The Effect of Quality of Work life and Job Stress Toward Organizational Culture

Genna Ayu Maghfira, Mahendra Fakhri, Syarifuddin S, Ida Nurnida, Benny Kurnia
School of Communication and Business Telkom University
gennaayu@student.telkomuniversity.ac.id, mahendrafakhri@telkomuniversity.ac.id,
syarifuddin@telkomuniversity.ac.id, nurnida@telkomuniversity.ac.id, bennysodik@gmail.com

Abstract

This study explores how the impact of quality of work life and job stress toward organizational culture. This study uses descriptive quantitative research methods. The population in this study were all employees of PT. Megalopolis Manunggal Industrial Development, which consists of 245 employees. The sample in this study were 80 male and female employees at PT. Megalopolis Manunggal Industrial Development. The technique for determining the number of samples uses the Slovin formula. Sources of research data consist of primary and secondary data. Data collection techniques consisted of field studies and literature studies. Data analysis was performed by path analysis, hypothesis testing and coefficient of determination. The results showed that the Quality of Work life (X) variable had a significant effect on Organizational Culture (Y) by 73.44%, the Quality of Work life (X) variable had no significant effect on the Job Stress (Z) variable by 2.31%. Job Stress (Z) has no significant effect on the Organizational Culture (Y) variable, which is 0.0016%, and the Quality of Work life (X) variable has a significant effect on the Organizational Culture (Y) variable through Job Stress (Z) which is 73.6 %.

Keywords: Quality of Work life, Organizational Culture, Job Stress, Human Resource Management

1. Introduction

The development of the industrial sector is one of the indicators that represent economic growth in a country. The industrial sector provides supports for economic growth in an area, which is to improve societies' lives. In this case PT. Megalopolis Manunggal Industrial Development sees an excellent opportunity with the increasing demand of industrial areas, which has a growth 5.67 percent in 2018 compared to 2017. However, with the recent situation, Indonesia is faced with pandemic Covid-19. Based on WHO's data, Covid-19 is an infectious disease caused by a newly discovered type of corona virus. Covid-19 is now a pandemic that occurs in many countries around the world. Pandemic Covid-19, creates a new perspective in the way of living (Olivia et al., 2020). The pandemic of Covid-19 disturbs many factories or industries in being productive while maintaining efficiency. Companies are forced to adjust their business and find a way to survive in an unpredictable situation. Companies must remain productive without neglecting their employees' safety and health (Fakhri et al., 2018).

Table 1. Distribution data of Covid-19 in some districts and cities
of West Java, November 2020

City/District	Total Positive
Kota Bekasi	9.011
Kabupaten Bekasi	5.462
Kota Depok	6.731
Kabupaten Bogor	3.936

Table 1 show that PT. Megalopolis Manunggal Industrial Development, located in Kabupaten Bekasi, is one area with a relatively large number of Covid-19 spreads in West Java. The Indonesian government has implemented policies in response to the Covid-19 pandemic. One of the policies is to impose social and physical distancing for the Indonesian people at the beginning of March 2020. This policy feels severe in multiple industries, one of many is PT. Megalopolis Manunggal Industrial Development, which is engaged in industrial estate development also affected by the policy since

most factories have a layoff and slow growth. The implementation of Work From Home (WFH) and cutting work hours is one of the companies action to prevent Covid-19.

Table 2. Working hours schedule

Working Hours	Before Covid-19	After Covid-19
	08.00-17.00 WIB	08.00-16.00 WIB

Source: PT. Megalopolis Manunggal Industrial Development, 2020.

From the results of an interview with one of the employees of PT. Megalopolis Manunggal Industrial Development in the Human Resource Development (HRD) division with the existence of policies regarding changes to working hours schedules, adding health protocols and enforcing Work From Home, the organizational culture of PT. Megalopolis Manunggal Industrial Development needs to be strengthened and make some compliance due to the recent situation. The culture or tradition that change inside the organization will impact employees' habits and work life (Augustrianto et al., 2019). According to Robbin (2017) describing Quality of Work life is a process where organizations respond to employee needs by developing mechanisms to allow employees to give full advice and participate in making decisions and regulating their work life in a company. Simple preliminary question about the Quality of Work life at PT. Megaloplis Manunggal Industrial Development during the Covid-19 pandemic was distributed to get a glimpse of the quality of work life condition:

Table 3. The results of pre questionary research quality of work life

No	Indicator	Total Sample	Number of Percentage			
			Yes	%	No	%
1.	I had the opportunity to provide ideas for the company.	20	13	65%	7	35%
2.	I can participate in activities carried out by the company.	20	17	85%	3	15%
3.	My work environment is conducive.	20	11	55%	9	45%
4.	My work environment strictly adheres to health protocols during the pandemic.	20	17	85%	3	15%
5.	I can develop my potential in the company.	20	12	60%	8	40%
6.	I have a team that can work well together	20	15	75%	5	25%
	Average Percentage			70,8%		29,2%

Based on the pre-questionnaire results in table 3, it can be seen that employee responses regarding Quality of Work life are divided between 70.8 percent agree and 29.2 percent disagree. The preliminary result shows, there are a few employees that feel reduction in quality of work life. Sign of job stress can be varied such as the workload that is felt too heavy, work time pressure, low quality of work supervision, an unhealthy work climate, unhealthy work authorities, inadequate relating to responsibilities, work conflicts, differences in values between employees and leaders who are frustrated at work (Hoboubi et al., 2017; Aruldoss et al., 2020). To find out the phenomenon regarding Job Stress, here are the pre-questionnaire results regarding Job Stress at PT. Megalopolis Manunggal Industrial Developement:

Table 4. The results of pre questionary research job stress

No	Indicator	Total Sample	Number of Percentage			
			Yes	%	No	%
1.	I feel that my job position doesn't match my ability.	20	13	65%	7	35%
2.	I have an excessive workload.	20	14	70%	6	30%
3.	Management didn't pay attention to my needs.	20	8	40%	12	60%
4.	The company doesn't pay attention to the technology that can be used to help work.	20	2		18	90%
Average Percentage				46,2%		53,8%

Based on the pre-questionnaire results regarding job stress and quality of work life, further research needs to be conducted to clarify more about the current situation, specifically toward alteration in organizational culture.

2. Theories
Human Resource Management
According to Sedarmayanti (2017) human resource management is an approach to human management. Human management is based on human values in relation to the organization. Humans are an important resource in organizations, Also, organizational effectiveness is determined by human management. Human resource management is a process regarding various problems in the scope of employees, workers, managers and other workers to support organizational or organizational activities in order to achieve predetermined goals.

Quality of Work life
According to Bagtasos (2011), quality of work life is employees' reactions to their daily work situation, how it connected to their mental health and how the work can fulfil their needs. Quality of work life also says about way of thinking toward people, jobs, and organizations and focusing the attention to impact other employees, achieve organizational effectiveness, and provide ideas in solving organizational problems and more involvement in decision making (Havlovic, 1991; Cohen et al., 1997). Quality of work life consist of four such as participation, work environment, work development and integration.

Organizational Culture
According to Robbins and Judge (2017) organizational culture is a system of shared meaning adopted by each organization member to distinguish an organization from another. Organizational culture depends on sharing social knowledge within an organization about the rules, norms and values that shape employee attitudes and behavior. MacIntosh and Doherty (2007) develop four dimensions of organizational culture, namely Supportiveness, Atmoshphere, Connectedness and Formalization.

Job Stress
Ivanchevich and Matteson (1987) explain that stress concerns the interaction between individuals and the environment, namely the interaction between stimulation and response. Stress is a consequence of every action and environmental situation that creates excessive psychological and physical demands on a person. Job stress is a feeling of pressure experienced by employees in facing work. This work stress can be seen from the self-view, including emotional instability, feeling uneasy, being alone, having trouble sleeping, excessive smoking, being unable to relax, anxious, tense, nervous, increased blood pressure, and experiencing indigestion. The dimensions that cause Job Stress are Individual Stressors, Group Stressors, Organizational Stressors, and Stressors outside Work Activities.

Relationship between Quality of Work life to Job Stress

Quality of Work life is a situation where employees can meet their needs by working in an organization. Quality of Work life is also a form of any activity (improvement) that occurs at every level in an organization to increase organizational effectiveness through support of organization toward their members. The relationship between quality of work life to job stress can be seen from multiple research conducted, which conclude that the variables in between influence each other (Akter et al., 2018; Aruldoss et al., 2020; Eisaparehet al., 2020).

Relationship between Quality of Work life to Organizational Culture
Quality of Work life is an environment created by the organizations to improve employee's work results and make the environment more productive. The increasing quality of work life depends on the organization's support, how the organizations give their members treatment to achieve a particular result by providing ideas and optimizing resources (Borg et al., 2011; Balaji et al., 2020).

Relationship between Job Stress to Organizational Culture
Stress occurs when an organization has multiple flaws such as low quality of service, high staff turnover, bad company reputation, bad company image, and worker dissatisfaction. Organizational culture is supposed to manage diminishing value from the organization. Thus, the employees will feel less stress environment due to poor organization management. Researchers have examined the connection between stress and culture in many different ways, mostly the capability of organizational culture can reduce stress among employees (Lee & Jang, 2020).
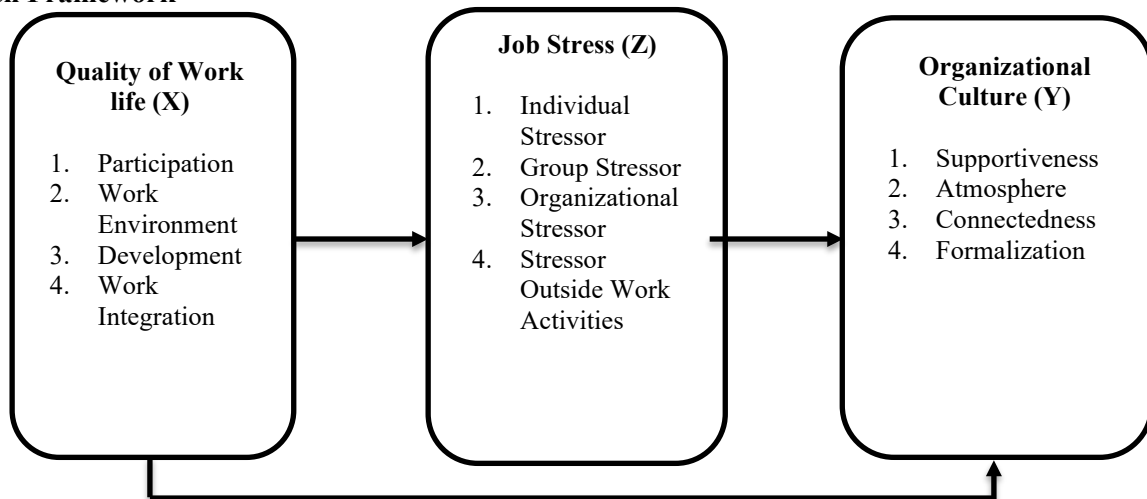
Research Framework

Figure 1. Research Framework

3. Methodology
This research uses descriptive and causal research methods with a quantitative approach to show the linkage between cause and effect (Gilang et al., 2019). The sampling technique in this research is saturated sampling technique. The data used are primary data obtained in this study through a research questionnaire which is distributed directly by involving 80 respondents at PT. Megalopolis Manunggal Industrial Development and secondary data obtained from various sources such as books, literature, journals, and previous research related to research variables. The data analysis technique used is descriptive analysis and path analysis.

4. Result and Discussion
Validity Test
Of the 37 questionnaire items of the product quality variable which were distributed to 30 respondents, had a correlation value (rcount) above 0.361 (rtabel) of 37 questionnaires distributed to 30 respondents, had a correlation value (rcount) above 0.361 (r table) so that all statements are valid and fit for use in simple linear regression analysis.

Reliability Test
The Cronbach's Alpha value in this study is 0.791 so it can be concluded that all the questionnaires in this study are reliable or consistent because the Cronbach's alpha value is > 0.60.

Data Analysis Techniques
Descriptive Analysis
Of the 9 items statement of Quality of Work life, 15 items of Job Stress variable statements and 12 items of proposed Organizational Culture statements, the total average response of respondents to Quality of Work life is 87,6% for the Organizational Culture 86,4% and 48,5% for the Job Stress variable. It can be said Quality of Work life and Organizational Culture at PT. Megalopolis Manunggal Industrial Development is very good and Job Stress at PT. Megalopolis Manunggal Industrial Development is sufficient.

Classical Assumption Test
a. Normality test

Table 5. Shapiro-Wilk Test

Tests of Normality			
	Shapiro-Wilk		
	Statistic	df	Sig.
Unstandardized Residual	.973	80	.087
a. Lilliefors Significance Correction			

From Table 5, it can be seen that the Sig. shows a number of 0.087>0.05, this indicates that the regression model residuals are normally distributed.
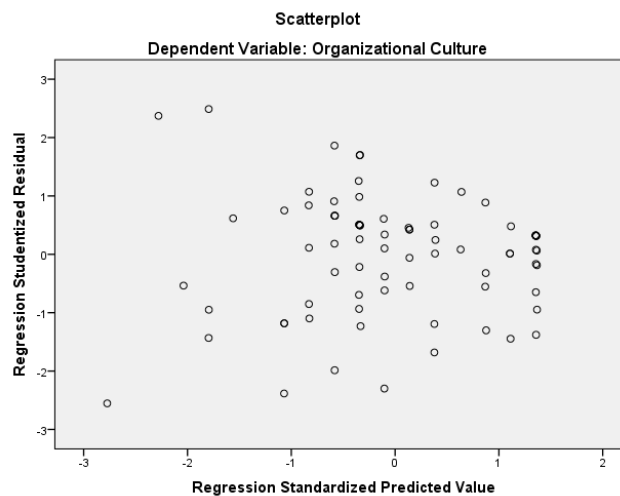
b. Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Results

Based on Figure 2, it can be concluded that the results of the Scatterplot chart have no clear pattern and the dots spread above and below the number 0 and also do not form a pattern then there is no heteroscedasticity or it is also called homoscedasticity.

c. Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficientsᵃ							
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-1.762	5.341		-.330	.742		
	Quality of Work life	1.680	.116	.857	14.460	.000	.977	1.024
	Job Stress	-.004	.066	-.004	-.069	.946	.977	1.024
a. Dependent Variable: Organizational Culture								

From table 6, it can be seen that the VIF value for the Quality of Work life and Job Stress variables is the same, namely 1.024, which is less than 10 and the tolerance value for the Quality of Work life and Job Stress variables is also the same, namely 0.977, the value is more than 0.10 it can be concluded that there is no multicollinearity problem because the VIF value of each variable is <10 and the tolerance value is> 0.10

Hypothesis testing
a.   Simultaneous Significance Test

Table 7. Simultaneous Significance Test Results

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3789.314	2	1894.657	107.186	.000ᵇ
	Residual	1361.074	77	17.676		
	Total	5150.388	79			
a. Dependent Variable: Organizational Culture						
b. Predictors: (Constant), Job Stress, Quality of Work life						

Based on Table 7, it can be seen that $F_{count} > F_{table}$ (107,186> 3,12) and the level of significance is 0.000 <0.05. show that H_0 is rejected and H_a accepted, meaning that independent variables of Quality Of Work life and Job Stress jointly have a significant impact on Organizational Culture on PT. Megalopolis Manunggal Industrial Development.

b.   Partial Significance Test (t test)

Table 8. Partial Significance Test Results Sub-Structure 1

Coefficientsᵃ						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.725	7.861		5.435	.000
	Quality Of Work life	-.270	.198	-.152	-1.362	.177
a. Dependent Variable: Job Stress						

Based on table 8, the results of the t test, the partial structure of the Quality of Work life (X) has a value of t count (-1,362) < t table (1.991) with sig. 0.177 > 0.05. Which means that Quality of Work life (X) has no significant effect on Job Stress (Z).

Table 9. Partial Significance Test Results Sub-Structure 2

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.762	5.341		-.330	.742		
	Quality of Work life	1.680	.116	.857	14.460	.000	.977	1.024
	Job Stress	-.004	.066	-.004	-.069	.946	.977	1.024
a. Dependent Variable: Organizational Culture								

Based on the results of the T test for the partial structure of the Quality of Work life (X) has a value of t count (14,460) > t table (1.991) with Sig. 0.000 < 0.05. This shows that the Quality of Work life (X) has a significant effect on Organizational Culture (Y) and partially Job Stress (Z) has a value of t count (-0,069) < t table (1.991) with Sig. 0.946 > 0.05. This shows that Job Stress (Z) does not have a significant effect on Organizational Culture (Y).

c.   Determinant Coefficient Test

Table 10. Determinant Coefficient Test Result

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.736	.729	4.20432
a. Predictors: (Constant), Job Stress, Quality of Work life				
b. Dependent Variable: Organizational Culture				

Table 10 shows that the R value of 0.858 and R *square* (R^2) is 0.736. This figure is used to see the magnitude of the influence of Quality of Work life and Job Stress on Organizational Culture simultaneously. How to calculate R *square* using the coefficient of determination using the following formula:

$$KD = r^2 x \ 100\%$$
$$= (0.858)^2 \ x \ 100\% = 73{,}6\%$$

This figure shows the coefficient of determination of 73,6%. This shows that the influence of the independent variables (Quality of Work life and Job Stress) on the dependent variable, namely Organizational Culture amounted to 73,6% while the remaining 26,4% was influenced by other factors not examined organizational in this study, such as Work Motivation, Training and Development and Employee Performance and so on.

Path Analysis
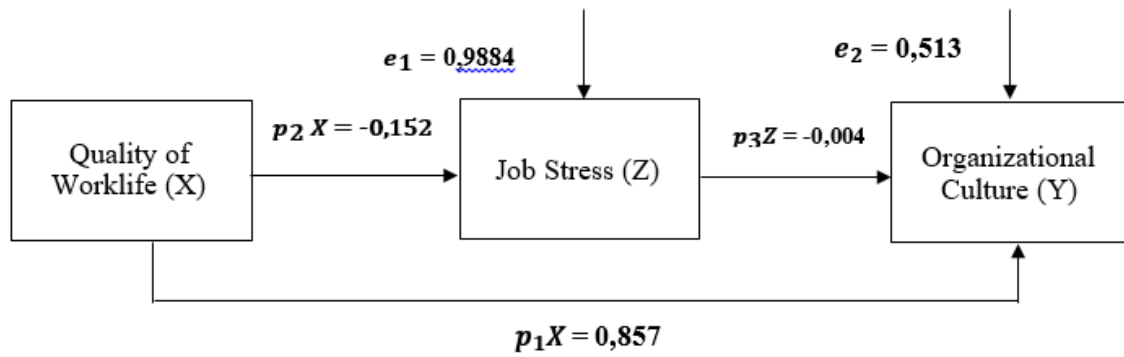The path analysis model in this study can be described as follows:

Figure 3. Causal Relationship of Sub-Structure 1 and 2

a. Effect of Quality of Work life (X) and Organizational Culture (Y)
     Based on the results of the study, the path coefficient value for the direct effect of Quality of Work life on Organizational Culture is 0.7344 or 73.44% with a significance level of 0.000. This shows that there is a significant positive effect of Quality of Work life on Organizational Culture and it can be concluded that if the Quality of Work life variable is increased, Organizational Culture at PT. Megalopolis Manunggal Industrial Development will increasing.
b. Effect of Quality of (X) on Job Stress (Z)
     Based on the results of the study, the path coefficient value for the *direct effect* of Quality of Work life on Job Stress is 0.0231 or 2,31% with a significance level of 0.177. This shows that there is no significant effect of Quality of Work life on Job Stress. So it can be concluded that the optimal application of Quality of Work life will not affect Job Stress.
c. The Influence of Quality of Work life (X) on Organizational Culture (Y) through Job Stress (Z)
     Based on the results of the study, the path equation is obtained as follows:

$$X\ Z\ Y = X \longrightarrow Z \times Z \longrightarrow Y$$
$$= -0,152 \times -0,004$$
$$= 0,000608$$

From the calculations above, the effect of Quality of Work life on Organizational Culture through Job Stress is obtained from the multiplication of the path force coefficient Quality of Work life on job stress (XZ) and the path coefficient value of Job Stress on Organizational Culture (ZY) becomes (-0,152 x -0,004) = 0.000608. The multiplication result shows that the value of the indirect effect coefficient (XZ x ZY) is smaller than the value of the direct effect coefficient (XY) that is, (0.000608 <0.857). This shows that Job Stress (Z) as an intervening variable is able to mediate Quality of Work life (X) on Organizational Culture (Y) even though the value of the coefficient *direct effect* is greater than the value of the coefficient *indirect effect*.

5. Conclusion

     Based on the results of research and discussion that has been stated previously regarding quality of work life on organizational culture with job stress as an intervening variable at PT. Megalopolis Manunggal Industrial Development, several conclusions can be drawn which are expected to provide answers to the problems formulated in this study are as follows:

a. Quality of Work life PT. Megalopolis Manunggal Industrial Development is in the very good category.
b. Organizational Culture at PT. Megalopolis Manunggal Industrial Development is in the very good category.
c. Job Stress at PT. Megalopolis Manunggal Industrial Development is included in the good category.
d. Quality of Work life partially and significantly influences the Organizational Culture of PT. Megalopolis Manunggal Industrial Development.
e. Partially, Quality of Work life has no significant effect on Job Stress at PT. Megalopolis Manunggal Industrial Development.
f. Partially Job Stress has no significant effect on Organizational Culture of PT. Megalopolis Manunggal Industrial Development.
g. Quality of Work life has a significant effect on Organizational Culture of PT. Megalopolis Manunggal Industrial Development through Job Stress.

References

Akter, N., Akkadechanunt, T., Chontawan, R., & Klunklin, A. (2018). Factors predicting quality of work life among nurses in tertiary-level hospitals, Bangladesh. *International nursing review, 65(2)*, 182-189.

Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2020). The relationship between quality of work life and work life balancemediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research, 18(1)*.

Augustrianto, A., Silvianita, A., & Ferari, E. (2019). Hofstede's organization culture on deviant workplace behavior (Case study on workers at plaza Toyota Bandung). *Journal of Advanced Research in Dynamical and Control Systems, 11(3)*, 720-725.

Bagtasos, M. R. (2011). Quality of Work Life: A Review of Literature. *DLSU Business & Economics Review, 20(2)*, 1-8.

Balaji, M. S., Jiang, Y., Singh, G., & Jha, S. (2020). Letting go or getting back: How organization culture shapes frontline employee response to customer incivility. *Journal of Business Research, 111*, 1-11.

Borg, I., Groenen, P. J., Jehn, K. A., Bilsky, W., & Schwartz, S. H. (2011). Embedding the Organizational Culture Profile into Schwartz's Theory of Universals in Values. *Journal of Personnel Psychology, 10*, 1-12.

Cohen, S. G., Chang, L., & Ledford, G. E. (1997). A hierarchical construct of self-management leadership and its relationship to quality of work life and perceived work group effectiveness. *Personnel Psychology, 50 (2)*, 275-308.

Eisapareh, K., Nazari, M., Kaveh, M. H., & Ghahremani, L. (2020). The relationship between job stress and health literacy with the quality of work life among Iranian industrial workers: The moderating role of social support. *Current Psychology*, 1-9.

Fakhri, M., Pradana, M., Gilang, A., & Ekaristi, H. A. (2018). Occupational Health and Safety and Practical Code of Safety at An Indonesian Agrochemical Company. *MIMBAR, Jurnal Sosial dan Pembangunan, 34(2)*, 341-350.

Fakhri, M., Pradana, M., Virgintia, E., & Gilang, A. (2017). Determinants of Competence in Supporting Student's Career Goals. *International Conference of Asian Association of Indigenous and Cultural Psychology* (hal. 55-58). Makassar: Atlantis Press.

Gilang, A., Fakhri, M., Syarifuddin, S., Pradana, M., & Utami, D. P. (2019). Ethical leaderships and organizational culture of student organization at Indonesian Private University. *International Conference on Industrial Engineering and Operations Management*, (hal. 70-78).

Havlovic, S. J. (1991). Quality of work life and human resource outcomes. *Industrial Relations, 30(3)*, 469-479.

Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S., & Hosseini, A. A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and health at work, 8(1)*, 67-71.

Lee, E., & Jang, I. (2020). Nurses' fatigue, job stress, organizational culture, and turnover intention: A Culture–Work–Health model. *Western journal of nursing research, 42(2)*, 108-116.

MacIntosh, E., & Doherty, A. (2007). Extending the scope of organisational culture: The external perception of an internal phenomenon. *Sport management review, 10(1)*, 45-64.

Matteson, M. T., & Ivancevich, M. J. (1987). *Controlling work stress: Effective human resource and management strategies.* Jossey-Bass.

Olivia, S., Gibson, J., & Nasrudin, R. A. (2020). Indonesia in the Time of Covid-19. *Bulletin of Indonesian Economic Studies, 56(2)*, 143-174.

Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior, 17th edition.* Harlow: Pearson Education.

Sedarmayanti. (2017). *Human Resource Management.* Bandung: PT. Refika Aditama.