

# Quality of Work-Life (QWL) Expected by Local Government Employees in the Regional Development Planning Agency (BAPPEDA) of Karo Regency

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DOI: <https://doi.org/10.52403/ijrr.20240742>

## ABSTRACT

When the Quality of Work Life (QWL) required by human resources is by the QWL offered by the organization, a good relationship will be formed between the individual and the organization which is manifested in optimal performance, job satisfaction, employee engagement, etc. Many employees, especially local government employees, complain about low salaries, lack of work professionalism, career opportunities, poor working conditions, bad work culture and many other problems. This research was conducted to describe the QWL they currently get as local government employees, especially at BAPPEDA Karo Regency as empirical evidence of the question of why until now they remain as employees in local government and what factors can be managed to support the success of the transformation process in BAPPEDA Karo Regency. By conducting tests and interviews on a sample of 38 employees of BAPPEDA Karo Regency, 7 QWL factors were obtained, namely, the Assessment, Recognition and Rewards Factors, which are related to the performance appraisal system, the rewards obtained for the given performance; Factors of Self-Development and Growth and Social Relevance related to the opportunities for

employees to develop and actualize themselves; Factors of Social Relations and Work Autonomy, related to relations between employees; Life Balance Factor, which is related to the balance between work time and personal life; Psychological security factor, related to stable income, old age security, and employment status; Factor of Attention to Workers' Rights and Facilities; Work Location Factors.

**Keywords:** QWL, Government Employee, Rewards, Self-Development, Social Relation

## BACKGROUND

Human resources in the organization are no longer seen as a burden, but a valuable asset that can build and develop the organization. In managing an organization, the human factor becomes very dominant because humans are the resources that play a role in designing, organizing, controlling, evaluating and developing the organizational system (Nasution, 2015). Optimal, effective and efficient work results by the duties and functions of each worker in the organization. Work is an important part of human life, and organizations should pay attention to creating a more humane working environment for their workers. Quality of work-life (QWL) is the favourable conditions and environment of the

workplace that supports and promotes employees, demonstrating satisfaction by providing them with rewards, job security, and growth opportunities (Lau, 2000). Dimensions of variables that are part of the QWL based on the theory developed by Walton (1975) are aspects of fairness in compensation, safe and healthy working conditions, opportunities to develop and use personal capacities, opportunities for growth, psychological security, integration, social relations between each member of the organization, respect for the rights of members of the organization, the existence of harmony between work and personal life, and social relevance. When the QWL required by human resources is by the QWL offered by the organization, a good relationship will be formed between the individual and the organization which is manifested in optimal performance, job satisfaction, employee engagement and so on. Every implementation of the recruitment of prospective civil servants, the enthusiasm of the applicants is very high, it even attracts the attention of people who are already working. But on the other hand, the high enthusiasm for participating in the selection of prospective civil servants is not in line with the situation that occurs after working in the organization. Many employees, especially local government employees, complain about low salaries, lack of work professionalism, career opportunities, poor working conditions, bad work culture and many other problems. BAPPEDA has a great responsibility in assisting regional heads in making work plans, thus BAPPEDA is one of the regional apparatuses that have quite intense and complex work among other regional apparatus within the scope of regional government. However, based on observations, currently what is happening to BAPPEDA Karo is the number of complaints from employees, including the workload that is too heavy, boredom at work, bad work culture and inadequate salary. Karo to describe the Quality of Work Life they currently get as local

government employees, especially at BAPPEDA Karo. The lowest score is the variable of human resource capacity development, social integration personal-work life space and worker constitution. If this is not a concern, it can result in decreased performance, lack of motivation and job satisfaction which will slow down the transformation process and achievement of the performance of the BAPPEDA Karo Regency is still not as expected, the employees remain in the organization. Karo, so that empirical evidence can be found from the question of why until now he remains as an employee in the local government and what factors can be managed to support the success of the transformation process in BAPPEDA Karo Regency.

The results of previous studies are mostly studies that show QWL as a variable that has influenced variables such as employee engagement, employee performance and job satisfaction. A journal written by Ahmad Shoeb (2013) adds literature regarding the dimensions of QWL in the form of Health and Safety, Employment Security, Job Satisfaction, Occupational Stress, Work Environment, Work-Life Balance, and Human Relations. Kanpur Rooma and Shefali Srivastava (2014) also take the eight dimensions of QWL developed by Walton, this journal concludes that a high level of QWL will have an impact on both the effectiveness and efficiency of performance. Of the 27 dimensions, identification is then carried out which produces 13 dimensions that are considered important factors of QWL, namely Adequate and fair compensation, Opportunity for growth (opportunity to grow), Safe working condition (safe working conditions), Work & Total Life space, Social integration, Supervision, Human progress capacities, Constitutionalism, Reward and Recognition, Job security ( Job security), Autonomy & Control (autonomy & control), Participation in decision making (participation in decision

making) and Communication (Communication).

## RESEARCH METHOD

This research method uses qualitative and quantitative research approaches with descriptive research types. The population and sample in this study were all employees of the Karo Regency Development Planning Agency (BAPPEDA), totalling 38 people. In this study, primary data was obtained from survey results by asking questions (questionnaires) and interviews (interviews). Meanwhile, secondary data from primary data that have been previously processed such as diagrams, graphs, tables, will later support research writing. The method used in factor analysis in this study is the correlation matrix between variables using exploratory factor analysis techniques or principal component analysis (PCA), namely factor analysis techniques where several indicator items will be identified as new factors that have a close correlation with the item. The stages that will be carried out in factor analysis are as follows:

1) Forming a correlation matrix between variables.

2) Testing the correlation matrix between variables with two statistical tests, namely the Kaiser Meyer Oikin Test (KMO) which aims to find out whether all the data that has been taken were feasible and meet the requirements for factor analysis, namely the KMO value of 0.5. Bartlett's test aims to determine whether there is a relationship or correlation between the variables studied, namely the value of Sig <0.05.

3) Perform factor rotation to topper factor structure for easy interpretative rotation factor used is orthogonal rotation with the varimax method. The varimax method is an orthogonal rotation method to minimize the number of indicators that have a high loading factor for each factor.

## RESULT AND DISCUSSION

After the data has met the requirements of validity and reliability, factor analysis can be done. Factor rotation is also carried out to obtain structure for easy interpretation. The rotation factor used is orthogonal rotation with the varimax method. From twenty-five Quality of Work-Life indicators, seven construct factors are formed as follows:

**Table 1. Factor Construct Result of Factor Analysis**

NO	INDICATOR	CONSTRUCTION FACTOR						
		1	2	3	4	5	6	7
1	Performance appraisal system	0,811	0,358					
2	The reward for performance obtained	0,639	0,470					
3	Supervision from superiors	0,830						
4	Flexibility in decision making	0,761						
5	Desire to occupy a position	0,573	0,465				0,582	
6	Opportunity for self-development and self-actualization		0,838				0,333	
7	Career development	0,337	0,829					
8	Opportunities to continue education (eg study permit, or study leave)	0,510	0,635					
9	Benefits and impacts of institutional work for the community and many people		0,494		0,682			
10	Pride of the institution		0,685	0,393				
11	The aspiration to develop the region		0,644				0,329	
12	Relationships between co-workers (bonds between employees)			0,628				
13	Delegation of tasks			0,763				0,389
14	Flexibility in completing tasks			0,735				
15	Work autonomy from superiors	0,644		0,526				
16	Whether there are acts of discrimination against workers			0,474		0,365		0,537
17	Time balance between work and personal life			0,349	0,753			
18	Flexibility to build world social relations outside of work				0,625		0,346	0,343
19	Mutation system				0,706			0,456
20	Consistency in earnings					0,785		
21	Old age guarantee	0,392				0,597		0,367
22	Employment status (whether or not there are fears of being dismissed/fired suddenly)				0,315	0,754		
23	Facilities provided		0,315				0,755	0,347
24	Attention to workers' rights					0,349	0,766	
25	Location of work							0,801

It is known that the formed factors are seven factors. There are several indicators Several indicators have more than one factor, therefore consideration is carried out on the indicators that are combined in one factor to determine the most suitable factor for that indicator.

Factor 1 is formed from indicators related to performance appraisal and rewards as well as recognition of employee performance achievements, namely the performance appraisal system, rewards for performance obtained and supervision from superiors, flexibility in decision making and the desire to occupy a position. After conducting more in-depth interviews regarding these factors, the majority of employees think that the current performance appraisal system in local government organizations is good enough. This system is related to the reward factor for the expected performance, where currently local government employees have received performance allowances (material allowances) that previously did not exist. As is known, there are many rumours and issues are circulating meant in organizations, especially local governments, the bribe/pay system still applies if you want to occupy a position, but based on information from several trusted employees, echelon officials in BAPPEDA Karo Regency who occupy positions are directly elected by the head of the agency because of their performance and are not people who want to practice bribery/payment. Factor 2 is formed by indicators related to opportunities to develop and self-actualize career development, opportunities to continue education (e.g. study permits, or study leave), benefits and impacts of institutional work outcomes for the community and many people, pride in institutions and aspirations. Karo has an innovation Erbagi Simehuli (in Karo) which means Good Sharing, the purpose of this activity is to share knowledge and insights related to the world of work and other relevant matters, to increase toy and ability of all employees. The benefits and outcomes of

institutional work for the community and aspirations to develop the region are also influencing factors, some informants argued that when they felt the workload was too heavy, this factor could be a motivation. The pride factor for the institution (prestige in the community) is also one of the supporting factors due to the views of the people in Indonesia who currently still consider it pride and a great thing to be a government employee. Factor 3 is formed from indicators of relations between co-workers (bonds between employees), a delegation of tasks, flexibility in completing tasks, work autonomy from superiors and the presence or absence of discrimination against workers. Based on the observations that have been made, the bond between colleagues in local government is stronger when compared to the bond between colleagues in business organizations. Based on interviews related to work autonomy, task delegation and flexibility in completing tasks, some of the employees explained that while working in local government, the majority of superiors gave work autonomy to subordinates. Likewise, with work flexibility in completing tasks, for some people, it is an advantage to work in government organizations. However, sometimes the flexibility of task completion can be a negative impact, some informants said that excessive autonomy and flexibility lead to a lack of control so sometimes there is a tendency to postpone work which results in working on the deadline until finally forced to work overtime. Factor 4 contains indicators of the balance of time between work and personal life, flexibility in building world social relations outside of work and the transfer system. Based on observations made, at certain times where it is not possible to attend the office, employees can flexibly decide not to attend the office, as long as they remain responsible for their work. Information from one of the interviewees said that they can flexibly attend events such as weddings or funerals if a relative dies so that

social relations with the world outside of work can still be established. The unfair division of labour and the absence of evaluations related to the personal performance of employees have resulted in some employees not fully contributing to the implementation of their main tasks and duties so that their workloads are forced to be carried out by other employees. However, in the event of a mutation, the scope of the mutation is only to the extent that the transfer is between regional apparatus, the distance from which does not exceed the boundaries of the regency/province area, except for the employee who proposes the transfer between regencies/provinces. This is different from private companies as well as other ministries and institutions whose mutation systems are carried out regularly and are also quite far apart, even between cities/provinces.

Factor 5 is formed from indicators of consistency in income, old age security and employment status (whether or not there is fear of being dismissed/fired suddenly). The income consistency factor, the guarantee that there is no sudden dismissal/dismissal and the old-age guarantee with the pension salary is among the priority QWLs that are expected by employees so that they continue to remain as employees in the local government.

Factor 6, namely the facilities provided and attention to workers' rights, is the sixth factor that affects the sustainability of employees in local governments but based on interviews conducted this factor does not have too big an impact on the majority of employees because the facilities are only obtained by employees who are at the top structural level, while employees at the staff level do not get difficulties, only the facilities and infrastructure that are in the office. Attention to workers' rights has an influence, in this case, employees take one example, namely filing for leave, filing for periodic salaries and promotions.

Factor 7, which only consists of one factor, namely the location of the workplace, is a very important factor for BAPPEDA Karo Regency employees. Based on the data obtained in the calculation of the indicator frequency, the location of the workplace is the indicator that has the highest total score (SUM). After further interviews were conducted, several employees took part in the civil servant selection in 2018 who chose to become employees in the local government due to the location of the workplace. Previously, the informant worked in a private company that required him to work outside the city and always move according to the location of the project being carried out. In terms of income, it is very different from the income as an employee in the local government, but the consequences are far from family and very little time to gather with family. So that the informant decided to take part in the civil servant selection to be close to the family. Not only new employees, several employees who have worked for a long time also have the same reason why they used to want to take part in the selection of local government admissions. Factor 7 is identified as the Work Location Factor.

In the distributed questionnaire, there are two question sessions regarding QWL where the second subsection of the questionnaire contains statements of why someone wants and persists in becoming a local government employee, especially in BAPPEDA Karo Regency. In this subsection, respondents are asked to have one of the five most priority statements for the respondent. It was found that stability in income and the existence of pension guarantees in local government organizations were the most priority factors for employees, this was also supported by information obtained through interviews with several employees. The stability factor in income and pension salaries is manifest identified in the construct factor.

## CONCLUSION

1. Quality of Work-Life factors that are expected by employees at the Regional Development Planning Agency of Karo Regency so that they are willing and persist to become employees in the local government, which consist of 7 factors, namely:
  - a. Assessment, Recognition and Rewards factors are related to the performance appraisal system, rewards obtained for the performance given, supervision from superiors, flexibility in decision making and the desire to occupy a position that is supported by the performance that has been given.
  - b. Personal Development and Growth Factors and Social Relevance, related to the opportunities for employees to develop and actualize themselves, opportunities to continue education, opportunities for career advancement. There are benefits and impacts for the community on the work of the organization, there is pride in government institutions and there is a desire to participate in developing the region.
  - c. Social Relations and Work Autonomy factors, related to relations between employees, flexibility in completing tasks, a delegation of tasks from superiors and work autonomy and the lack of discrimination experienced by employees.
  - d. Life Balance Factor, which is related to the balance between work time and personal life, so that it can be flexible to build social relations outside of work and transfer systems in government organizations.
  - e. Psychological security factor, related to stable income, old age security, and employment status.
  - f. Factors Attention to Workers' Rights and Facilities, relating to general employment rights and facilities provided by the organization to employees.
  - g. Workplace Location Factors where the majority of employees have the desire and need to be close to their families.
2. Quality of Work-Life factors that most influence the decisions of BAPPEDA Karo Regency wants to become an employee in the local government and is the most expected factor so that he stays in the local government is the psychological security factor related to income security, employment status and old-age insurance. This factor is a differentiator and an advantage that cannot be obtained when working in private organizations or entrepreneurship. The existence of a salary that will be received every month, employment status where there is minimal fear of being fired suddenly and the existence of a pension salary for old age guarantees are the motivations for employees to take part in the selection, and until now still survive amid the many shortcomings and obstacles experienced during work in local government organizations.

### **Declaration by Authors**

**Acknowledgement:** None

**Source of Funding:** None

**Conflict of Interest:** The authors declare no conflict of interest.

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How to cite this article: Cecilia Margaretha Br Barus, Harmein Nasution, Yeni Absah. Quality of work-life (QWL) expected by local government employees in the regional development planning agency (BAPPEDA) of karo regency. *International Journal of Research and Review*. 2024; 11(7): 398-405. DOI: <https://doi.org/10.52403/ijrr.20240742>

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