that every increasing one point in career development will be affecting to the decrease of employee performance value as many as -0.175 point.
4.7 Hypothesis Testing

4.7.1 T-Test

The T-Test utilized to decide the significance impact in partial between each of every independent variable and the dependent variable. To determine the outcome, we can see through table 4.8 Coefficient Table.

To determine the independent variables, whether it is significance or not, the researcher should put the focus on the result of table 4.8 is the result of the data below 0.05 then the variables are rejected because it is not significance.

From the data gained, three out of three independent variables are accepted for the reliability test. Ha should be accepted for these 3 variables (job satisfaction, work motivation, and career development) and Ho should be accepted for the reliability variable.

1. Job Satisfaction (X1) Towards Employee Performance
   
   H1 (0): $\beta=0$: There is no significant effect of Job Satisfaction toward employee performance

   H1 (a): $\beta\neq0$: There is a significance effect of Job Satisfaction towards employee performance.

   It can be shown at table 4.8 the coefficient regression for X1 (Job Satisfaction) obtained the value of 0.000 which is lower than the significant level of 0.05. This indicates the variable of job satisfaction has significant effect towards the dependent variable (employee performance) then Ha (a) is accepted and H1 (0) is rejected from the hypothesis 1.

2. Work Motivation (X2) Towards Employee performance

   H2 (0): $\beta=0$: There is no significant effect of Work Motivation toward employee performance

   H2 (a): $\beta\neq0$: There is a significance effect of Work Motivation towards employee performance

   Table 4.8 shows that the coefficient regression for X2 (Work Motivation) obtained the value of 0.000 which is lower than the significant level of 0.05. This indicates the variable of work motivation has significant effect towards the
dependent variable (employee performance), then H2 (a) is accepted and H2 (0) is rejected.

3. Career Development (X3) toward Employee Performance

H3 (0): $\beta=0$: There is no significant effect of Career Development toward employee performance.

H3 (a): $\beta\neq0$: there is a significance of Career Development towards Employee Performance.

Though table 4.8, shows that the coefficient regression of X3 (Career Development) obtained the value of 0.021 which is lower than 0.05. This indicated that variable of career development has a significant effect towards the dependent variable (employee performance), then H3 (a) is accepted and H2 (0) is rejected.

4.7.2 F-Test

F-test is used as a tool to determine the independent variables have significant result to the dependent variable simultaneously. The hypothesis can be explain as follows:

This test is using to measure is there are significant effect of independent variables toward the dependent variable. If the F value $> F$ table, H4 (0) will be rejected and if the H4 (a) accepted. Oppositely, if the F value $< F$ table the H4 (0) will be accepted and H4 (a) rejected.

$H_{04}$ ($\beta_1 = \beta_2 = \beta_3 = 0$): **Null Hypothesis is accepted if the significance of the F value is greater than 0.05.** If the result is 0.05, then all the independent variables (Job Satisfaction, Work Motivation, and Career Development) have no significant effect to Employee Performance simultaneously.

$H_{a4}$ (at least $\beta_1 \neq 0$): **Alternative hypothesis is accepted if the significance of F value less than 0.05.** It means all the independent variables (Job Satisfaction, Work Motivation and Career Development) have significant effect on the Employee Performance simultaneously.
Table 4.9 ANOVA/F-Test Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>29,568</td>
<td>3</td>
<td>9,856</td>
<td>28,475</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>44,305</td>
<td>128</td>
<td>.346</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>73,872</td>
<td>131</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: EPT  
b. Predictors: (Constant), CDT, WMT, JST  

Sources: SPSS 23.0 Analysis Output  

From the result of the table 4.9 above, the independent variable (Job Satisfaction, Work Motivation, and Career Development) has significance result of 0.000, which means the alternative hypothesis is accepted, because of the F value is below the significant level which is 0.05. and the F value 28.475 which is greater than 2.70 (F table) Therefore, the data above can be finish up that there is a significant effect between Job Satisfaction, Work Motivation, and Career Development to Employee Performance simultaneously. To sum it up, it can be shade that Ha4 or Alternative Hypothesis is accepted.

4.7.3 Adjusted R Square

Table 4.10 Coefficient Determination ($R^2$) Result

Table 4.10 Coefficient Determination ($R^2$) Result

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.633*</td>
<td>.400</td>
<td>.386</td>
<td>.58833</td>
<td>2.088</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), CDT, WMT, JST  
b. Dependent Variable: EPT  

Sources: SPSS 23.0 Analysis Output  

Through the table 4.10 above shows that the value of adjusted R square is 0.386 or 38.6%. Indicates the variables (Job Satisfaction, Work Motivation and Career Development) are quite able to effecting the dependent variable which is (Employee
Performance). Meaning the independent variables are influencing the dependent variable by 38.6%, while the rest of the percentage is 61.4% is effected by the other variable which are not mentioned in the research. This test is to determine the further the independent variable could explain the dependent variable (Ghozali, 2011).

4.8 Discussion and Interpretation of Result

All the independent variables starting from Job Satisfaction, Work Motivation and Career development are shown simultaneously have significance effect toward Employee Performance at PT XYZ. Therefore, the result of the adjusted R value is 38.6% indicating the rest of 61.4% are effected by the other variables.

4.8.1 Job Satisfaction (X1) towards Employee Performance (Y)

Based on the analysis using the statistic program SPSS 23, taken from the hypothesis H1 it is proven that Job Satisfaction has a significant effect toward the Employee Performance of PT XYZ. Job Satisfaction has T-Test Result of 5,611 with positive significant value of 0.000 lower than $\alpha 0.05$. In every increasing one point of Job Satisfaction will affecting of the increasing to employee performance as much as 0.348 and the Job Satisfaction variable significantly effecting the Employee Performance of PT XYZ. It means if the organization provide a good job satisfaction the employee performance will increasing.

This opinion is supported by Khan et al (2011) who revealed that, there are several factor of job satisfaction that will affect the employee performance, the factors are pay, promotion, job safety and security, etc.

4.8.2 Work Motivation (X2) towards Employee Performance (Y)

Hypothesis 2 testing result displayed that Work Motivation variable give a significant effect towards Employee Performance of PT XYZ. The Work Motivation has T-Test 4,196 with the significant level of 0.000, lower than $\alpha 0.05$. In every increasing one point of Work Motivation will affecting of the increasing to employee performance as much as 0.312 and Work Motivation variable
significantly effecting the Employee Performance of PT XYZ. It means when the organization give a good work motivation to the employee the employee performance will increase.

Through the research made by Bao (2015) shows that motivation is an important factor that plays a vital-role of improving and sustaining the performance of the employee

4.8.3 Career Development (X3) toward Employee Performance (Y)

Hypothesis 3 proven that Career Development variable has a negative significant effect toward Employee Performance of PT XYZ. Through the result of the T-Test -2.332 with the significant level of 0.021, lower than α 0.05. Meaning every increasing one point of Career Development will affecting of the increasing to employee performance as much as -0.175. Knowing it is hard for PT XYZ to change the status of their employee from contract to permanent and sometimes the employee asked to sign as an outsource to make them still work with the organization, it is one of the reason, so that makes the employee lose faith to the organization. That is the reason of career development increase the employee performance decrease.

The opinion is supported by Anlesinya at al (2015) who revealed the result indicated that employee development has a significant negative effect on organizational performance.

4.8.4 Job Satisfaction, Work Motivation, and Career Development (X) toward Employee Performance (Y)

Hypothesis 4 testing result displayed that all those independent variables simultaneously have a positive and significant impact on the dependent variable. It was proven by the significance value 0.000 which is less than 0.05. The adjusted R² has a value of 0.386. This means, there is 38.6% of quality of work life can be explained by independent variables (Job Satisfaction, Work Motivation, and Career Development). The rest 61.4% are influenced by other factor exclude variable in this research such as organization commitment and organization climate.
CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This research entitled The Effect of Quality of Work Life towards Employee Performance in PT XYZ. From the result, the researcher found that all of the independent variables (Job Performance, Work Motivation and Career Development) were significantly effecting towards Employee Performance. In processing the data, the researcher used multiple regression model as the statistical tools. To conclude the study:

1. Job Satisfaction has a significant effect towards Employee Performance at PT XYZ, meaning when the job satisfaction variable increase there will be effecting to the increasing of employee performance as much as 0.349.
2. Work Motivation has a significant effect towards Employee Performance at PT XYZ, meaning when the work motivation variable increase there will be effecting to increasing of the employee performance as much as 0.312.
3. Career Development has a negative significance effect towards Employee Performance at PT XYZ, meaning if there is a decreasing to career development, it will effecting to the increasing of employee performance as much as -0.175.
4. Job Satisfaction, Work Motivation, and Career Development are simultaneously have significance effect towards Employee Performance in PT XYZ.

5.2 Recommendation

5.2.1 For PT XYZ

Based on the result of the research, PT XYZ has to pay more attention on the employee skills, the organization has to match the skills of the employee to the job
that available to improve their performance, the organization can give a reward for high employee performance also create the welcoming company culture.

Work motivation is also influential to the performance of the employee, the organization can provide a simple thing, by giving the employee some bonuses, or giving an extra paid if the employee taking the over time, so that the employee may perform well in the organization.

The organization are expected to make clear employment contracts with their employees, and clarify the status of contract employees, whether their status will be change to permanent employees or transferred to outsourcing when their contract expired.

For the last, the organization has to pay attention on the career development of their employee, by elevating them as the permanent employee after their contract is complete which through the law is about 3 years, the organization also can give them training and development to improve their skills in doing their job so that they can be easily develop their career and perform well in the organization.

5.2.2 For Future Researchers

The future researchers can develop this research to more specific about the other variable that are not discover yet that will effecting the Employee Performance. For the example organization commitment, organization climate, etc.
References

Book


Journal


Ghozali, Imam. (2011) *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 19 (edisi kelima).* Semarang Universitas Diponegoro


**Electronic Sources**

Appendices

Appendix 1

Raw Data: Questionnaire

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Appendix 2

Output Pre-Test

a. Job Satisfaction

Reliability Statistics

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b. Work Motivation

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c. Career Development

Reliability Statistics

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d. Employee Performance

Reliability Statistics

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Appendix 3

Questionnaire

The Effect of Quality of Work Life towards Employee Performance

(PT XYZ)

March 2018

Dear Respected Respondent,

My name is Naomi Putri Angelin Pakpahan a student majoring in Human Resources Management 2014 at President University. At this moment, I am conducting a survey due to complete the final research in partial to get my bachelor degree. This survey is about The Effect of Quality of Work Life toward Employee Performance in PT XYZ. The objectives of this research is to know the Effect of Quality of Work Life (Job Satisfaction, Work Motivation, Career development) to the employee performance.

I am really appreciate your willingness to answer the question honestly and thoroughly.

This research conducted for academic purpose and your survey response will be and remain confidential.

I. Personal Information (Data Pribadi)

Please provide a check (✓) for the answer.

1. Gender (Jenis kelamin):
   
   [ ] Laki-Laki (Male)  [ ] Perempuan (Female)
2. Age (Usia)
   - 21 – 30
   - 31 – 40
   - 41 – 50
   - >50

3. Length of Employment (Lama Bekerja):
   - 0 – 3 years
   - 4 – 7 years
   - 8 – 10 years
   - 10 years above

II. Fill the following question by checking (√) on the fields provided, accordance to the condition that representing.

The alternative answer:
1. Sangat Tidak Setuju (Strongly Disagree)
2. Tidak Setuju (Disagree)
3. Netral (Neutral)
4. Setuju (Agree)
5. Sangat Setuju (Strongly Agree)

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<th>Alternative answer</th>
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<td>Job Satisfaction</td>
<td>SD</td>
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<tr>
<td>1</td>
<td>Saya merasa cukup dengan gaji yang saya terima (I feel satisfied with the salary given by the company)</td>
<td></td>
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<tr>
<td>2</td>
<td>Promosi yang dilakukan perusahaan cukup adil (the promotion that the organization give is fair to all employee)</td>
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</table>
3. Terdapat kerjasama yang baik dengan rekan kerja, serta situasi lingkungan yang baik di dalam perusahaan.
   (there is good cooperation with the co-workers, and good environmental situation in the company)

4. Atasan saya selalu mengarahkan saya dalam menghadapi tugas-tugas yang sulit untuk saya kerjakan.
   (my supervisor always directs me doing the difficult task)

5. Pekerjaan yang saya terima sudah sesuai dengan keinginan saya.
   (company overs the job that I wanted)

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<td>1</td>
<td>Manajemen di perusahaan saya sangat tertarik dalam memberikan motivasi ke pada karyawan (The management in my company is really interested in motivating their employee)</td>
<td>SD</td>
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<tr>
<td>2</td>
<td>Saya sangat puas dengan insentive yang diberikan perusahaan saya (I feel satisfied with the incentive that my company give)</td>
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<tr>
<td>3</td>
<td>Gaji saya sesuai dengan performa yang saya lakukan di tempat kerja (I got paid according to the duties I perform on the job)</td>
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</table>
Diperusahaan saya sangat mungkin untuk dapat promosi degat cepat
(it is possible to get promoted fast in my company)

Semua karyawan terlibat dalam setiap keputusan yang di buat perusahaan
(All employee involved in every decision that company made)

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<th>Alternative answer</th>
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<td>Saya mendapat dukungan dari mentor saya untuk mengembangkan karir</td>
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<td>(my supervisor support me to develop my career)</td>
<td></td>
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<td>2</td>
<td>Saya rajin berpartisipasi dalam berbagai kegiatan untuk mengembangkan karir</td>
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<tr>
<td></td>
<td>(I joined every event to develop my career)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Saya diberikan kesempatan untuk mengikuti pelatihan guna menambah kopentensi saya</td>
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<tr>
<td></td>
<td>(I got chance to joined the training to improve my competence)</td>
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<tr>
<td>4</td>
<td>saya memanfaatkan sebaik baiknya kesempatan yang saya dapat untuk mengembangkan karir saya</td>
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<td></td>
<td>(I make the best of my opportunity to build my career)</td>
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<tr>
<td>5</td>
<td>Saya diberikan kesempatan untuk meningkatkan kemampuan saya pada jenjang karir yang lebih tinggi</td>
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(I got chance to improve my skills on a higher career path)

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<td>Employee Performance</td>
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<td>Saya mampu dan paham dengan pekerjaan yang saya lakukan (I am capable and understand the work I did)</td>
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<td>Saya selalu mampu mengerjakan pekerjaan sesuai target yang di tentukan (I always able to do the work according to the specified target)</td>
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<tr>
<td>3</td>
<td>Saya tidak pernah menunda-nunda pekerjaan saya (I never postponed the task given to me)</td>
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<td>Saya selalu masuk kerja tepat pada waktunya (I always got to work on time)</td>
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<td>Saya mampu bekerja sama dengan rekan kerja saya (I am able to work with my co-worker)</td>
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Appendix 5

R-Table

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Adapted from A. L. Sockloff and J. N. Edney, Some extension of Student’s $t$ and Pearson’s $r$ central distributions, Technical Report (May 1972), Measurement and Research Center, Temple University, Philadelphia.
Appendix 5

Turnitin Report

The Effect of Quality of Work Life towards Employee Performance in PT XYZ

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