

EMPLOYEES' EMPOWERMENT AND WORKLIFE QUALITY AT INDONESIAN STATE-OWNED COMPANY

Mahendra Fakhri¹, Mahir Pradana², Muhammad Diandri³, Hijriyani Yundiraisty Anindi⁴
School of Communication and Business, Telkom University, Bandung, Indonesia.
Corresponding author: mahirpradana@telkomuniversity.ac.id

Abstract

Human resource management is the policy and practice of determining aspects of "human" or human resources in management positions. Human resources is the most important aspect in a company, so the company always wants employees to feel and implement Quality of Worklife (QWL or worklife quality), so that employees work maximally and increase the contribution of employees to the organization. One of the factors that influence the emergence of worklife quality is empowerment program. This study aims to determine the effect of empowerment on worklife quality of the employees of the main office of Electricity State-Owned Company (PLN) Center for Maintenance and Electricity (PUSHARLIS) Bandung, Indonesia. The method used in this research is quantitative with the type of descriptive analysis research. Respondents in this study were 73 employees of the Main Office of PT. PLN Center for Maintenance and Electricity Bandung. The results showed that the responses results can be interpreted that with increasing empowerment within the company will have an effect to improve worklife quality.

Key Words: *empowerment, worklife quality, personnel management, human resource management*

1. INTRODUCTION

Human Resources (HR) is a major element in an organization compared to other elements such as capital, technology, and money, because humans themselves are in control of others (Fakhri et al., 2014). In general, people want to work because of the desire to be able to meet their physical and spiritual needs. Therefore, a leader must strive to provide fair and reasonable remuneration and to treat employees as well as human beings. This can be done by considering the condition of the quality of work of its employees or known as the quality of worklife (QWL) or worklife quality, as proposed by Nadler & Lawler (1983) and Ilmarinen (2005), as a feeling of likes or dislikes from individual- individuals to their work environment.

The success of the organization in the implementation of quality of worklife will affect the work motivation of the members of the organization (Pangarso et al., 2017), and will continuously be useful in improving and improving its work performance, especially the reduced percentage of employee delay in the main office of PT. PLN PUSHARLIS Bandung. Quality of worklife at the main office PT. PLN Bandung is not equally felt by all employees, based on the results of pre-research questionnaires distributed by the author, it can be seen that there are still employees of the main office PT. PLN PUSHARLIS Bandung who feel reluctant to express the needs to colleagues and felt that he had not obtained sufficient

authority over his work. The impact of this is the occurrence of employee delay fluctuations that can be seen in Table 1 follows:

Table 1

Table of Late Employee Main Office PT. PLN PUSHARLIS Bandung July - December 2016

No.	Month	Year	Percentage of delay
1.	July	2016	9,20 %
2.	August	2016	3,65 %
3.	September	2016	3,09 %
4.	October	2016	6,29 %
5.	November	2016	4,08 %
6.	December	2016	3,48 %

Source: Data Processed Author from the HR Section Main Office of PT. PLN PUSHARLIS Bandung

Based on Table 1 can be seen graph of the delay of employees of the main office of PT. PLN PUSHARLIS Bandung in July - December 2016, Percentage of employee delay is fluctuate and not constant. Can be seen in July 2016 the percentage of employees reached 9.20%. According to Mr. Abdan Syakuro as Deputy Manager of Human Resources PT. PLN PUSHARLIS Bandung that the figure of 9.20% for the percentage of late employees is worrying because the main office of PT. PLN PUSHARLIS Bandung set 10% is the highest number for the percentage of delay, and 9,20% is close to 10%.

Based on the results of research conducted by Laschinger, (2008), Dowling, (2008), Deborah (2006), Frey (1993) in Hermawati (2015) which states that there is a significant relationship between empowerment and quality of worklife, where employee empowerment will contribute to a better quality of work life. According to Bragard et al. (2017), empowerment human resources is a process of business activities to further empower "human power" through changes and human development itself, in the form of ability, trust, authority, and responsibility and the framework of implementation of organizational activities to improve performance as expected.

Based on the phenomenon that occurred above, the authors are interested to conduct research on the main office of PT PLN Power Maintenance Center (PUSHARLIS) Bandung. This study was conducted to see the impact of empowerment on the quality of worklife employees in the daily life of employees in the company. Therefore, the authors are interested to conduct research entitled " the effect of empowerment on Quality of Worklife (QWL) on the employees of the main office of PT. PLN Center for Maintenance and Electricity (PUSHARLIS) Bandung ".

2. THEORITICAL FRAMEWORK

Empowerment is generally interpreted as "more empowered than ever, both in terms of authority, responsibility, and the ability of individuals who have it" (Ilmarinen, 2015). Human resources can be interpreted "power that comes from human". The power derived from this "human" can also be called power energy or power attached to man himself in the sense that it can be demonstrated in terms of power, ability, power, existence, role, authority, and responsibility possess the ability: knowledge, skills

and attitudes. Empowerment is a real potential enhancement, and its effort is less powerless (Fakhri, 2014).

According to Towns in Susarni (2015), the dimensions of empowerment are desire; which is the desire to delegate and involve workers, trust; the existence of trust between members of the organization will create good conditions for the exchange of information and advice without fear, confidence; raises employee confidence by appreciating the abilities they have credibility; where employees are confident with their skills and expertise, accountability; as a means of evaluation of performance in the settlement and responsibility of the given authority, last but not least is communication; openness between superiors and subordinates, fellow employees, and employees with consumers.

While Wayne (1989) in Nurbi (2013), argues that there are two views on the intent of quality of work life. First, the quality of work life is a number of circumstances and practices of the organization (e.g. enriching a democratic supervisor, employee involvement, and safe working conditions). While the second, the quality of working life is the perception of employees that they want to feel safe, willingly they are satisfied, and get a chance to grow and develop as human beings. Ilmarinen (2007) says that quality of worklife (QWL) are the level of individuals who are satisfied with their essential needs, such as the need for freedom.

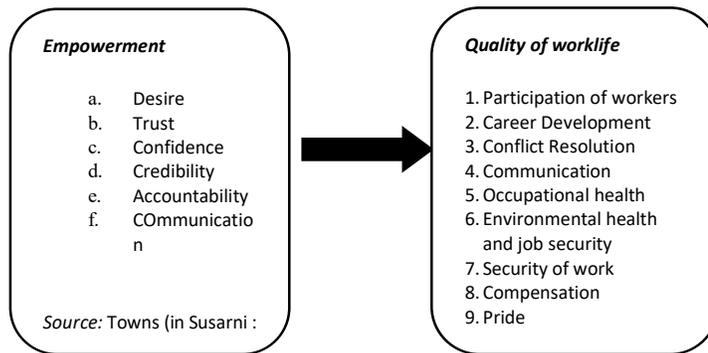
The quality dimensions of worklife quality according to Cascio (2006) in Nurbi (2013) comprise of participation of workers; provide an opportunity to convey ideas, suggestions, criticism, opinions, creativity, initiative, etc., career development; giving equal opportunity to attend training program and human resource development, conflict resolution; which involves conflict resolution procedures, communication; creation and development of effective communication, occupational health; administering a polyclinic or hospital or simply providing health funds to reimburse workers' medical expenses, environmental health and job security; protection against possible accident, security of work; avoid the fear of unemployment (contract termination) and the implementation of pension fund program, compensation; high performance creation can be realized by paying attention to direct compensation, incentives, bonuses, etc and pride; keeping the company's good name, and striving to maintain the company's image

According to Mahdad et al (2011 and Sheikhepoor (2015), most research on quality of worklife is influenced by variables such as human resource productivity, employee performance, and organizational commitment. However, there are several factors that can affect the quality of worklife that the company concerns to improve this factor, one of the most important factors is employee empowerment.

In the research results of Sheikhepoor (2015) it has been explained that there is significant influence of empowerment to quality of worklife, that is with empowerment it will improve quality of workwomen employees, if empowerment in a company low, hence worklife quality of employees is also low, empowerment in a company high, then the employees worklife quality also high.

Research Framework

Figure 1 Framework



Source : Processed author data

Based on the above framework there are dimensions as attributes that describe or describe each variable in this peneltian. To determine whether the dimensions of each variable have a relationship or not.

3. RESULTS AND DISCUSSIONS

Partial significant test

To prove whether empowerment has a significant influence on the worklife quality, then tested by statistical hypothesis as follows:

Ho: $\beta = 0$ Empowerment does not affect employee worklife quality at PT.PLN PUSHARLIS Bandung office.

H1: $\beta \neq 0$ Empowerment affects employee worklife quality at PT.PLN PUSHARLIS Bandung office.

The worklife quality is a limitation of the value of the table by considering the degree of freedom (dk) and the level of significance so that from this limit it can be concluded whether H0 is accepted or rejected.

Based on Table, the value of obtained t-calculate is 7.943. While t-table at the level of significance of 5% and $n = 73$ is 1.994. Because t-calculate (7,943) > t-table (1,994) then H0 is rejected and H1 is accepted.

Based on table, we also obtained a significance value of 0.000 where the significance value of research <0.05 then it can be interpreted empowerment variable has a very significant value positive to worklife quality. The results of this test can be interpreted that the existence of empowerment in the company will improve the worklife quality of employees.

4. RESEARCH METHODOLOGY

This study used 73 respondents distributed to employees of the main office of PT. PLN PUSHARLIS Bandung. Based on the results of tests conducted known that the position of empowerment variables on the continuum line included in the category of 'Good'. So overall, empowerment at the main office of PT. PLN PUSHARLIS Bandung is good with a score of 79.28%.

This study used 73 respondents distributed to employees of the main office of PT. PLN PUSHARLIS Bandung. Based on the results of tests conducted note that the position of quality of worklife variables on the continuum line included in the category very well. So overall, quality of worklife at the Main Office of PT. PLN PUSHARLIS Bandung has very good with score 84,81%.

Simple regression analysis is used to determine how strong the influence of independent variables (X) is the empowerment of the dependent variable (Y) is the worklife quality. The following table shows the coefficient of the results Regression analysis using SPSS 22, namely:

Table 2 coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,881	,267		7,041	,000
	Empowerment	,542	,068	,686	7,943	,000

a. Dependent Variable: QWL

Source: Results of SPSS Processing 22

Based on the calculation of regression analysis using SPSS 22 in Table 4:21, obtained the regression equation as follows:

$$Y = a + bX$$

$$Y = 1.881 + 0.542X$$

The above equation can be interpreted as follows:

- a. The constant value of 1.881 states that if there is no value (0) of the variable X then the value of Y is 1.881.
- b. The value of regression coefficient X is positive 0,542 means that the variable X has a direct relationship with Y and each increase of one unit Empowerment (X) will affect the increase of worklife quality (Y) of 0.542.

Coefficient of Determination

Table 3 Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.471	.463	.29446

a. Predictors: (Constant), Empowerment

b. Dependent Variable: QWL

Source: Results of SPSS Processing 22

Table 3 shows that the magnitude of empowerment influence on worklife quality of PT. PLN PUSHARLIS Bandung is shown by the coefficient of determination of R Square value with the following formula:

$$\begin{aligned} \text{KD} &= r^2 \times 100\% \\ &= (0.686)^2 \times 100\% \\ &= 47.1\% \end{aligned}$$

Coefficient of determination (R Square) shows the value of 0.471 or equal to 47.1%, meaning that this value indicates that empowerment variables consisting of several dimensions of desire, trust, confidence, credibility, accountability, and communication have an influence on variable worklife quality of 47.1% and the remaining 52.9% influenced by other variables not examined.

5. CONCLUSION

Based on the results of research conducted to employees of the Main Office of PT. PLN PUSHARLIS Bandung about the influence of empowerment on worklife quality, it can be drawn conclusion that empowerment applied to the Main Office of PT. PLN PUSHARLIS Bandung in the eyes of respondents as a whole is decent. Worklife quality on the employees of the Main Office of PT. PLN PUSHARLIS Bandung in the eyes of respondents as a whole is as well in satisfying sustainable level.

Empowerment has a significant and positive influence of 47.1% on worklife quality on the employees of the Main Office of PT. PLN PUSHARLIS Bandung.

The study shows strong relationship between empowerment and employee work quality life. it can lead to empowering work conditions and better QWL can have an escalating impact on employee commitment. Thus, it advances the literature on quality of work life and human resource management as a whole.

The result of this research further proves that workplace empowerment can foster the balance of work life to be more dedicated and committed. This indulgence in a symbiotic alliance will maximize the performance of company. The results may also provide meaningful insights to leaders or managers, administrators, and practitioners to design appropriate strategies and contingency plans to make the working environment more meaningful and value driven.

Empowerment can create the organisation culture of synergy, collaboration, flexibility and partnership. Furthermore, better it will create a synergetic effect on employee's attitudes and organisational outcomes. Employees will be motivated in withstanding work pressure, changes in situations and challenges and turn them into worthwhile life lessons.

The limitation of this research is that we conducted this study in a close environment that may differ if applied in different types of industry or institutions. It is recommended to dig more on this topic and add other variables to meet more satisfying results.

References

- Bragard, I., Dupuis, G., & Fleet, R. (2015). *Quality of work life, burnout, and stress in emergency department physicians: a qualitative review*. *European Journal of Emergency Medicine*, 22(4), 227-234.
- Fakhri, M., Aditya, M., & Pradana, M. (2014). *Factor analysis of work motivation using Maslow's hierarchy of needs: Case study on civil servants at Banten Province's Office of Agriculture and Livestock*. In *International Conference on Emerging Trends in Academic Research* (pp. 258-274).
- Hermawati, Adya & Puji, Rahayu. (2015). *The Relationship Between Empowerment to Quality of Worklife, Trust, Satisfaction, Commitment, and Performance (Case Study in Sharia Bank in East Java, Indonesia)*. *I J A B E R*, Vol. 13, No. 5, (2015): 2865-2884.
- Ilmarinen, J. (2005). *Towards a longer worklife: ageing and the quality of worklife in the European Union*. *Finnish Institute of Occupational Health*, Ministry of Social Affairs and Health.
- Nadler, D. A., & Lawler, E. E. (1983). *Quality of work life: perspectives and directions*. *Organizational dynamics*.
- Nurbi, Muhammad. (2013). *Analisis Pengaruh Penerapan Quality of Worklife (QWL) Terhadap Kepuasan Kerja Karyawan (Studi Kasus PT Antam (Persero), TBK UBPN Maluku Utara)*. Bogor: Institut Pertanian Bogor.
- Pangarso, A., Syarifuddin, M. P., Moeliono, N., & Fazrido, B. M. (2017). *The Influence of Transformational Leadership Style on Employee's Performance PT PLN Cabang Pekanbaru Rayon Panam*.
- Pradana, M. (2016). *Pengaruh Gaya Kepemimpinan Terhadap Motivasi Karyawan di Ganesha Operation, Bandung*. *Jurnal Studi Manajemen dan Bisnis*, 2(1), 24-39.
- Sheikhpoor, Zanyar & Sheikhpoor Mohamad. (2015). *Explaining the Relationship between Empowerment and Work Life Quality : A Case Study on the Staff of Social Security Hospital of Zahedan City*. Vol 2, Issue 2, Juli 2015.
- Sedarmayanti. (2016). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil Edisi Revisi*. Bandung: PT Refika Aditama.
- Sekaran, Uma and Bougie, Roger. 2013. *Research Methods for Business*. United Kingdom: Jhon Wiley & Sons Ltd.
- Sugiyono. (2015). *Metode Penelitian dan Pengembangan*. Bandung: Alfabeta
- Susarni. (2016). *Pengaruh Pemberdayaan Sumber Daya Manusia Terhadap Kinerja Pegawai Negeri Sipil Pada Kantor Sekretariat Daerah Kabupaten Muna Barat*. Kendari: Universitas Haluleo
- Tjahyanti, Setia. (2013). *Pengaruh Quality of Worklife terhadap Produktivitas Karyawan*. STIETrisakti.

