

The Quality of Work Life Development at PT Telekomunikasi Selular: An Evaluation

Soraya Agustina Situmorang
Management Department
BINUS Business Scholl Undergraduate Program
Bina Nusantara University
Jakarta, Indonesia 11480
Soraya.situmorang@binus.ac.id

Abstract

Quality of work life is one of the management system approaches to coordinate and connect the potential of human resources, where the quality of work life in the company is a management effort to meet the needs of employees simultaneously and continuously. Implementing the right work quality program through fair career development opportunities, conducting proper supervision and working relationships, providing compensation, benefits and rewards in accordance with the salary market and 3Ps as well as managing and guaranteeing working conditions and environment is very important, thus the company is expected to can retain the best employees, so that employee turnover is small, commitment, loyalty and optimal performance will be generated by employees.

Keywords

Quality of Work Life, Career development, Supervision, Compensation, Working environment

1. Introduction

Organizations are managed and staffed by people. Without people, organizations can not exist. Indeed, the challenge, the opportunity, and also the frustration of creating and managing organizations frequently stem from the people-related problems that arise within them. People-related problems, in turn, frequently stem from the mistaken belief that people are alike, that they can be treated identically. Nothing could be further from the truth. Like snowflakes, no two people are exactly alike, and everyone differs physically and psychologically from everyone else. (Cascio, 2022) Human capital management is about embracing an innovative approach and recognizes the value of employee inputs. Feedback must be encouraged to improve the workplace environment, communication, identification of shared interests and creation of shared values. It is essential to build a diverse workforce and zero tolerance to discrimination. Managers have the authority to accomplish goals through problem solving approaches. Communication flows up and down the organization. (Ganapathy, 2018) Human capital is not solely the people in organizations—it is what those people bring and contribute to organizational success. Human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce. (Mathis & Jackson, 2010).

In an organization, human resources, in this case, employees are an important factor for the organization, therefore it is necessary to have things that can encourage employees to work hard and show good performance. Two factors that need to be assessed are motivation and quality of work life. If employees have high motivation at work, it will encourage employees to complete the job well. Likewise, a good quality of work life in the company will stimulate

employees to complete their work well. In the end, these two factors will affect the performance of employees to help the company achieve the goals that have been determined. (Indrasari et al, 2018).

Quality of Work Life is the existence of a certain set of conditions or organizational practices. This definition often argues that a high quality of work life exists when democratic management practices are used, employee jobs are enriched, employees are treated with dignity and safe working conditions exist. (Srivasta & Kanpur, 2014)

Developing Quality of Work Life in a company is one of the right choices for company management. This is needed to increase employee job satisfaction so that employees are committed to staying and building the company together. The success of any organization depends upon the quality of the work force, but in order to maintain the quality of the work force, many organizations come across a number of obstacles. These obstacles include attraction of the qualitative workforce towards the organization, recruitment of intelligent, dynamic as well as enthusiastic people in the organization, motivation of current employees with different techniques and retention of the current workforce for maintaining the organizational status in the competitive market. (Kulkarni, 2013)

Quality of Work Life is the existence of a certain set of conditions or organizational practices. This definition often argues that a high quality of work life exists when democratic management practices are used, employee jobs are enriched, employees are treated with dignity and safe working conditions exist. In recent years, the phrase "Quality of life" has been used with increasing frequency to describe certain environmental and humanistic values that are ignored by industrial productivity and economic growth. In business organizations attention has focused on the quality of the human experience in the workplace. At the same time many companies question their viability in an increasingly competitive world market. This dual concern has created a growing interest in the possibility of redesigning work shifts. Many of today's organizational experiments seek to increase productivity for the organization and the quality of work life for its members. (Situmorang, 2012)

Quality of work life is a concept that speaks of an overall focus on the employee as a person rather than just the work done by him or her. Quality of Work Life is becoming an increasingly popular concept in recent times. It basically talks about the methods by which an organization can ensure the holistic well-being of an employee, instead of just focusing on the work-related aspects.

Quality of work life is one of the management system approaches to coordinate and connect the potential of human resources, where quality of work life in the company is one of management's efforts to meet the needs of employees simultaneously and continuously. (Armstrong, 2010)

Quality of work life is the fact that a person's life cannot be compartmentalized and any disturbance in the personal sphere will affect his professional life and vice versa. A good work-life balance is also what motivates an employee the most to perform well at his job and spend quality time with his family.

Therefore, organizations are starting to focus on the development and overall happiness of employees for their motivation and reducing their stress levels without jeopardizing the economic health of the company. A good time management schedule helps employees balance their work and personal lives.

Implementing the right Quality of Work life program through fair career development, conducting supervision and good working relationships, providing compensation, benefits and rewards in accordance with market salaries and 3Ps as well as managing and ensuring working conditions and environment is very important, thus it is expected the company can retain its best employees, so that the impact of employee turnover will be very small, commitment, loyalty and optimal performance will be generated by employees. (Armstrong, 2010)

The quality of work life at PT Telekomunikasi Selular need to be evaluated. Thus, the purpose of this research is to know how well the following quality of work life variables are being implemented in PT Telekomunikasi Selular as perceived by the employees. They are career development, promotion, leadership, teamwork, achievement orientation, communication, job security, pension plan, working relationship, and work comfort.

2. Methods

The study makes use of cross-sectional descriptive research. Data was taken through questionnaire.

Sample and Sampling Technique

The sample of this study are employee of PT Telekomunikasi Selular that were working in the main office. Since the main office is in Jakarta, therefore, they are the people who stayed in Jakarta and surround of Jakarta. The convenience sampling technique was use where only people who are willing to answer the questionnaires that were selected.

Procedure

Questionnaire about quality of work life were developed. The questionnaire was designed in Likert Scale. All of the employee working in the main office of PT Telekomunikasi Selular was given the questionnaire. The questionnaire was sent to their respective email. Upon completing the questionnaire, they will voluntarily send back the questionnaires to be analyzed.

Data Analysis

The data was analyzed using descriptive statistics method particularly frequency and percentage. Data than were presented in the form of graph. To obtain more comprehensive results, this study uses a combined research method, namely quantitative and qualitative. Both studies were used to produce correlational research, namely data collected using a questionnaire instrument and by conducting observations and interviews and other methods of research informants. Tashakkori and Teddlie (1998) state: Mixed research is a general type of research (it's one of the three paradigms) in which quantitative and qualitative methods, techniques, or other paradigm characteristics are mixed in one overall study. In mixed method research, researchers use qualitative research methods or techniques in one phase and use quantitative research methods and techniques in another phase or vice versa, while mixed model research is where researchers use quantitative and qualitative research in one research process. Therefore, mixed research can be carried out simultaneously so that more complete and comprehensive results are obtained on a phenomenon or problem under study. (Yusuf, 2014)

The focus of this research is to analyze the development of the quality of work life at the PT. Telekomunikasi Selular head office, especially four aspects, namely 1) career development opportunities; 2) supervision and working relations; 3) Compensation, benefits, and rewards; 4) working conditions and environment. Through research with a mixed approach, it is expected to be able to describe answers as objectively and accurately as possible.

Population and sample and sampling technique.

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2010)

The sample is part of the number and characteristics possessed by the population. If the population is large and it is not possible for the researcher to study everything in the population, the researcher can use samples taken from the population. The sample taken must be truly representative of the population. (Sugiyono, 2010)

The sample used in this study was in accordance with the technical criteria and the predetermined sample size was 283 people consisting of several work units at the PT Telekomunikasi Selular head office.

The sampling technique is a sampling technique to determine the sample to be used in this study is probability sampling, namely a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample, namely work units at the company's head office.

The technique of collecting primary data and secondary data is through questionnaires, document studies and interviews with key informants, namely the HCM work unit and the head of the company's trade unions.

3. Results and Discussion

The data presented is based on interviews with representatives of Human Capital Management (HCM), the Chairman of the Company's Labor Union as management partners who support each other in an effort to create an honest, responsible, efficient and effective implementation of the company's duties based on the provisions of laws and regulations as well as propriety, fairness, and justice. and the public interest in realizing a constructive partnership in the context of industrial relations in order to maintain and improve organizational performance and improve employee

welfare. Meanwhile, to obtain a general picture from the employee's point of view, questionnaires were distributed so that a general picture of the satisfaction level of the Quality of Work Life at the PT Telekomunikasi Selular Headquarters can be obtained.

To facilitate research in understanding the data obtained through both key informants and questionnaires, the researchers first presented the results of the questionnaire in graphical form as a percentage, then continued with the results of interviews with key informants as follows:

3.1 Career Development Program

The first aspect that is examined is career development opportunities which include competence and promotion opportunities, rotations, and mutations in the company's work environment. Competence is the relevant knowledge, skills, personal characteristics, or behaviors that are required to achieve the best performance. In order for an employee to carry out his job well, he must have competencies that are considered critical to his position. The combination of competencies that have been defined by the company will determine the capacity of these employees to be more productive and achieve the results desired by the company.

The results of the questionnaire can be seen in the following Figure 1:

a. Sub-aspects of career development

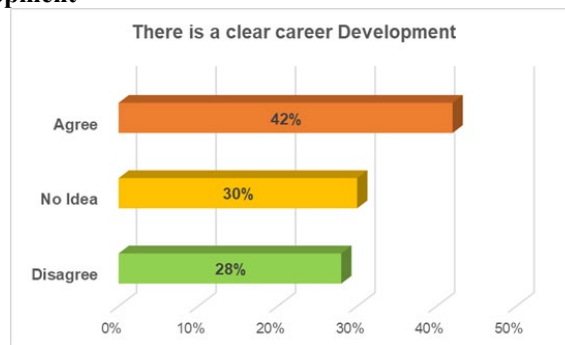


Figure 1. Career Development

Based on the Figure 1, it can be illustrated that career development at the PT Telekomunikasi Selular head office is going well, this is evidenced by the opinion of respondents agreeing by 42%. While respondents who gave a neutral assessment of 30%, information was obtained that these respondents did not or did not know the extent of the career development pattern in their work unit. The same thing was conveyed by HCM that career development related to the competency system "every employee is required to improve managerial skills and mastery of business processes in their field, this can be seen from several fields of work that prioritize the development of science and analysis so that they can make decisions correctly and quickly. To fulfill this, the company has provided several solutions that can be utilized by employees through trainings provided by the company both online and offline. Meanwhile, the opinion of the company's trade unions states that career development has not been going well and there are even employees who have not been touched at all by the competency-based career development process. Thus, employee career development still needs to be improved.

b. Sub-aspect Promotion, rotation, and mutation opportunities

Promotional Criterias

Most of the PT Telekomunikasi Selular employees (36%) disagree that the promotional criteria are clear. However, those who are agree approximately in the same amount (34%) with slight differences. Few (30%) has no idea.

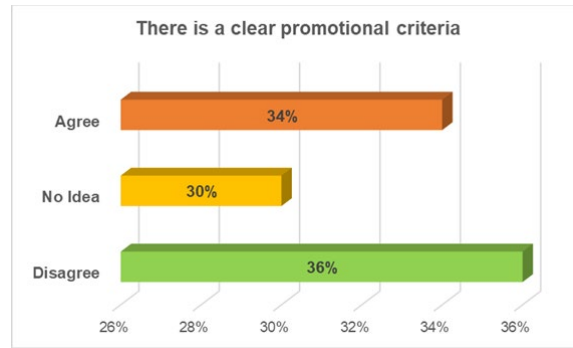


Figure 2. Promotion Criteria

Based on the Figure 2, the respondents' responses did not go well, this was indicated by the opinion of respondents who were neutral as much as 30%, although 34% of those who agreed while 36% disagreed. Based on the results of confirmation with respondents who gave neutral scores, information was obtained that respondents did not know the extent of promotion, rotation, and mutation opportunities in other work units, while information from the HCM work unit explained that the promotion, rotation, and transfer processes had used a different career path. in accordance with using the data bank of the employee's career path so that it can help determine the path of promotion, rotation, and transfer. The data bank is continuously updated and monitored by company management, so that the determination of employee career paths is in accordance with company needs. Meanwhile, the company's labor unions stated that the determination of promotion, rotation and transfer of employees is centralized to work units and based on the sentiments of users who are officials in the work unit, so that the percentage of business process needs in the company still relies on 75% on subjective intuition. and only around 25% objectively on actual needs, namely 75% objective competence and 25% subjective user requirements. And there is a trend of promotion due to factors that are not transparent and less objective.

3.2. Aspects of supervision and work relations

Supervision and working relations are the main capital to achieve organizational goals. These are two things that are closely related to each other between superiors and subordinates, where both parties must support each other, so that two-way communication is needed, namely leaders and subordinates. A leader must have the ability to direct, motivate, encourage, and generate the energy of his subordinates to take an active role so that his subordinates make a positive contribution in achieving company goals.

Furthermore, to be able to explain the supervision and working relationship in the PT Telekomunikasi Selular Head Office, the following are the general opinions of employees.

a. Sub-aspects of leadership supervision

Leadership Style

When employees were asked whether the leadership style in PT Telekomunikasi Selular is acceptable, most of them (55%) said they agree, while few (15%) disagree (Figure 3).

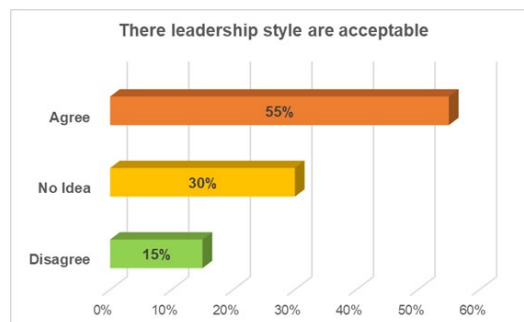


Figure 3. Leadership Style

Based on the graph, it can be concluded that the leadership supervision has been going well, this is evidenced by the respondents who agree by 55% even though those who think agree are quite significant, namely 30%. This is also reinforced by the opinion of the HCM Unit which states that the company has set up a tiered supervision system contained in the Standard Operating Procedures (SOP). Where every leader must master and understand the steps of his work and communicate it with his subordinates and his work team so that company goals are achieved. The same thing was also reinforced by the company's trade unions who asked that the leadership should be an example and role model for the team and members under it. As long as this has not been realized properly, the validity of the supervision and supervision process will be questioned. Thus, it is concluded that the communication between leaders and subordinates has been going well.

b. Team work Sub Aspects

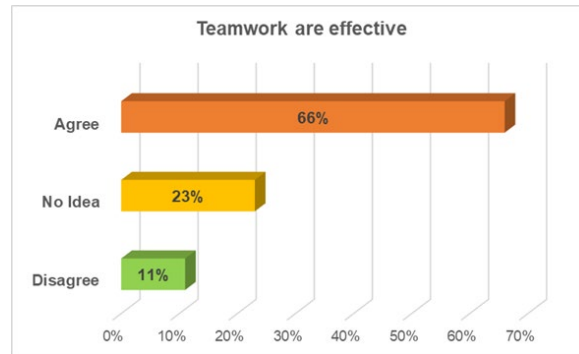


Figure 4. Team Work

Based on the Figure 4, it can be concluded that the sub-aspects of teamwork have been running well and effectively, this is evidenced by the respondents who agree quite significantly, namely as many as 66% the same thing was conveyed by the HCM team and the employee union which stated that all individual employees must strive to generate synergy, transparency for effectiveness with internal and external parties of the company. This can also be seen from the achievement of the company's performance which is always able to achieve a fairly good target.

c. Sub-aspects of business achievement orientation



Figure 5. Business achievement orientation

Based on the Figure 5, respondents' responses to the business achievement orientation of the company's leaders resulted in neutral 36% and agreed 47% so that it can be explained that the business achievement orientation has been going well. However, respondents feel that the company's leadership has not been going well, even though the company's business achievements/performance are quite good, but it is not solely because of the leadership but the company's business factors are indeed very good and in demand/needed by customers in general. The same thing was conveyed by the HCM unit and the company's trade unions who said that every leader should have an orientation towards the company's business achievements, especially in supervision and good working relationships with

subordinates and with their colleagues. Likewise, leaders must be able to improve the quality of communication both internally and externally to the company.

d. Communication sub-aspect

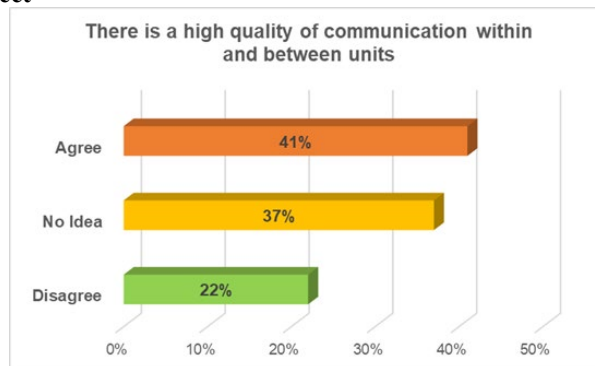


Figure 6. Quality of communication

Based on Figure 6, those who agree are 41% and neutral 37%, so it can be concluded that communication that occurs in the company is less effective, considering that those who think neutral are quite significant, namely 37%. It is obtained information that respondents feel quite apathetic with the leadership style applied by some leaders have not been able to provide direction and coordination with subordinates in their work units and there are some leaders who have not become role models for their subordinates. This is contrary to the opinion of the HCM unit which states that the communication style carried out by the company's leadership has been running quite effectively because professionalism is one of the work cultures applied by the company and the leadership has implemented a good work ethic through communication between superiors with subordinates and co-workers that has been running smoothly. Meanwhile, the company union said that controlling and controlling must also be in a positive sense, namely direction and vision, a clear mission towards the main achievements to be achieved, which in the process must be carried out in a goodwill, responsible and trustworthy manner. Unions feel that the level of communication between superiors and subordinates and co-workers within the company still needs to be improved.

3.3. Aspects of Compensation, Benefits and Rewards

Compensation is a reward for services provided by the organization to employees to enable the employee to maintain a reasonable and decent standard of living and live independently that does not depend on the fulfillment of various types of needs to others. Benefits are additional facilities obtained by employees outside of salary benefits such as health facilities, paid leave, pension benefits, religious pilgrimage assistance, marriage assistance and others. Meanwhile, rewards are the company's appreciation for the loyalty of employees who have long served, innovation, employee creativity in performance and others.

a. Salary sub-aspect (compensation) according to Salary market

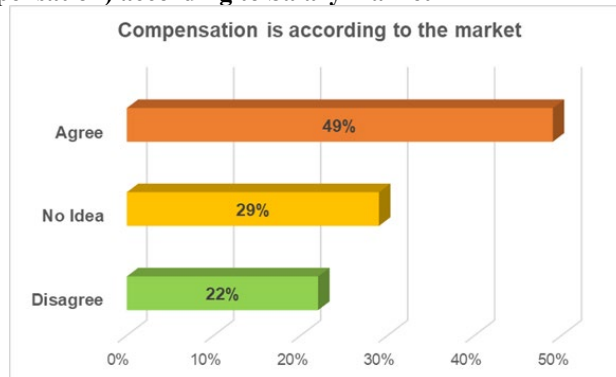


Figure 7. Compensation according to the market

Based on Figure 7, overall respondents agree that the compensation received by employees is in accordance with the market salary, namely 49% and the neutral opinion is 29%. can be above the market salary to ensure that employees are more focused on developing innovation and creativity with the abilities needed by the company. However, a different opinion was conveyed by the company's trade union which stated that the argument submitted was the comparison of similar companies engaged in telecommunications based on the achievement of Revenue, EBITDA Margin, the ratio between personal expense and employee growth and the last is the salary standard which is still referred to on a scale of 75 Files from industries engaged in Information, Communication & Technology (ICT).

b. Compensation sub-aspects based on 3P (Pay for person, position, and performance)

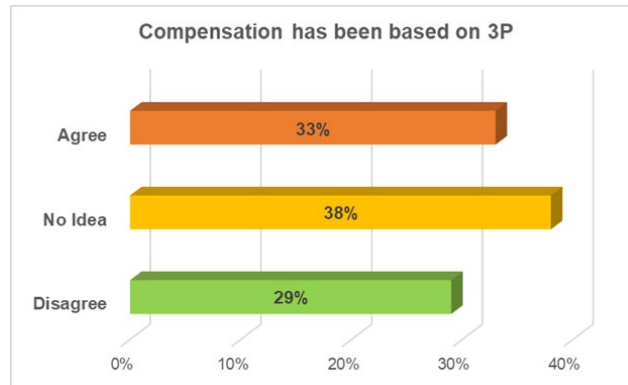


Figure 8. Compensation based on 3Ps

Based on Figure 8, respondents' responses to compensation based on the 3Ps (pay for person, position and performance) generally do not work properly, this is evidenced by the neutral attitude of the respondents, which is quite significant at 38% while those who agree are only 33%. The results obtained from the HCM unit state that the company has implemented a 3P policy (pay for person, position, and performance) but still needs improvement, especially in terms of individual performance which requires standardization in its measurement. Meanwhile, the company's labor union also believes that improvements are still needed to improve compensation based on the 3Ps (pay for person, position, and performance).

3.4. Aspects of working conditions and environment

The importance of good working conditions and environment for employees is an important aspect that must be considered by the company, so that comfort and peace of mind will be created by itself. Companies must ensure that every employee is in a safe and protected condition so that employees will be more productive at work and employee loyalty and commitment.

a. Job security sub-aspect

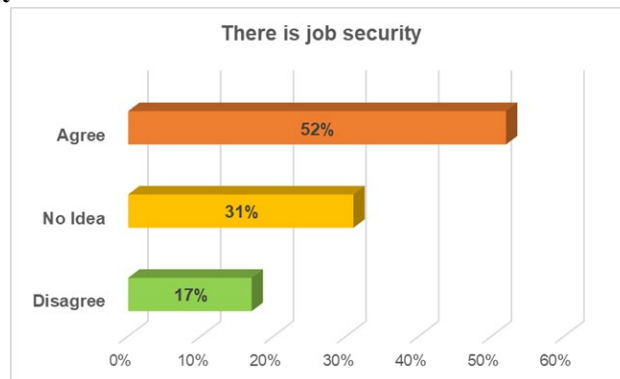


Figure 9. Job Security

Based on Figure 9, the overall job security of employees is quite good, it can be seen that 52% agree and 31% are neutral. The same thing was conveyed by the HCM unit and the company's labor unions where the company always tries to ensure an adequate work environment to create a sense of security for employees at work. It is also characterized by very low employee turnover.

b. Sub Aspect of pension program

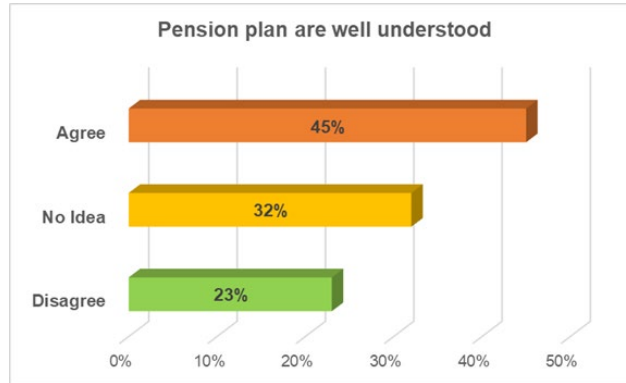


Figure 10. Pension program

Based on the Figure 10, it is quite diverse, namely neutral 32% and agree 45%, so that it can be illustrated that the pension program is still poorly understood by some respondents. This is information that the company has prepared a pension program for all employees with PT. Asuransi Jiwasraya which is in legal trouble. However, the HCM unit gave an explanation that related to the legal problems faced by PT. Asuransi Jiwasraya, if the employee enters retirement, the company continues to provide what is the employee's rights without becoming a burden on the employee concerned when entering retirement. The same thing was conveyed by the union, but it is hoped that the company can give employees a choice whether to get full pension rights or can take it regularly, i.e., monthly when entering retirement.

d. Sub-aspects of harmonious working relations

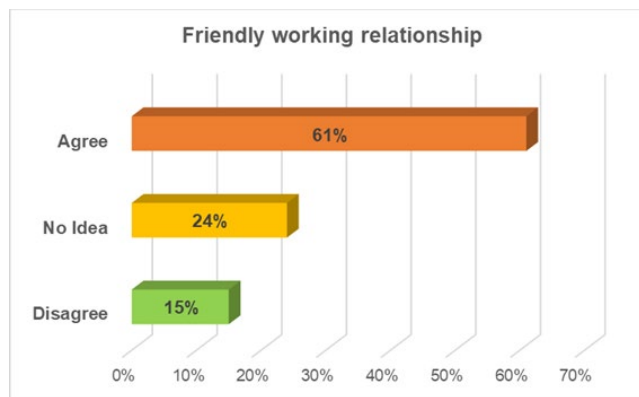


Figure 11. Working relationship

Based on Figure 11, the responses of respondents, HCM units and labor unions said that the overall working relationship was very good and family-friendly, but still prioritized working professionally both between work units, between divisions and across directorates within the company. This can be seen from 61% of respondents who agree that the working relationship has been built quite well.

d. Sub-aspects of Work Comfort

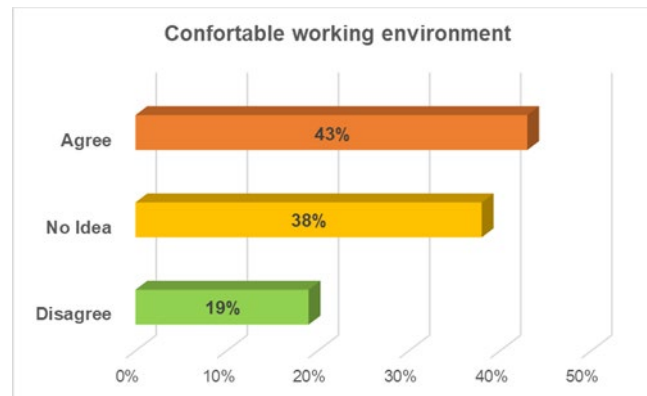


Figure 12. Working environment

Based on Figure 12, respondents' responses still need to be improved, this is evidenced by respondents who agree 43% while neutral 38%. The results of interviews with several respondents obtained the opinion that the facilities and work comfort are quite good, but the location of the office is in an odd-even area in accordance with the DKI Regional Government regulations which makes employees uncomfortable so that they give a neutral opinion. Meanwhile, the HCM unit stated that the company always tries to provide ergonomic facilities so as to avoid the potential risk of injury or disease. The workspace is ergonomically designed so that it is expected to increase productivity and efficiency while reducing stress and fatigue. Employees who are in the work environment are provided with adequate facilities, the necessary work equipment, a comfortable workspace, access to 24-hour security, conducting regular employee health checks, conducting periodic self-rescue programs. Also, in order to maintain the health of employees, the company provides sports facilities on the 6th floor that employees can use according to their needs. This is also reinforced by the company's trade unions.

4. Conclusion

1. Whereas the aspect of career development opportunities must be one of the concerns for company management so that every employee has the same opportunity in developing a career through training organized by the company, but not a few employees have not been touched by career development patterns; the sub-aspects of career development have not gone well, and competency development is still a priority scale based on a high competency gap and active employee involvement. So, it can be concluded that the career development process based on competence has not gone well, as well as the sub-aspects of promotion, rotation, and mutation opportunities. And there is a trend that some promotions are not transparent and not objective, so that if this happens continuously, an unfavorable atmosphere will occur which will lead to low engagement and commitment.
2. Aspects of supervision and working relations carried out by the leadership have been going well, the sub-aspects of supervision and teamwork still need to be improved so that the company's performance will be better, but it is hoped that the company's leaders will continue to improve it.
3. Whereas the aspects of compensation, benefits, and rewards in general, employees have received their rights adequately. The sub-aspects of salary according to the market salary are concluded to be in accordance with the salary market in the telecommunications industry in Indonesia and have been reviewed regularly by adjusting the company's financial condition while compensation based on 3P (pay for person, position, performance) has also been carried out although it still needs improvement.
4. Whereas aspects of working conditions and environment, the company has tried to create a safe, comfortable, and healthy working environment and climate by ensuring employees work in safe and protected conditions including ergonomic facilities so that employees can work healthily, reducing stress and fatigue.

References

- Armstrong, Michael, *Armstrong's Essential Human Resources Management Practice*, Kogan Page, ISBN 978 0 7494 5989 5, E-ISBN 978 0 7494 5990 1, 2010.
- Cascio, Wayne F., *Managing Human Resources Productivity, Quality of Work Life, Profits*, Twelfth Edition, New York, McGraw Hill LLC, 2022.

- Ganapathy, Venkatesh, Strategic Management of Human Capital, 1st edition © 2018 Venkatesh Ganapathy & bookboon.com ISBN 978-87-403-2036-7 Peer review by Ganapathy Dharmarajan, Director, Vega Cylinders, Mumbai, 2018.
- Indrasari, Meithiana, Influence of Motivation and Quality of Work Life on The Performance of Employees, Jurnal Terapan Manajemen dan Bisnis Volume 4 Number 1 March 2018. Page 42-48 e-ISSN: 2477-5282 p-ISSN: 2599-31277, 2018.
- Kulkarni, Pallavi P., A Literature Review on Training & Development and Quality of Work Life, ResearchersWorld -Journal of Arts, Science & Commerce ■ E-ISSN 2229-4686 ■ ISSN 2231-4172, 2013.
- Mathis Robert L. & Jackson, John H., Human Resource Management, Thirteenth Edition, University of Nebraska at Omaha, 2010.
- Situmorang, Soraya A., Analisis Pengembangan Kualitas Kehidupan Kerja (Quality of Work Life) pada Kantor Pusat TELKOMSE, 2012.
- Srivastava, Shefali and Kanpur, Rooma, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 3. Ver. I (Mar. 2014), PP 54-59 , 2014.www.iosrjournals.org
- Sugiyono , Metode Penelitian Kuantitatif Kualitatif dan R&D, Bandung, Alfabeta, 2010.
- Tashakkori, A., & Teddlie. Ch., Mixed Metodology: Combining Qualitative and Quantitative Approaehes. Thousand Oaks, CA. Sage, 1999.
- Yusuf, A. Muri, Metode penelitian Kuantitatif, Kualitatif, dan Penelitian Gabungan, Edisi pertama, Jakarta, Kencana, 2017.