



The effect of quality of work life and teamwork on employee performance moderated work effectiveness on CV. Ibnu Aqil Mandiri Lubuk Pakam

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ARTICLE INFO

Abstract

Article history:

Received: 15 January 2022

Revised: 01 February 2022

Accepted: 16 February, 2022

Keywords:

Quality of Work Life, Teamwork, Employee Performance, Work Effectiveness

From the initial research that researchers do, the phenomenon at the office of CV. Ibnu Aqil Mandiri Lubuk Pakam, among others, placement of employees who have not been in accordance with the demands of office and educational background, so as not to meet the capacity capability as appropriate. The need for competent employees in accordance with the position of his position that has not sufficient cause the consequences of less responsible attitude towards his work, the motivation for achievement to be lost, not enthusiastic in work and feeling saturated. Such trends can occur in CV. Ibnu Aqil Mandiri Lubuk Pakam, all of this stems from the mismatch of employee position placement with existing work load so that the interest or job satisfaction of employees decreased, while in terms of facilities and infrastructure and has been very supportive of employees in completing their work. The purpose of this study was to determine the effect of work placement, workload and organizational culture on work motivation at CV. Ibnu Aqil Mandiri Lubuk Pakam. The number of samples in this study amounted to 79 people using saturated sample technique. The analysis technique used is multiple linear regression. The results showed that simultaneously work placement variables, workload and organizational culture have a significant effect on employee work motivation. Job placement has no significant effect on employee work motivation, work load and organizational culture have an effect on employee work motivation

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1. Introduction

Problems that exist in the CV. Ibnu Aqil Mandiri Lubuk Pakam is on the low professionalism in work, the distribution of work that is not suitable and the placement is not yet ideal both in terms of positions that are not based on competence, performance appraisals that are not objective, promotions that are not based on work performance, work culture and a low work ethic, the application of disciplinary regulations that are not implemented consistently and consequently and other internal problems. CV. Ibnu Aqil Mandiri Lubuk Pakam is one of the companies engaged in the construction sector. This certainly requires qualified and professional human resources in accordance with the fields of disciplines and expertise. Phenomenon in CV. Ibnu Aqil Mandiri Lubuk Pakam, among others, employees in carrying out their duties mostly procrastinate work. This procrastination attitude results in delays in completing tasks, so that the work seems to be rushed to complete it at the deadline. This results in work results not in accordance with the plan, and shows the quality of their work life has not been able to serve the community.

Employee cooperation is less than optimal because employees are less willing to help each other both with colleagues and with the leadership, for example employees who do not participate in coordination meetings. This results in the completion of work can be delayed. In addition, employees who often complain and are disappointed as a result of job dissatisfaction will result in less harmonious relations between employees. The current phenomenon is that the quality of work life among employees is worthy enough to be a dream for almost all levels of society. With a decent standard of living, performance must also be maximized and give a positive impression. However, the tendency of employees who work but not work is still often seen by the general public, where most of those who do administrative tasks are often delegated to



school children or college students who happen to be interns at the office. Not only the quality of work life is highlighted, but often there is a lack of cooperation between employees due to elements of dissatisfaction, including positions, work that is always monotonous so that cooperation between employees becomes less.

Based on the description above, the authors are interested in taking the title: "The Effect of Quality of Work Life and Teamwork on Employee Performance Moderated Work Effectiveness At CV. Ibn Aqil Mandiri Lubuk Pakam".

2. Method

According to Robbins (2006: 95): "Employee performance is a function and interaction between abilities and motivation". Meanwhile, according to Hasibuan (2005: 28): "Employee performance is a person's success in carrying out a job". According to Edy (2010: 97) states that: "The purpose of setting performance goals is to set goals that are useful not only for evaluation at the end of the period but also for managing work processes during that period". According to Bernadin and Russell (2010: 83) there are 6 criteria used to measure the extent to which employee performance individually, namely: "quality, quantity, timeliness, effectiveness, independence, and work commitment".

According to Bernadin and Russell (2010: 85), good performance is of course a hope for all companies and institutions that employ employees, because the performance of these employees is ultimately expected to improve the company's overall performance. Performance can be measured through five indicators, namely: "Quality, quantity, knowledge and skills, timeliness and communication". Quality, namely the results of activities carried out close to perfect, in the sense of compiling some ideal ways of performing activities in meeting the expected goals of an activity. Quantity, ie the amount or target produced is expressed in terms of units of the number of completed activity cycles. Knowledge and skills, namely the knowledge and skills possessed by employees of an organization. Time skills, namely activities that are completed at the desired initial time from the point of coordinating the output and maximizing the time available for other activities. Communication, namely the relationship or interaction with fellow co-workers in the organization.

2.1 Definition of Work Effectiveness

According to Miftah (2010: 108), interpreting work effectiveness is a condition that contains an understanding regarding the occurrence of a desired effect or result, if a person performs an action with a specific purpose that he really wants, then the act is said to be effective if it causes or achieves the intended purpose. desired. This definition provides more clarity, this can be seen in the sentence that reads, "it is said to be effective if it causes the desired effect or purpose". A is said to be effective can be seen from the aspect of the results achieved. And the notions that have been described above are simplified as follows: "effectiveness is the ability to choose the right goal or the right direction in achieving a goal". According to Amin (2010:32), effectiveness is the result of making decisions that lead to doing something big that helps fulfill a company's mission or achieve goals.

According to Prayudi (2001:34), the indicators of work effectiveness are:

- a. The resulting work atmosphere is mainly in a good organization. People who are not well organized often cause a bad working atmosphere, for example, it can arise from an unclear division of labor. Confusion channels of confirmation and responsibility, and so on.
- b. The workplace environment that can have an effect on increasing work effectiveness are:
 - 1) Proper layout
 - 2) Proper indoor light
 - 3) Sound that does not interfere with work
- c. Equipment and facilities that can affect the effectiveness of a person's work include various kinds of equipment and facilities.

2.2 Definition of Quality of Work Life

According to Wayne (2008: 92): "Quality of work life is a number of circumstances and practices of organizational goals". Meanwhile, according to Arifin (2009: 76): "Quality of work life is employees' perceptions that they want to feel safe, relatively satisfied and have the opportunity to be able to grow and develop like humans".

Meanwhile, Siagian (2004: 99) states that the quality of work life as a management philosophy emphasizes:

- a. Quality of work life is a competitive program and takes into account the various needs and demands of employees
- b. The quality of work life takes into account the demands of laws and regulations such as provisions governing discriminatory actions, treatment of work in a humane manner, and provisions on a minimum reward system.
- c. Quality of work life recognizes the existence of work unions in the organization and its various roles in fighting for the interests of workers, including in terms of wages and salaries, work safety and the settlement of labor disputes based on various normative provisions and applicable in a particular country.
- d. Quality of work life emphasizes the importance of humane management, which essentially means the appearance of a democratic management style including sympathetic supervision.
- e. In improving the quality of work life, trust in workers is an important integral part.
- f. Quality of work life includes an understanding of the importance of social responsibility on the part of management and management's treatment of employees who can be held ethically accountable.

There are four indicators in measuring the quality of work life developed by Walton (2004: 45), namely:

- a. Growth and development, namely the possibility to develop abilities and the availability of opportunities to use the skills or knowledge possessed by employees.
- b. Participation, namely the opportunity to participate or be involved in making decisions that affect directly or indirectly the work.
- c. An innovative reward system, namely that the rewards provided to employees enable them to satisfy their various needs in accordance with the standard of living of the employees concerned and in accordance with the standards of wages and salaries prevailing in the labor market.
- d. Work environment, namely the availability of a conducive work environment, including the determination of working hours, applicable regulations, leadership and physical environment.

2.3 Definition of Teamwork

Teamwork is a necessity in realizing work success. Teamwork will be a driving force that has energy and synergy for individuals who are members of a team. Without good cooperation, there will be no bright ideas. As stated by Bachtiar (2014) that "Cooperation is a synergism of the strengths of several people in achieving a desired goal. Cooperation will unite the power of ideas that will lead to success."

According to West (2012) "There has been a lot of research proving that teamwork leads to better efficiency and effectiveness. This is very different from work carried out by individuals. In addition to the above advantages, cooperation can also stimulate someone to contribute to the group, as stated by Davis (in Dewi, 2006) that, "Cooperation is the mental and emotional involvement of people in group situations that encourage them to contribute to group goals, or various responsibilities for achieving goals". Sarwono (2011:139) cooperation is a form of group consisting of more than one person who performs tasks with a number of rules and procedures. Bowo and Andy explained that in the implementation of cooperation, mutual benefits must be achieved (2007: 50-51), The implementation of cooperation can only be achieved if mutual benefits are obtained for all parties involved (win-win). If one party is harmed in the cooperation process, then the cooperation is no longer fulfilled. In an effort to achieve mutual benefits or benefits from cooperation, it is necessary to have good communication between all parties and a common understanding of common goals.

West (2012) set the indicators of cooperation as a measuring tool as follows:

- a. Joint responsibility to complete the work, namely by giving responsibility can create good cooperation.
- b. Contributing to each other, namely by contributing to each other, both energy and thought, will create cooperation.
- c. Maximum deployment of capabilities, namely by mobilizing the abilities of each team member to the maximum, cooperation will be stronger and of higher quality.

2.4 Relationship Between Variables

a. The Relationship Between Quality of Work Life and Employee Performance

According to Oktafien, Shinta (2016), that the quality of work life and work effectiveness have a positive effect on performance. Efforts can be made, for example, providing encouragement to employees in improving the quality and quantity of work results through awarding achievements, policies for providing better benefits or bonuses, promotions, and creating a good work environment, so that employees can work better. good.

According to Arifin (2009: 76): "Quality of work life is employees' perceptions that they want to feel safe, relatively satisfied and have the opportunity to be able to grow and develop like humans".

b. The Relationship Between Teamwork and Employee Performance

According to Lakoy (2015), group collaboration has a significant effect on employee performance. Thus, group collaboration has a significant positive effect and contributes significantly to employee performance. So management must pay attention to the factors of communication and group cooperation to encourage higher employee performance.

Sarwono (2011:139) cooperation is a form of group consisting of more than one person who performs tasks with a number of rules and procedures. Teamwork can be interpreted as teamwork or collaboration, (team work) is a form of group work with complementary skills and is committed to achieving a previously agreed mission to achieve common goals effectively and efficiently. It must be realized that cooperation is the fusion of various individuals who become one person to achieve a common goal. A team really needs the will to work hand in hand to get the job done. It may be that one person does not complete the job or is not an expert, but it can be done by other team members.

2.5 Research Methods

This study uses a type of quantitative research which is research that aims to determine the effect of two variables X or more on variable Y (Sugiyono, 2012:100). This study aims to determine the effect of quality of work life and teamwork on employee performance moderated by work effectiveness and to determine the causal relationship between quality of work life and teamwork on employee performance moderated by work effectiveness at CV. Ibn Aqil Mandiri Lubuk Pakam.

Research Data Analysis Techniques MRA test To determine the influence or relationship of independent variables (quality of work life and teamwork) with the dependent variable (employee performance) through work effectiveness, multiple linear regression methods will be used and data analysis will also use SPSS, the formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_1X_2X_3 + \varepsilon$$

y = Employee performance

a = value of y, if X1 = X2 = X3

b1, b2, b3, b4 = multiple regression coefficient

X1 = Quality of work life

X2 = Teamwork

X3 = Work effectiveness

e = Standard Error

3. Results And Discussion

3.1 Result

Table 1.
Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	6.476	1.647		3.932	,000
Quality of work life	,299	,096	,241	3.122	,002
Teamwork	,646	,098	,508	6.568	,000

The results of the table above show the results of testing the effect of the quality of work life and teamwork variables on employee performance. From the table, it is known that the significance value of the

quality of work life is 0.002, which means it is significant or less than 0.05. The significance value of teamwork is 0.000 which means it is significant or smaller than 0.05.

Table 2.
Results of the Coefficient of Determination of Quality of work life and teamwork variables on employee performance
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,629	,395	,385	2.55492

a. Predictors: (Constant), X₁, X₂

b. Dependent Variable: Y

Based on the table above, it is known that the R Square value is 0.395. This shows that the quality of work life (X₁) and teamwork (X₂) affect employee performance (Y) by 39.5%. While the remaining 60.5% is explained by other factors not examined in this study.

Table 3.
Simultaneous Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	482.378	2	241.189	36.949	.000
Residual	737.622	113	6.528		
Total	1220.000	115			

The results of the F test can be seen in Table IV.24 the calculated F value is 36.949 > F table (3.072). With a significance level of 0.000 < 0.05. Because the significance level is smaller than 0.05, the hypothesis is accepted, so it can be said that the quality of work life, teamwork, and employee performance have an effect simultaneously (together).

Regression Test 2

Table 3.
Results of the Regression Determination Coefficient of 2 Variables Quality of work life and Work Effectiveness on employee performance
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,730	,532	,520	2.55492

a. Predictors: (Constant), Work effectiveness*Quality of work life, Quality of work life, Work effectiveness

b. Dependent Variable: Employee performance

Based on the table above, it is known that the R Square value is 0.532. This shows that the quality of work life (X₁) and work effectiveness (X₃) affect employee performance (Y) by 53.2%. While the remaining 46.8% is explained by other factors not examined in this study.

Table 4.
Simultaneous Regression Test Results 2



Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	649.386	2	216.462	42.487	.000
Residual	570.614	113	5.095		
Total	1220.000	115			

The results of the F test can be seen in the table. The calculated F value is 42,487 > F table (3,072). With a significance level of 0.000 < 0.05. Because the significance level is less than 0.05, the hypothesis is accepted, so it can be said that the quality of work life, work effectiveness, and employee performance have an effect simultaneously (together).

Table 5.
Partial Regression Test Results 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	-3.633	5.812		-.625	,533
Quality of work life	.853	.344	,687	2.477	,015
Work effectiveness	.1416	.537	1.126	2.636	,010
Quality of work life*Work effectiveness	-.039	.032	-.649	-1.238	.218

The results of the table above show the results of testing the effect of the variable quality of work life and work effectiveness on employee performance. From the table it is known that the significance value of the quality of work life is 0.015, which means it is significant or smaller than 0.05. The significance value of work effectiveness is 0.010 which means it is significant or less than 0.05. To find out whether the test results with moderating variables strengthen or weaken it can be seen from the value of Sig in the Anova table = 0.000 (0.000 < 0.05), then Ha is accepted, meaning that there is an effect of work effectiveness (X3) on the relationship between quality of work life and employee performance. The value of R2 in the second regression is 0.532 or 53.2%.

The conclusion is The R2 value in the first regression is 0.395 or 39.5%. The value of R2 in the second regression is 0.532 or 53.2%. Thus, after the second equation rose to 0.532 or 53.2%. So the existence of work effectiveness will strengthen the relationship between quality of work life and employee performance.

Regression Test 3

Table 6.
Results of the Regression Determination Coefficient of 3 Variables Teamwork and Work effectiveness on Employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,779	,606	,596	2.07099

a. Predictors: (Constant), Work effectiveness*Teamwork, Teamwork, Work effectiveness

b. Dependent Variable: Employee performance

Based on the table above, it is known that the R Square value is 0.606. This shows that teamwork (X2) and work effectiveness (X3) affect employee performance (Y) by 60.6%. While the remaining 39.4% is explained by other factors not examined in this study.

Table 7.
Simultaneous Regression Test Results 3

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	739.633	2	246.544	57.483	.000
Residual	480.367	113	4.289		
Total	1220.000	115			

The results of the F test can be seen in Table IV.29 the calculated F value is 57.483 > F table (3.072). With a significance level of 0.000 < 0.05. Because the significance level is less than 0.05, the hypothesis is accepted, so it can be said that teamwork, work effectiveness, and employee performance have an effect simultaneously (together).

Table 8.
Partial Regression Test Results 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3.424	3.237		1.058	.292
Teamwork	.701	.279	.551	2.515	.013
Work effectiveness	.790	.318	.628	2.484	.014
Teamwork*Work effectiveness	-.011	.027	-.151	-.415	.679

The results of the table above show the results of testing the effect of teamwork and work effectiveness variables on employee performance. From the table, it is known that the significance value of teamwork is 0.013 which means it is significant or smaller than 0.05. The significance value of work effectiveness is 0.014 which means it is significant or less than 0.05. To find out whether the test results with the moderating variable strengthen or weaken it can be seen from the value of Sig in the Anova table = 0.000 (0.000 < 0.05), then Ha is accepted, meaning that there is an effect of work effectiveness (X3) on the relationship between teamwork and employee performance. The value of R2 in the third regression is 0.606 or 60.6%. The conclusion is :The R2 value in the first regression is 0.395 or 39.5%. The value of R2 in the third regression is 0.606 or 60.6%. Thus, after the third equation rose to 0.606 or 60.6%. So the existence of work effectiveness will strengthen the relationship between teamwork and employee performance.

3.2 Discussion

1. Quality of work life and Teamwork Influence on Employee performance at CV. Ibn Aqil Mandiri Lubuk Pakam

From the results of the regression test, it is found that the quality of work life, teamwork, and employee performance have an effect simultaneously (together). The results of this study are in line with the results of research conducted by Ernika (2016) which states that organizational communication and motivation have a significant effect on employee performance

Quality of work life or Quality of Work Life (QWL) is a form of philosophy applied by management in managing organizations and human resources in particular. As a philosophy, quality of work life is a management perspective on people, work and organizations. The main elements in this philosophy are management's concern about the impact of work on people, organizational effectiveness and the importance of employees in making decisions, especially those concerning their work, career, income and destiny at work.

2. Quality of work life and Teamwork have a strong and weak influence if moderated work effectiveness on employee performance in CV. Ibn Aqil Mandiri Lubuk Pakam

From the results of the regression test, it is found that work effectiveness will strengthen the relationship between quality of work life and employee performance on CV. Ibnu Aqil Mandiri Lubuk Pakam and work effectiveness will strengthen the relationship between teamwork and employee performance on CV. Ibn Aqil Mandiri Lubuk Pakam. The results of this study are in line with the results of research conducted by Lakoy (2015) which states that communication, group collaboration, and creativity simultaneously have a significant effect on employee performance.

The concept of quality of work life expresses the importance of respect for humans in the work environment. Thus, the important role of work quality is to change the work climate so that the organization



technically and humanely leads to a better quality of work life. The concept of quality of work life expresses the importance of respect for humans in their work environment. Thus, the important role of quality of work life is to change the organizational climate so that technically and humanely work formulates that every policy process decided by the company is a response or what is the desire and hope of their employees, it is realized with various problems and unites views. them (companies and employees) into the same goal of increasing employee and company performance.

4. Conclusion

The conclusions in this study are: The results of the F test can be seen in Table IV.24 the calculated F value is $36.949 > F \text{ table } (3.072)$. With a significance level of $0.000 < 0.05$. Because the significance level is smaller than 0.05, the hypothesis is accepted, so it can be said that the quality of work life, teamwork, and employee performance have an effect simultaneously (together). Work effectiveness will strengthen the relationship between quality of work life and employee performance on CV. Ibnu Aqil Mandiri Lubuk Pakam. Work effectiveness will strengthen the relationship between teamwork and employee performance on CV. Ibnu Aqil Mandiri Lubuk Pakam.

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