

# Determinants of Quality of Work Life as an Important Issue to Improve Health Workers Performance in Indonesia

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# 7 Determinants of Quality of Work Life as an Important Issue to Improve Health Workers Performance in Indonesia

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## ABSTRACT

The human resource are important asset for organization. Organization needs to build Quality of Work Life (QWL) of employees to boost their productivity. This study aims to description correlation QWL and the health workers performance in some health service organizations. This study was reviews on several article about QWL and performance of the health workers in Indonesia. The result found that QWL of health workers in some regions in Indonesia is quite diversified. Proportionally, mostly are in good condition. Non-material rewards also play an important role to improve the employee's QWL. The nurse's QWL is in line with salary increase and their authority in the organization. Besides, problem solving is a crucial factor that makes the employee remains comfortable to work in an institution. Communication is a way to deliver opinions, facts, thoughts, feelings, and values to other people. Conclusion, the QWL components that can affect health workers performance in some health organizations are: employee involvement, problem solving, sense of pride to institution, career development, and communication. Effort to increase employee participation can be achieved by establishing employee involvement, employee participation meeting, and quality improvement teams. Health organization is expected to improve and develop the QWL components, which is poor in employee's perception, to create work environment which supports health workers productivity.

**Keywords:** health worker, performance, Quality of Work Life, QWL, productivity.

## INTRODUCTION

An organization should sustainably improve the quality of human resource to compete in global competition because human resources is the important asset for the organization. Therefore, organization needs to build the quality of employees' life to boost their productivity. In the field of health, the health workers have contributed up to 80% of health development success. Unfortunately, according to WHO in 2006, Indonesia is one of the 57

countries facing human resources crisis in the field of health.

Employee is a valuable human resource in organization. The competence of employee is based on knowledge and skill which is related to their job, job motivation, and job satisfaction.<sup>(1)</sup> Organization is required to do some efforts to maintain their employees quality. A good performance contributes to the productivity improvement of employees and organization. Employees need work atmosphere which supports their activity in order to run well.

<sup>4</sup> Organization takes responsibility for maintaining the quality of work life and guiding their employees to be willing to contribute optimally to achieve the organization's goal.

Quality of work life (QWL) is a crucial issue

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in the field of health, especially to reduce health workers crisis. The QWL is a unit of practice and a state of organizational goal, as well as an employee's perception where they feel secured, relatively satisfied, and be able to grow and develop as human being.<sup>(2)</sup> Employees will feel valued and their organizational commitment to work will be higher.

Employee performance plays an important role to provide health service for the health organization community. Assessment or employees performance evaluation basically aims at providing information about work performance, development of the employees, and improving individual and organizational performance. It can be used for assesment of human resource management effectivity. Then, used for organization benefit, decision making about employees, and employee development, such as promotion, mutation, rotation, termination, and compensation adjustment.<sup>(1, 3-5)</sup> This study aims to description correlation QWL and the health workers performance in some health service organizations in Indonesia.

## METHODS

This study conducted by doing reviews from several researches by using of relevant article reported on the QWL and the performance of health workers in some regions in Indonesia. QWL components studied are based on Cascio's theory,<sup>(2)</sup> namely employee involvement, compensation fairness, sense of security to work, workplace safety, sense of pride to institution, career development, facilities availability, problem solving, and communication.

Furthermore, all published papers in this field were searched, especially for regions in Indonesia. Looking into such databases as Science Direct, and Google Scholar to find the relevant article, using keywords "Quality of Work Life".

Definition of employee performance in this research refers to the theory<sup>(1, 4, 6, 7)</sup> based on the measurement of work result done by the employees in doing their work, like nursing for nurses and midwives. The articles we analysis based on the theory to identifying independent variables which are most related to dependent variables.

## FINDINGS

There are several information summarized on health worker's QWL in some regions in Indonesia. Base on Hendrawati's study in Banten, with the respondents of executive staffs (99 people) and structural echelons IV (15 people), found the employees performance is in good category (53.8%). Description of QWL of the employees is that most of them feel not really involved in work, and the compensation awarded is not really fair. Similar condition is also found in career development, problem solving, a sense of pride to the institution, and communication which do not run well. It is an important note which causes poor quality of work life in that organization environment.<sup>(8)</sup>

Meanwhile, components of QWL which have significant relationship with employee performance are employee involvement, fair compensation, career development, problem solving, and communication.<sup>(8)</sup> Using multivariate research analysis, its known that the strongest QWL components which is related to the employee performance of the health institution is the employee involvement (B=1,987, OR=0,137, 95% CI= 0,033-0,573), problem solving of employee (B=2,369, OR=0,094, 95% CI= 0,023-0,384), and employee communication (B=3,620, OR=0,027, 95% CI= 0,006-0,126).

The research of Sari<sup>(9)</sup> taking employee respondents in Tambora public health center (Puskemas) with 119 respondents, its shown that majority is categorized as good performance (50.4%). QWL variable which is related to the employee performance has significant relationship with sense of pride to the institution (p value=0.029), and communication (p value=0.024).

Using multivariate analysis, it is found that the most dominant component, which is related to the performance, is sense of pride to institution, with the value OR (odds ratio) 2,969. It means, employees who have good sense of pride to institution will have the performance three times better than the employees who do not have the sense.<sup>(9)</sup>

Another research<sup>(10)</sup> using 79 respondents of midwives from public health center in Middle Bangka Regency, found that good performance (67.9%) was higher than poor performance. Meanwhile, only one variable which had significant relationship

with employee performance, namely employee involvement (p value=0.045). The employees feel that they are not involved in work, which later contributes to the poor employee performance. Only two variable have the most significant impact on employee performance which are employee involvement (B=1,101, OR=3,006, 95% CI= 1,020–8,856), and communication (B=0,784, OR=2,190, 95% CI= 0,762–6,292),.

Research on 53 midwives in public health center also found that the majority is already in good QWL condition, and the performance is in good category. Only three variables of QWL which have significant relationship with performance, namely equal compensation, workplace safety, and sense of pride to institution.<sup>(11)</sup>

Similar research was also conducted to the nurses in a hospital<sup>(12)</sup> through 118 sample, found that the nurses having less good performance (62,71%) are higher. The research found that there is relationship between nine factors of QWL with the performance of the nurses. Those factors must become a concern for the hospital management party to improve the nurses performance (coefisien value (R<sup>2</sup>) 0,764). Meanwhile, the most dominant variable which affects to the performance is career development (Beta value 0,304). It shows that career development factor has the biggest leverage to improve the performance.

Kuanto<sup>(13)</sup> using sample of 81 nurses in a privat hospital, found that number of nurses with less good performance (69,3%) are higher than good performances. Only three variables that have significant relationship with the performance, which are sense of security to work (p value=0,050), sense of pride to institution (p value=0,031), and problem solving (p value=0,026). The variable which has the most dominant relationship with the performance is problem solving (Exp B= 5,494)

In addition, research on 97 midwives in one of the hospitals in Jakarta<sup>(14)</sup> found that the number of midwives with good category performance is higher (53,6%). Variable which has significant relationship with the midwives performance is compensation (p-value 0,033, OR=0.30), workplace safety (p-value 0,021, OR=3.68), problem solving (p value 0,010, OR=0.22), and communication (p-value 0,020,

OR=4.27). The most dominant variable which affects to the performance of midwives is communication.

Lastly, the result of research<sup>(15)</sup> conducted on 130 nurses in one of the hospitals in Semarang found that there is no significant relationship between the performance (the variables which are career development, employee involvement in organization, equal compensation, work environment, p>0,05). Nurses with good category performance is 50%.

Descriptions QWL condition of health workers in some regions in Indonesia is quite diversified. Proportionally, mostly are in good condition. However, there are still number of employees who feel that they are not involved in work, receive unfair compensation. Besides, in term of career development, problem solving, sense of pride to institution, as well as communication, the condition is not really good and does not run well.

Employee as human resource is a unique as well as complicated creator. When they work in organization environment, they should be treated with good quality of work life, so they are able to work effectively, efficiently, productively, and with excellent quality. Management party should create positive QWL such as giving opportunity to participate, developing career, treating equally, overcoming conflict with no tendension, supervising honestly and objectively, giving proper salary, providing health care, creating good work environment.<sup>(16)</sup>

Currently, globalization era forces an organization to arrange a strategy to improve employee performance. Organization should create a condusive work environment to boost employee performance. Environment in organization which supports quality of work life is the environment which is characterized by employees participation, fair compensation, sense of security to work, workplace safety, available facilities, career development, sense of pride to institution, problem solving, and good communication, so will help the organization achieve its goal.<sup>(2)</sup>

Similar with result in six health organizations in Central West Ontario, Canada<sup>(17)</sup> shows that job satisfaction predictor in organization specifically based on QWL component are good communication, good support from organization in form of training

and development. Also, according the research<sup>(18)</sup> which indicates that QWL has relationship with other career factors, such as confidence level about success criteria.

Positive QWL condition will build sense of belonging, sense of responsibility, and sense of participation, including loyalty and dedication to organization.<sup>(16)</sup> Similar with Saraji, showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.<sup>(19)</sup> But, Dehaghi found no significant relations with none of the eight aspects of QWL.<sup>(20)</sup>

The compensation system in this analysis is significantly related to employee performance. Inadequate compensation system could become one of the factors causing job dissatisfaction which later leads to employee productivity.<sup>(21)</sup> Non-material rewards also play an important role to improve employee's QWL. Manager should manage the decision of giving rewards to employee. One of them is by applying expectancy theory, which is deciding kind of rewards based on employee's needs.<sup>(5)</sup>

The QWL program aims at sustainably improving employee performance, for example by giving better opportunity in participation, giving a challenge, expectations, and promising prosperity/wealth.<sup>(16)</sup> Similar with this study, that high QWL is important for organization to achieve high performance and growth. Evidently there are objective (physical and structural design) factors that provide work place setting and intervening policy factors that affect work processes of employees.<sup>(22)</sup>

The QWL is also often related to Quality of Life (QoL) of employee. Narehan, et all<sup>(23)</sup> which found that QWL program affects to employee QoL in organization. The QWL is now applied as a strategic tool to attract and retain their employees. Became a part of business strategy that focus on several things which affect employee's QWL, and to maintain work life balance that focuses on performance and work commitment.<sup>(24)</sup>

Performance could be individual or personal team work. Performance of work is not limited to employee

with job title, but also all employees in organization.<sup>(6)</sup> A person who mostly has authority to conduct the performance assesment is head of employee, but other could also do it better. So, performance assesment can be also done by fellows, staff, or individual evaluation.<sup>(6)</sup> If work assesment is applied well, it will give valuable benefits to organizations and employees.<sup>(25)</sup> Applied QWL measure may be an adequate tool while assessing the success of human resources management.<sup>(26)</sup>

## CONCLUSION

Generally, description of QWL of the health workers in some areas in Indonesia is in a positive condition, although some parties still think that the work life is less supportive. Moreover, the result of performance assesment of the health workers is mostly in a good category. The most dominant QWL variables which have relationship with the health worker performance are problem solving career development, sense of pride to institution, employee involvement, and communication.

Health organization is expected to improve and develop the QWL components, which is poor in employee's perception, to create work environment which supports health workers productivity. By doing this, health worker performance can be improved and give affect to organization performance.

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