

**THE INFLUENCE OF QUALITY OF WORK LIFE AND
ORGANIZATIONAL CLIMATE ON JOB
PERFORMANCE THROUGH JOB SATISFACTION IN
PT. TITIAN ENERGI INDONESIA**



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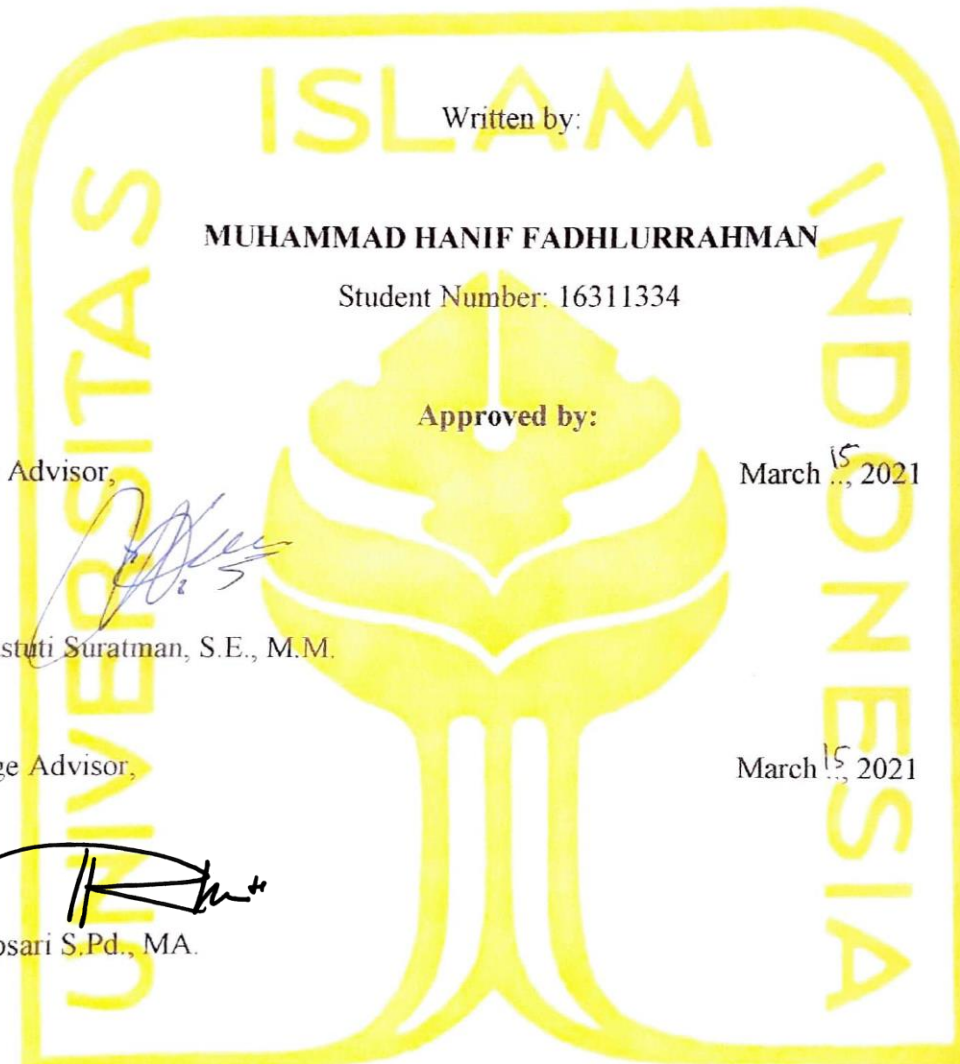
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**THE INFLUENCE OF QUALITY OF WORK LIFE AND ORGANIZATIONAL
CLIMATE TOWARDS JOB PERFORMANCE THRIUGH JOB SATISFACTION ON
PT. TITIAN ENERGI INDONESIA**



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**THE INFLUENCE OF QUALITY OF WORK LIFE AND
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A BACHELOR DEGREE THESIS

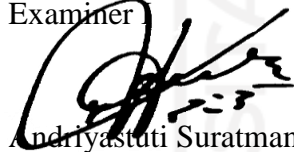
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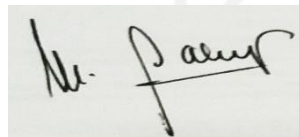


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DECLARATION OF AUTHENTICITY

Here in I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, March 15th, 2021


Muhaimin Ridwan Nurrahman

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ABSTRACT

This research examines the influence of quality of work life and organizational climate towards job performance through job satisfaction in PT. Titian Energi Indonesia. This type of research is explanatory attempt to explain the factors that affect job performance with quality of work life and organizational climate. The Respondent in this research is 108 employees of PT. Titian Energi Indonesia. The research findings reveal that there is an insignificant influence from quality of work life towards job performance. Quality of work life has a positive and significant influence towards job satisfaction. However, quality of work life has indirect effect on job performance through job satisfaction. Organizational climate has a positive and significant influence on job performance, and also organizational climate has a positive influence and significant on job satisfaction. Organizational climate has insignificant influence on job performance through job satisfaction. The relationship of job satisfaction on job performance has a positive and significant influence.

Keyword: *Quality of Work Life, Organizational Climate, Job Satisfaction and Job Performance.*

**PENGARUH KUALITAS KEHIDUPAN KERJA DAN IKLIM
ORGANISASI TERHADAP KINERJA MELALUI KEPUASAN KERJA DI
PT. TITIAN ENERGI INDONESIA**

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ABSTRAK

Penelitian ini menguji pengaruh kualitas kehidupan kerja dan iklim organisasi terhadap prestasi kerja melalui kepuasan kerja di PT. Titian Energi Indonesia. Jenis penelitian ini adalah eksplanatori yang berusaha menjelaskan faktor-faktor yang mempengaruhi prestasi kerja dengan kualitas kehidupan kerja dan iklim organisasi. Responden penelitian ini berjumlah 108 orang yang merupakan karyawan PT. Titian Energi Indonesia. Hasil penelitian ini menjelaskan bahwa kualitas kehidupan kerja memiliki pengaruh yang tidak signifikan terhadap kinerja. Kualitas kehidupan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Namun kualitas kehidupan kerja berpengaruh tidak langsung terhadap kinerja melalui kepuasan kerja. Iklim organisasi berpengaruh positif dan signifikan terhadap kinerja, demikian pula iklim organisasi berpengaruh positif dan signifikan terhadap kepuasan kerja. Iklim organisasi berpengaruh tidak signifikan terhadap kinerja melalui kepuasan kerja. Hubungan kepuasan kerja dengan kinerja memiliki pengaruh yang positif dan signifikan.

Kata Kunci: *Kualitas Kehidupan Kerja, Iklim Organisasi, Kepuasan Kerja dan Kinerja*

Chapter 1

Introduction

1.1 Background

Human resources is a great of importance to run a company's programs and achieve a company's goals. Based from Snell and Bohlander (2012), Human Resource Management is a process of utilizing human abilities to achieve organization goals. If an organization can manage or utilize the abilities and skills of its human resource greatly, it will facilitate achieving organizational goals. Otherwise, when the employees in an organization are incompetent and do not have good performance, the organizational goals will hardly be attained.

According to Hadiyatno (2012), human resources plays an important role in an organization as it affects organization performance for sure. If an organization has set strategies and goals, the next step is making a plan for the human resource to achieve the goals. A good organization definitely the one with good performance, and to get the good performance, it requires a competent employees to anticipate chances and challenges in business environment.

Quality of work life is needed in an organization to make employees feels satisfied with the organization. Based on Robbins and Judge (2012), quality of work life is an employee perception about some aspects in the world of work, in the form of psychological well-being that gives him a sense of security and job satisfaction. Quality of work life is a condition in which employees can meet their important needs by working in the organizations. Dessler (2008) stated that there are opportunities for employees to use their full ability, the opportunity to be self-made, namely to be person they feel empowered and opportunity for all employees to play an active role in making important decision.

Kunarto (2001) in Pratiwi (2014) stated a case that there are 9 causes that make police stress which excessive workload, time pressured, poor quality of execution, poor political climate, insufficient authority, prolonged conflict, duties values differences between leaders and subordinates, not sense organizational changes such as dismissal, and frustration. It means in that case, there is

insufficient quality of work life in police environment which makes the police duties questionable.

Organizational climate plays a vital role in an organization. It is a set of perception that employees have in one organizational environment that enables the exploration of individual and organizational behaviour within the same environment (Peña et al, 2013) Robbins and Judge (2012) also stated that organizational climate refers to a common perception that members of organizations have about their organization and work environment.

Based on Yandi's study (2013) in West Sumatera, the organizational climate in the office of education and training in West Sumatera has not implement organizational climate, it can be seen from the office physical environment which not conducive, less employees freedom to share their ideas, work cooperation between employees is less, and relationship between employees and leader is lack of sense of familiarity to do discussion. It can be identified that problems that occur in in the organization affects the organizational climate, which is not conducive. Such an organizational climate represents all aspects in climate, which are a bad relationship between the employees, lack of work cooperation, work environment that is not neat and gives a messy impression, freedom of employee in act and sharing the ideas that still stiffs because of the rules in a company, lack of enthusiasm, and lack of relationship between leaders and the employees.

Job satisfaction and job performance are the result of how organization treats employees. Job satisfaction is an employee effective reaction compared to the result needed and actual result (Mihiravi & Perera, 2016). Sari (2020) in Afianto and Utami (2017) stated that, job satisfaction is the factor that influencing job performance. Both factors have an important role in the running a company.

A company consists of human resources who act as leaders and employees; both are involved in a communication process, internally and externally. So it can be said that communication is an integral part of the sustainability of a company. Meanwhile, job performance is the evaluation result

of the job that has been done by an individual compared with the criteria that have been set (Robbins, 2012).

There are a few problems in the relationship between the job satisfaction and job performance, which is: system reward, job stress, job characteristics, and dispositional effect (Sari, 2020). In system reward, there are 4 problems that occur: salaries, lack benefits for the employee's family, lack of clarity on the issue of promotion at the company, and lack of training in the organization.

Second problem is come from job stress, which: lack of fulfilment of work-life balance which makes the employee stress, lack of support or cooperation from colleagues, lack of work motivation, working hours are deemed inappropriate, the atmosphere of the work is not suitable. Third problem, related to job characteristics, which: the work or duties do not suit the skills and abilities, irregular work and difficult to identify the role of job desk, lack of responsibilities, lack of judgement and criticism of work. And fourth, related to dispositional affect which: workers are not suitable for their work, lack of control over the work given, and tend to be feeling tired in the work place (high pressure work).

This research study attempts to investigate the effect on quality on work life, organizational climate on job performance through job satisfaction. Thus, this study is entitled "The Influence of Quality of Work Life and Organizational Climate toward Job Performance through Job Satisfaction".

1.2 Research Problems

Based on the background above, a few research questions are formulated as follows:

1. Is there any positive impact of quality of work life on job satisfaction?
2. Is there any positive influence of quality of work life on job performance?
3. Is there any positive influence of quality of work life on job performance through job satisfaction?
4. Is there any positive influence of organizational climate on job satisfaction?

5. Is there any positive influence of organizational climate on job performance?
6. Is there any positive influence of organizational climate on job performance through job satisfaction?
7. Is there any positive influence of job satisfaction on job performance?

1.3 Research Purposes

Having formulated research problems, there are seven research objectives to be achieved:

1. To find out positive influence of quality of work life on job satisfaction.
2. To find out positive influence of quality of work life on job performance.
3. To find out positive influence of quality of work life on job performance through job satisfaction.
4. To find out positive influence of organizational climate on job satisfaction.
5. To find out positive influence of organizational climate on job performance.
6. To find out positive influence of organizational climate on job performance through job satisfaction.
7. To find out positive influence of job satisfaction on job performance.

1.4 Research Benefits

This research provides benefits theoretically and practically. Theoretically it would make a significant contribution to the field of management, especially human resource development with its problems, conflicts, and the latest trends. Furthermore, it can be a reference for other researchers to conduct further research related to the influence of work life quality, organizational climate, job performance, and job satisfaction.

Practically, the department of human resource management in companies may take advantage of the research findings as they can be a reference in decision making on employee job satisfaction and performance related to quality of work life, and organizational climate.

Chapter 2

Literature Review

2.1. Previous Studies

This research is based on the previous research with the variables such as quality of work life, organizational climate, and job performance and employee satisfaction as the intervening variable. These are the relation between the variables.

2.1.1 The effect of Quality of Work Life on Job Satisfaction

1. Rubel & Kee (2014)

This research was conducted by Rubel & Kee (2014) with the title of “*Quality of Work Life and Employee Performance: Antecedent Outcome of Job Satisfaction in Partial Least Square (PLS)*”. The results of the study indicate that the quality of work life is significantly positively related to job satisfaction and can be considered as a predictor of job satisfaction. This finding also concludes that there is a significant positive relationship between job satisfaction and employee performance.

2. Othman and Lieng (2009)

Othman and Lieng conducted a research entitled “*Relationship between QWL and Job Satisfaction: A Case Study of Enterprise “XYZ” in Malacca*”. Overall, there is a significant relationship between the QWL program and job satisfaction. The similarity between this research and future research lies in the quality of work life as an independent variable. The difference with this research is in the object of research.

3. Fatehi, et al (2015)

Fatehi, et al (2015) conducted a research entitled “*Impact of Quality of Work Life on Job Satisfaction (Case Study; Sport Teachers in the Department of Education from Urmia)*”. The result of this research

indicates that there is a meaningful and positive relationship between the quality of work life and job satisfaction.

4. Jahanbani, et al (2017)

Jahanbani, et al (2017) conducted a research entitled “*Quality of Work Life and Job Satisfaction among Employees of Health Centres in Ahvaz, Iran*”. This research concluded that there is positive significant relationship between QWL and job satisfaction, and also QWL is a good predictor for job satisfaction.

5. Setyadi & Wartini (2016)

Setyadi & Wartini (2016) conducted a research entitled “*Pengaruh Kualitas Kehidupan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening*”. This research finding revealed that there is a positive effect of job satisfaction, which is corresponds to this research.

2.1.2 The effect of Quality of Work Life on Job Performance

1. Rai (2015)

A research conducted by Rai (2015) entitled “*Does Quality of Work Life have Effect on Job Performance?-A Study on Indian IT Professionals*” revealed that there is a positive correlation between quality of work life and job performance.

2. Rai & Tripathi (2015)

This research conducted by Rai and Tripathi at 2015 with research entitle “*A Study on QWL and its Effects on Job Performance*”. Which revealed there is a positive and significantly effect of quality of work life on job performance.

3. Chanana & Gupta (2016)

A research entitled “*Quality of Work Life and its Impact on Job Performance: A Study of S.B.I & HDFC Banking Professionals*” stated that employee performance and quality of work life had a positive relation that employee performance depends on the quality of

work life, but there is no influence of quality of work life on employee performance.

2.1.3 The effect of Quality of Work Life on Job Performance through Job Satisfaction

1. Gayathiri & Ramakrishnan (2013)

This research conducted in 2013 is entitled “*Quality of Work Life – Linkage with Job Satisfaction and Performance*” this research finding revealed that there is an effect of QWL on job performance through job satisfaction. There is an ultimate effect on the performance of the organisations and immediate effects on psychology of employees.

2. Setiyadi & Wartini (2016)

A research entitled “*Pengaruh Kualitas Kehidupan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening*” conducted by Setiyadi and Wartini in 2016 found that quality of work life has indirect effect on job performance through the job satisfaction as the intervene variable. This happens because the direct effect is smaller than the indirect effect or the relationship is indirect.

3. Nurbiyati (2014)

This research is entitled “*Pengaruh Quality of Work Life (QWL) terhadap Kinerja Pegawai dengan Disiplin dan Kepuasan Kerja sebagai Variabel Intervening*” revealed that there is an indirect effect which quality of work life on job performance through job satisfaction is bigger than the direct effect (QWL on job performance).

2.1.4 The effect Organizational Climate to Job Performance

1. Setiawan (2015)

A research entitled “*Pengaruh Iklim Organisasi Terhadap Kinerja Karyawan Level Pelaksana di Divisi Operasi PT. Pusri Palembang*” conducted by Setiawan (2015) revealed that based on that research

there is a significant influence of organizational climate on job performance.

2. Karundeng (2013)

A research that conducted by Karundeng (2013) which titled “*Pengaruh Iklim Organisasi terhadap Kinerja Karyawan pada PT Taspen (Persero) Cabang Manado*” stated that organizational climate has functional relations / positive influence with linear pattern and has a significant influence on job performance on that company, also organizational climate has a contribution with 82.05% on the job performance. It means organizational climate is a dominant factor for determining the job performance.

3. Lukman, et al (2020)

A research entitled “*Effect of Organizational Climate upon the Job Performance of Instructors’ Physical Education*” stated that there is an effect of organizational climate on job performance; it means healthy organizational climate can enhance the performance of employee in IPEs.

4. Ridwan & Hesti (2016)

A research entitled “*Pengaruh Iklim Organisasi Terhadap Kinerja Karyawan pada PT. Bank Danamon Simpan Pinjam Unit Metro*” stated that based on the *t* test there is an effect on organizational climate on job performance.

2.1.5 The effect Organizational Climate to Job Satisfaction

1. Castro & Martins (2010)

A research conducted by Castro and Martins (2010) is entitled “*The Relationship between Organizational Climate and Employee Satisfaction in A South African Information and Technology Organization*”. This research concludes that there is a positive effect of the organizational climate on job satisfaction. This findings in this research stated that there is a postulated a positive relationship between organizational climate scores and job satisfaction scores.

These results were consistent with the previous studies investigating the climate/satisfaction relationship by Field & Abelson, 1982; Fisher et al, 2007; and Schneider & Snyder, 1975)

2. Niafard & Heidarei (2016)

Niafard & Heidarei (2016) conducted a research entitled “*The Relationship between Organizational Climate and Job Embeddedness with Job Satisfaction in Khouzestan Steel Company Staff Members*”. This research concludes that the organizational climate and staff job satisfaction correlation coefficient was found to be $r=0.29$ which is statistically significant in 0.001 level. In other words, there is a positive and significant relationship between organizational climate and staff job satisfaction.

3. Falahi (2019)

A research entitled “*Pengaruh Iklim Organisasi Terhadap Kepuasan Kerja pada PT Telkom Akses Medan*” conducted by Falahi (2019), concludes that the regression test results produce a simple linear regression equation, in which the t test results stated that the organizational climate is proven to have a positive and significant effect on job satisfaction.

4. Surachim & Firdaus (n.d)

A research entitled “*Pengaruh Iklim Organisasi terhadap Kepuasan Kerja Karyawan pada Divisi Pharmaserve di PT Combiphar Jakarta*” conducted by Surachim & Firdaus, concludes that, there is an effect of the organizational climate on job satisfaction with a fairly strong category level. It means if the organizational climate level is high, the level of job satisfaction is high, also when the level of organizational climate is low, so is the level of job satisfaction.

2.1.6 The effect Organizational Climate to Job Performance through Job Satisfaction

1. Tantowi & Astuti (2016)

A research entitled "*Pengaruh Iklim Organisasi terhadap Kinerja pada PT. Bank Danamon Simpan Pinjam Unit Metro*" stated that there is an effect of the organizational climate on job performance.

2. Lukman, et al (2020)

A research entitled "*Effect of Organizational Climate upon the Job Performance of Instructors' Physical Education*" stated that there is an effect of organizational climate on job performance.

3. Setiawan (2015)

A research entitled "*Pengaruh Iklim Organisasi Terhadap Kinerja Karyawan Level Pelaksana di Divisi Operasi PT. Pusri Palembang*" conducted by Setiawan at 2015 revealed that there is a significant influence of organizational climate on job performance.

4. Niafard & Heidarei (2016)

Niafard & Heidarei (2016) conducted a research entitled "*The Relationship between Organizational Climate and Job Embeddedness with Job Satisfaction in Khouzestan Steel Company Staff Members*". This research concludes that the organizational climate and staff job satisfaction correlation coefficient was found to be $r=0.29$ which is statistically significant in 0.001 level. In other words, there is a positive and significant relationship between organizational climate and staff job satisfaction.

5. Martins (2010)

A research entitled "*The Relationship between Organizational Climate and Employee Satisfaction in A South African Information and Technology Organization*" stated that, there is an effect between the organizational climate and employee satisfaction, since the result indicated that the employees were mostly satisfied with some aspects of the organization measured by the 11 climate dimensions and the job satisfaction dimensions.

6. Falahi (2019)

A research entitled “*Pengaruh Iklim Organisasi Terhadap Kepuasan Kerja pada PT Telkom Akses Medan*” conducted by Falahi (2019), concludes that the regression test results produce a simple linear regression equation, in which the *t* test results stated that the organizational climate is proven to have a positive and significant effect to job satisfaction.

7. Hidayanti & Rahmawati (2016)

A study entitled “*The Effect on the Job Satisfaction Organization, Performance of Employees Commitment, and Service Performance*” stated that there is no significant effect of job satisfaction on job performance, but the satisfaction of an employee will improve the job performance.

8. Valianawaty & Sutanto (2015)

A research entitled “*Job Satisfaction and Job Performance in PT XYZ*” stated that between job satisfaction and performance have no positive influences.

9. Suratman & Supriyantiningih (2019)

A research conducted by Suratman & Supriyantiningih (2019) entitled “*Pengaruh Budaya Organisasi dan Keselamatan Kerja terhadap Kinerja Melalui Kepuasan Kerja sebagai Variabel Intervening*” stated that there is an effect of job satisfaction on job performance of *SMK Negeri 1 Bawang* employees resulting in better organization culture, then the performance of the employees would increase.

2.1.7 The effect of Job Satisfaction on Job Performance

1. Bakan, et al (2014)

A research entitled “*Effects of Job Satisfaction on Job Performance and Occupational Commitment*” conducted by Bakan, et al (2014) found that there is a positive influence on job performance.

2. Judge, et al (2001)

A research entitled “*The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review*” conducted by Judge, et al (2001) proved that job performance and job satisfaction had a relationship that cannot be abandoned.

3. Univerity (2012)

A research conducted by Univerity (2012) entitled “*The Positive and Negative Effect of Job Satisfaction on Employee Performance in an Organization*” revealed that there is a significant effect of job satisfaction on job performance. It means high level of job satisfaction has caused increased employee productivity.

4. Suratman & Supriyantiningih (2019)

A research conducted by Suratman & Supriyantiningih (2019) entitled “*Pengaruh Budaya Organisasi dan Keselamatan Kerja terhadap Kinerja Melalui Kepuasan Kerja sebagai Variabel Intervening*” stated that there is an effect of job satisfaction on job performance of *SMK Negeri 1 Bawang* employees resulting in better organization culture, then the performance of the employees would increase.

2.2 Theoretical Review

2.2.1 Human Resource Management

1. Definition of Human Resource Management

Management is a term of knowledge about how it should be managed such as managing the human resources. As stated by Rivai and Sagala (2009), HR management is a kind of strategy, with processes and all forms of activities that have been adapted to achieving organization’s objectives and integrating the human resources. Human resources also have an important role in the organization. Bangun (2012) stated that successful managers are those who are able to see the human resources as an asset of an organization that should be managed according to the organization needs. The better the human resources managed, the more profit will be earned by the organization.

Human Resource Management (HRM) is the practice and policy determining the aspect of “Human” or human resources in the management position, including the recruiting, filtering, training, awarding, and appraisal (Dessler, 2008). The second opinion about human resource management also stated by Simamora (2006) that human resource is to leverage, develop, assess, provide services, as well as manage individual members of the organization or group of employees. This also relates to design and implementation of planning, employee preparation, employee development, career management, performance evaluation, employee compensation and good labour relations.

As the explanation above, the researcher can conclude that human resource management is a process of managing human resources as best as possible in an organization to achieve the organization’s objective.

2. The Function of Human Resource Management

As stated by Rivai and Sagala (2009) it the job of HR manager to manage the human resources as effectively as possible in order to get satisfied and satisfying the human resource. The functions of human resource management as well as general management are:

1. Managerial Function
 - a. Planning
 - b. Organizing
 - c. Directing
 - d. Controlling
2. Operational Function
 - a. Procurement HR
 - b. Development
 - c. Compensation
 - d. Integration
 - e. Maintenance
 - f. Termination of employment

Jackson et al (2010) also stated that the practice of HRM that must be understood and created by the organization:

- a. HRM planning for equalization and change.
- b. Using job analysis and competencies example.
- c. Recruiting and maintaining the qualified officers.
- d. Selecting employees for task and companies.
- e. Training and developing a competitive workforce.
- f. Do performance management
- g. Improving the approach of total payment.
- h. Using performance-based payments to achieve strategic objectives.
- i. Providing allowances and services
- j. Prioritize a safe and healthy workplace.
- k. Forming a union and collective negotiations.

2.2.2 Quality of Work Life

1. Definition of Quality of Work Life

One factor that makes an organization succeed can be seen from the quality of work life in the organization. There are several explanations from the expert that discussing the quality of work life:

- a. According to Robbins and Judge (2012), quality of work life is the employee's perception of some aspects in the world of work, in the form of physical and psychological well-being which gives him a sense of security and job satisfaction.
- b. According to Cascio (1998), there are two ways of explaining the quality of work life. First, quality of work life is seen as a group of employee perception regarding to the safety in work, job satisfaction, and the condition to be able to grow and develops like humans. Second, quality of work life is seen as a set of goals to be achieved by the organization policies such as safe working

condition, job involvement, career development policies, fair compensation and others.

- c. According to Walton (1973) in Monappa & Saiyadain (2013), quality of work life is the extent to which an employee working can meet his/her needs through his/her experiences in the organization, and then the employee feels satisfied in the work.

Quality of work life is a condition in which employees can meet their important needs by working within the organization, and the ability to do so depends on the fair serving, and supportive treatment of employees. There is opportunities for the employee to use their full ability, the opportunity to be self-made, namely to be the person they feel is empowered. Opportunities for all employees also play an active role in making important decision involving their work (Dessler, 1986:476).

From the explanation above, it can be concluded that quality of work life is an important factor in an organization for managing the human resource success. This is also one of the employee perceptions about the safe work environment, fair compensation, satisfaction in a job itself and to measure how far the employee work in the organization to meet the important needs of the employees himself through his experience in the organization and feels satisfied with his work.

2. Factors that Influence Quality of Work Life

Based on the Walton opinion in Siagian (2009) there are eight categories that represent the factors in identifying quality of work life:

- a. Adequate rewards and fair reward. A company should give rewards to employees equally. To assess whether it is fair or not about the rewards earned by employees, there are four comparators:
 - a) Themselves from the inside, it means the reward received is in accordance with the expectation or not.
 - b) Self-Esteem, it means rewards have been received while in another company.

- c) Other people in the company, it means colleagues in the companies who do similar work.
 - d) Other people outside, it means the employee from another company who does the same type of work and in the same area.
- b. Safe Condition and Environment.

This condition means the work and work environment that ensure workers are protected from hazard while working. An important aspect of this is working hours that relate to limited human endurance, the total work hours in a day, resting condition, and paid leave provisions.
- c. There is an opportunity to immediately use and develop abilities.

It means that in work life, work should be done by using various kinds of abilities and skills, there is autonomy, control and supervision that is not strict because management sees the subordinates as people who are mature, the availability of the relevant information and the opportunity to set their own plans work, including schedule, quality and problem solving.
- d. Opportunity to develop and working guarantees in the future.

The quality of work life implies that in one's work, there is the possibility of developing work ability and available opportunities to use new skills or knowledge. By realizing the changes that will happen in the future, there is a guarantee that a person's work and income will not be lost.
- e. Social integration in the work environment.

Through the application of quality of work life in organizations, there are no discriminatory actions or policies. Status with various symbols is not highlighted. Hierarchy position, power, and authority are not used as the basis for behavior, especially those that are manipulative. There are opportunities to pursue a career. An atmosphere of openness

is maintained and there is a climate that supports each other among the employees.

- f. Adherence to a variety of formal and normative clause.

Quality of work life guarantees that inside the company there is no party that intervenes in personal affairs. The employees are given the freedom to speak and express their opinions, so that they are not haunted by the fear of sanctions by their superiors. Everyone in the organization gets the same treatments. Different opinions, disputes and contentions are resolved based on the applicable law.

- g. Work life and personal life balance.

By working in a company, employees give up their energy and time to the company. It is not a hindrance for them to do other activities. As humans, one is required to play a variety of other roles such as:

- 1) Head of household
- 2) Community members
- 3) Members of social organization
- 4) Members of the security
- 5) Members of political organization

From those roles, right and obligations should be fulfilled. Therefore, it is recommended that employees to create a balance between work life and their personal life in the organization.

- h. Social relevance of work life

According to the quality of work life program, every employee is trained to have a right perception about the social aspect in organizational life, such as:

- 1) Corporate social responsibility
- 2) Obligation to create high quality products and useful for the community
- 3) Environmental preservation
- 4) Development of industrial waste and domestic waste
- 5) Honest marketing

- 6) Techniques about how to sell products that do not cause excessive expectations
- 7) Practices in managing human resources
- 8) Participation in improving the community welfare with direction, guidance and government assistance.

These factors can be a reference for implementation in the organization.

3. Indicator of Quality of Work Life

These are the indicators of quality of work life:

- a. According to Walton (1973 in Monappa & Saiyadain 2013) the indicators of quality of work life are:
 - 1) Fair and sufficient rewards
 - a) Being fair in giving the compensation to the employees
 - b) Giving better salary than the other organization
 - c) Employment allowance earned should match the performance result
 - d) Additional bonus performance for the employees
 - 2) Safe and healthy work environment condition
 - a) Work hours of employee corresponds to the work procedure
 - b) Work load should match to the employee abilities
 - c) Work place environment safe
 - d) Less accident in the work place
 - e) Air ventilation is sufficient in the work rooms
 - f) Lighting are also sufficient in the work rooms
 - 3) Opportunity to developing the individual abilities
 - a) Trainings for the employees
 - b) Employee involvement in decision making
 - 4) Opportunity to develops and safe works in the future
 - a) Self-development for employees
 - b) Security for the works

- c) Support from the superiors to develop capabilities
 - d) Openness from co-workers to implement new capabilities
 - 5) Social integration in the workplace
 - a) Openness between colleagues
 - b) Sense of togetherness among working groups
 - c) Mutual support among working groups
 - 6) The social relevance of working life
 - a) A sense of pride to be part of the organization
 - b) Organizational awareness of the environment around the organization
 - c) Organizational awareness of the community
 - d) Company image in the society
 - 7) The balance between work life and personal life
 - a) The balance between roles of working and role in the family
 - b) Spending time for vacation for the employees
 - c) The balance between time for work and rest
 - 8) Constitutionalism in the work place
 - a) Freedom in issuing opinions
 - b) Respecting the individual differences in the organization
- b. Cascio (1998) stated that the quality of work life is an employee perception about their mental and physique welfare in work place. The indicators of quality of work life based on Cascio are:
- 1) Employee participation
 - 2) Career development
 - 3) Problem solving
 - 4) Communication
 - 5) Occupational health
 - 6) Occupational safety
 - 7) Environmental safety
 - 8) Decent compensation

- 9) Pride
- c. Based on Wayne (1982) the main components in quality of work life that is useful for improving the employee productivity, maintaining the product quality, and reducing the absenteeism are:
- 1) Pay/salary
 - 2) Employee benefit such as health care, insurance and etc.
 - 3) Job security
 - 4) Alternative work schedules
 - 5) Job stress

In this research, the researcher will use the indicator from the Cascio (1998) theory that includes employee participation, career development, problem solving, communication, occupational health, occupational safety, environmental safety, decent compensation, and pride.

2.2.3 Organizational Climate

1. Definition of Organizational Climate

Peña et al (2013) stated that organizational climate is a set of perception that employees have in one organizational environment that enables the explorations of individual and organizational behaviour within the same environment. Tagiuri and Litwin cited by Bhutto et al (2012) define the organizational climate as a social environment experienced by individuals who can give influence in behaviour or specific characteristic from its environment.

Wirawan (2007) stated that organizational climate is the perception of organizational members (individual or groups) and those that still communicate with the organization such as supplier, consumer, consultant and contractor, about what happen in the internal organization regularly, those influencing the behaviour and attitudes in organization, and employee performance that can be the decision for the employee performance. Robbins & Judge (2013) also stated that organizational

climate refers to the common perception that members of organizations have about their organization and work environment.

From the explanation above, the researcher can conclude that organizational climate is an employee's perception in an organization for influencing the behavior and specific characteristics of the environment, and his/her perception about how the organization works in the environment.

2. Factors that influence Organizational Climate

Changes that happen inside (internal) or outside (external) of the organization will have a significant influence on the organization's working climate. As an important entity in an organization, every individual is expected to be able to work in an effective climate. An effective climate will create a condition that encourages to work more than before.

Steers and Porter (1991) stated some factors that influence organizational climate:

- a. Organizational structure is something that makes a good relationship between individuals and organizations that determines the patterns of interaction, relationships between coordinated employees and behaviours oriented to the task of the structure. The thing related to the organizational structure associated with the working climate includes the size of position, position in a hierarchy, centralization degrees, and regulatory orientation.
- b. The policy and managerial practice become tools for leaders to provide instruction to each employee in each activity used for the achievement of organizational objectives. All things in the interaction such as the provision of clear tasks, autonomy given, and feedback to the leadership will create a working climate that is ultimately oriented toward achievement and make employees have a sense of responsibility to the objectives of the organization. On the contrary, when management provides emphasis to subordinates to continue

working as well as giving rules and orders that tend to be stiff, it will make the working climate will lead to irresponsible, incapable, and uncreative things.

- c. Technology provides benefits based on knowledge and equipment and applied in the implementation of tasks. Technology and atmosphere have a negative relationship in the creation of a working climate, so that trust and creativity become low. On the other way around, technology that is dynamic and full of change can create a more open flow of communication, thereby, encouraging the creation of creativity, trust, and acceptance of personal responsibility for the completion of tasks
- d. The external environment is generally a depiction of forces that are outside of the organization and can affect the organization's own objectives.

According to Asmar (1999), there are 5 factors that influence organizational climate, those factors are:

- a. Personnel Placement.

The problem of placement is a concern, because if there is an error in the placement it can make the employee behavior disrupted which in turn harm the organizational climate. The placement of a leader should see various aspects or conditions such as the specialization of belonging, indulgence, skills and character experiences.

- b. Communication Relationship Development.

Organizational environment cannot be separated from communication process. In daily life, communication is very instrumental and organizational climate is created through communication which the built-in relationship is formal and non-formal

- c. Coordination and conflict resolution.

Each organization will undergo changes or developments in every aspect as the environment changes. The process of change is very important to anticipate stagnation even the decline of the organization.

The leadership role in this way is to make the personnel/employees more dynamic and able to support the progress of organization. Therefore, the leadership need to create a dynamic condition by giving employees the freedom to develop their creativity and realize their ideas.

d. Collection and utilization of information.

Information plays an important role in an organization as connector between different parts of the organization and thus creates an organizational integrity. Information is very beneficial for organizations, especially in the preparation of organizational work programs, supporting the smooth use of working methods and as a control or supervision tool.

e. Environmental conditions.

Environmental conditions are often referred to as mood or working conditions. It means that it includes the state of facilities, such as room for leadership, meeting room, lobby, employee workspace, living room and others. The condition of this facility actually does not directly affect the healthy presence of the working climate but affects the staff's moods in it.

3. The Indicators of Organizational Climate

According to Steers (1985), there are 9 aspects that create structure organization dimension:

- 1) Structure. Employees perceive themselves to know the specific rules, regulations, procedures, and bureaucracy in the organization.
- 2) Responsibility. Employees perceive themselves as a leader in doing their own work, without having to review the decisions they took.
- 3) Awards. Employees perceive an award received is the result of a job they done.

- 4) Warmth. Employees see the overall friendship that is formed from social group interactions informally within the organization.
- 5) Support. Employees see assistance given based on reciprocal relationship between superiors and subordinates.
- 6) Standard. Employees view performance standards that are implicitly and explicitly stated in the organization.
- 7) Conflict. Employees see a conflict happening because of differences in opinions from each member in the organization.
- 8) Risk. Employees see work risk can occur within the organization. One of the causes can be seen from the type of work. This type of work affects the potential risks to emerge.
- 9) Identity. Employees see themselves as the owner of the company as well as being a member in a working team.

According to Wirawan (2008) in Yandi (2013) stated that the dimensions of organizational climate are:

- 1) The physical environment of the workplace.
- 2) The circumstances of the social environment.
- 3) The implementation of management systems.
- 4) Products.
- 5) Consumer, clients and customers served.
- 6) The physical and mental condition of member organizations.
- 7) Organizational culture.

According to Sutaryadi (1990) in Yandi (2013) the dimensions of organizational climate are:

- 1) Obstacles
- 2) Loyal/Sympathy
- 3) Freedom
- 4) Passion
- 5) Product emphasis

- 6) Distance away
- 7) Tolerance
- 8) Thrust

Litwin and Stringers (1968) in Yandi (2013) classified dimensions of organizational climate:

- 1) Sense of responsibility
- 2) Standards or expectations for quality of work
- 3) Rewards
- 4) Brotherly sense
- 5) Team spirit

2.2.4 Job Satisfaction

1. Definition of Job Satisfaction

Job satisfaction is one important factor in an organization success. It can be seen from the employee themselves, if they are satisfied of working in the organization, they would work better than before, it also happens when they feel dissatisfied, their performance would be less than usual. These some theories from a few experts explaining about job satisfaction:

- a. Based from Mihiravi and Perera (2016), job satisfaction is an employee effective reaction compared with the result expected and the actual result.
- b. Robbins (2012) defined job satisfaction as a general attitude toward a person's work, showing the difference between the numbers of awards received by employees and the number they believe they should receive.
- c. Robbins and Judge (2012) explained that job satisfaction is a positive emotion about the work they have created from the characteristic evaluation.

- d. Based on Mathis and Jackson (2006), job satisfaction is a positive employee emotion condition from evaluating the working experience.

From the explanation above, it can be concluded that job satisfaction is an employee emotion about what they have done will match to what they got in a company.

2. Factors influencing the Job Satisfaction

Sutrisno (2009) explained that there are 10 factors that influence job satisfaction, there are:

1. An opportunity to move forward, this means that there are opportunities for some employee to move forward to get experience and their skill will improve during the works.
2. Job Safety, this factor supports job satisfaction; it is good for the employee. The safe circumstance affects the feeling of employees during the work.
3. Salaries, salaries sometimes cause dissatisfaction, and people rarely express their satisfaction in a job with the amount of money they have earned.
4. Company and Management, it means good company and management are those who can stabilize the situations and working conditions.
5. Supervision and its superiors. Poor supervision can result in attendance and turnover.
6. Intrinsic factor of the work. This means the attributes that exist in the job require certain skills. The difficulties and pride about their duty can increase or decrease the satisfaction
7. Working conditions. This includes the working conditions of the place, ventilation, broadcasting, canteen, and parking lots.
8. Social aspects of work. It is one of the attitudes that is difficult to describe but has seen as a supporting factor whether the employee feels satisfied or not in their work.

9. Communication. Seamless communication between the employees and the management is widely used for an excuse to like their positions. In this case, the willingness of the employer to listen, understand and acknowledge the opinions or achievements of the employees takes part in creating a sense of satisfaction towards work
10. Facilities, such as hospital, vacation, retirement funds, or housing facilities are the standard of a position and if it can be fulfilled it will cause a sense of contentment.

Mangkunegara (2009) also explained that there are 2 factors that influence the job satisfaction, there are:

1. Employee factors, such as intelligence (IQ), special intelligence, age, gender, physical condition, education, work experience, working period, personality, emotion, way of thinking, perception, and work attitude.
2. Job factors, such as the type of the work, organizational structure, rank (group), position, quality of supervision, financial guarantees, promotion opportunities, social interaction, and working relationship.

3. Indicators of Job Satisfaction

Based on Robbins (2012), the indicators to measure the job satisfaction are:

- a. Work mentality that provides challenge. Employees are more likely to like jobs that give them opportunity to use their skills and abilities and offer varied tasks, freedoms and feedback on how well they work.
- b. Decent rewards. Employees want payroll systems and promotional policies that they feel reasonable, not confusing, and in line with their expectations.

- c. Supporting working condition. Employees prefer a physical environment that is safe, comfortable, clean, and has minimum level of interference.
- d. Supporting co-workers. For some employees, working can also give them a chance for social interaction and fulfill their needs to interact. Therefore, having friendly and supportive co-workers also can improve their satisfaction in a job.

4. Impact of job satisfaction

According to Handoko (2001), job satisfaction is an emotional condition (satisfied or dissatisfied) in which employees see their work. Job satisfaction reflects employee's feeling towards his work. This can be seen from the positive attitude of the employees to the work and everything faced in the work. Historically, employees that feel satisfied with the work will perform the work well. The problem is that employees who have high satisfaction are not necessarily the employees with high productivity.

2.2.5 Job Performance

1. Definition of Job Performance

Job performance is one of important factors in an organization. The higher the job performance the higher the organizational performance. Some experts explain about job performance:

- a. Based on Robbins (2012), job performance can be defined as the evaluation of individual performance compared with the criteria that have been set up by the organization.
- b. Based on Mathis and Jackson (2006), job performance is everything that been done or have not been done by an employee.
- c. Bernadin and Russell (1998) explained job performance as a record of result that obtained from the job functions or activities in a certain period.

From the explanation above, job performance is an evaluation result of the job that has been done by employees, and also be the record of result from the employee performance in an organization

2. Factors that influence the Job Performance

Based from Simanjuntak (2005), there are 3 factors that influence the job performance.

- a. Individual. Individual here means that the ability or skills to do the job. People competencies can be influenced by several factors that divided into 2 different groups, abilities and skills, also motivation and work ethics.
- b. Organization supports. To complete the job, an employee needs supports from the organization. Organization supports can be in the form of organization, providing facilities and infrastructure, comfortable working environment, and working conditions. An organization needs to provide clarity for everyone about the organization goals that must be achieved and what must be done to get their goal completed. Everyone should understand clearly about their positions and their duties.
- c. Management supports. Company performance and the performance of each person depends on the managerial ability of the management or leadership, either by building a safe and harmonies work system and industrial relations, or by developing worker competence, as well as growing motivation for the employee to work optimally.

Luthans (2006) explained that there are 4 factors that influence the job performance of an employee:

- a. Making work fun
- b. Have salaries, benefit, or a chance to get promoted fairly
- c. Matching an employee to the right job with his interest and expertise
- d. Designing a job to be interesting and fun

3. Purpose of Performance Appraisal

Based on Simamora (2006), the purpose of performance appraisal is:

- a. Evaluation Approach. Assessing the past performance as a basis to do a personal decision.
- b. Development Approach. Motivating and directing individual performance and career development efforts.

4. Indicators of Performance Appraisal

Based on Bernadin and Russell (1998), there are some criteria to measure employee performance, such as:

- a. Quality. A process or result of completing a job is near perfect.
- b. Quantity. A production product that can be shown in units of currency, number of unit, or number of activity cycles is completed.
- c. Timeliness. The level at which these activities can be completed, or a production result can be achieved, at the beginning of the time determined together with the coordination with other product results and maximize the time available for other activities.
- d. Cost Effectiveness. Organization resources such as human, financial, technology and raw materials can be maximized in the sense of obtaining the highest profit/reducing losses arising from each unit or example of the use of an existing resource.
- e. Relationship between employees. The level where the employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.

2.3 Relationship between Variables

2.3.1 Relationship between Quality of Work Life and Job Satisfaction

Rubel & Kee (2014) proves that there are positive impact from quality of work life into job satisfaction in the outcome of PLS. Other research from Othman and Lieng (2009) also had a significant impact of quality of work life on job satisfaction. Setyadi & Wartini (2016) also stated in their research that there is

a positive effect from quality of work life to job satisfaction, which corresponds to their research. Jahanbani, et al (2017) also stated in their research that both variables have a significant and positive relationship, which quality of work life can be a good predictor for job satisfaction.

Based from the explanation above, the hypothesis can be submitted is:

H1: There is an influence of quality of work life on job satisfaction.

2.3.2 Relationship between Quality of Work Life and Job Performance

Rai (2015) explained that there is a positive correlation of quality of work life on job performance. While Rai and Tripathi (2015) also conducted a research and found that there is a positive effect and significantly on job performance. Chanana and Gupta (2016) also stated that there is a positive relation of quality of work life on job performance, but there is no significant impact on variables.

Based from the explanation above, a hypothesis is proposed as follows:

H2: There is a positive and significant influence of quality of work life on job performance

2.3.3 Relationship between Quality of Work Life and Job Performance through Job Satisfaction

Gayathiri and Ramakrishnan (2013) stated that there is an effect of quality of work life on job performance through job satisfaction. There is an ultimate effect of performance of the organization and immediate effects on the psychology of employees. In other research, Setiyadi and Wartini (2016) stated that there is an indirect effect of quality of work life on job performance through job satisfaction. This research also stated that because the direct effect is smaller than the indirect effect or the relationship is indirect. Nurbiyati (2014) also stated that quality of work life has indirect effect, in which quality of work life on job performance through job satisfaction is bigger than the direct effect of quality of work life on job performance.

From the statement above, a hypothesis is proposed as follows:

H3: There is indirect influence of quality of work life on job performance through job satisfaction.

2.3.4 Relationship between Organizational Climate and Job Performance

Setiawan (2015) conduct a research and revealed that there is a significant impact on organizational climate on job performance. While Karundeng (2013) also stated that there is a functional relations and positive impact with linear pattern and its significant on job performance. It also showed that organizational climate has a dominant factor for determining job performance.

Based on the explanation above, the following hypothesis can be drawn:

H4: There is a positive influence of organizational climate on job performance.

2.3.5 Relationship between Organizational Climate and Job Satisfaction

Castro and Martins (2010) stated that there is a positive relationship between both variables, and it is consistent with prior studies. While Niafard and Heidarei (2016) also stated that between organizational climate and job satisfaction had a positive impact and significant relationship. Research conducted by Falahi (2019) also stated that organizational climate is proven to have a positive and significant effect on job satisfaction. Surachim and Firdaus (n.d) in their research also stated that there is an effect of the organizational climate on job satisfaction with a fairly strong category. Which means the higher organizational climate level; it also impacted to the job satisfaction level which increasing.

Based from the statement above, it can be drawn a hypothesis that:

H5: There is a positive influence and significant relationship of organizational climate on job satisfaction.

2.3.6 Relationship between Organizational Climate to Job Performance through Job Satisfaction

Tantowi and Astuti (2016) stated that on their research the result of the relationship between organizational climate and job performance has an effect on them. Lukman, et al (2020) also stated that there is an effect of organizational climate on job performance. It is corroborated by Setiawan (2015) revealing that there is a positive and significant impact of organizational climate on job performance. On the other side, Niafard and Heidarei (2016) stated that there is a positive impact of organizational climate on job satisfaction, This finding is

corroborated by Martins (2010) and Falahi (2019) that there is positive and significant impact of organizational climate on job satisfaction. Hidayanti and Rahmawati (2016) stated that there is no significant impact of job satisfaction on job performance, Valianawaty and Sutanto (2015) also found similar finding, that there is no positive impact of job satisfaction on job performance. While a research conducted by Suratman and Supriyantiningasih (2019) stated that there is an effect of job satisfaction on job performance.

Based on the explanation above, the hypothesis that can be submitted is

H6: There is positive influence of organizational climate on job performance through job satisfaction

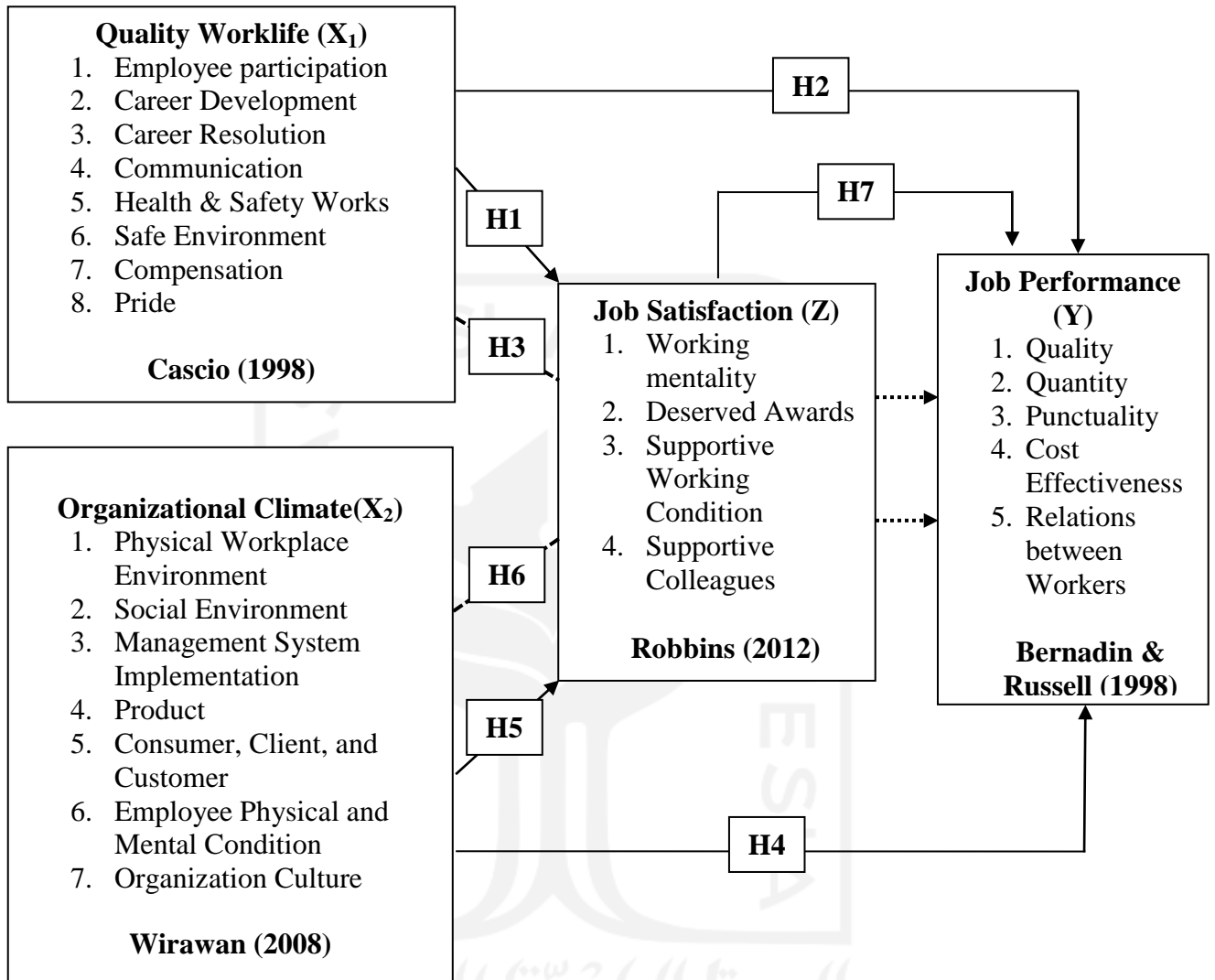
2.3.7 Relationship between Job Satisfaction and Job Performance

Bakan, et al (2014) in their research stated that there is a positive impact of job satisfaction on job performance. Judge, et al (2001) also stated that between job satisfaction and job performance had a relationship that cannot be abandoned. Univerity (2012) in his research also stated that both variables have a significant effect while job satisfaction level is high, the productivity of employee would increase. Suratman & Supriyantiningasih (2019) also stated that there is an effect between job satisfaction and job performance, which makes the higher satisfaction, the performance should be increased.

Based from the explanation above, the hypothesis that can be submitted is:

H7: There is a positive and significant influence of job satisfaction on job performance.

2.4 Research Framework



Chapter 3

Research Methodology

3.1 Research Approach

This research study makes use of quantitative approach in which a few hypotheses are collected from prior studies and then tested. Quantitative approach is a tool to test the objective theory by testing the relations between the variables (Cresswell, 2007).

3.2 Research Object

3.2.1 Research Site

This research was conducted at PT. Titian Energi Indonesia, which is located at Jln. Bintaro Utama Blok HJ 1 No 03 Sektor IX Pondok Pucung, Pondok Aren, Tangerang Selatan, 15229. The phone number was (021) 53162535

3.2.2 Company Background

PT. Titian Energi Indonesia is a company that provides energy consultancy services, energy-related project management, energy saving empowering project to a wide range of commercial clients since 2012. PT Titian Energi Indonesia also has 4 branch offices located on Surabaya, Yogyakarta, Bandung, and Bali.

3.2.3 Company's Logo

Picture 3.1 Company Logo



Source: Company website, 2021

3.3 Research Variable

3.3.1 Independent Variable

Independent variable is a variable which affects the dependent variable whether the result is in positive or negative (Sekaran, 2013). The independent variable in this study are Quality of Work Life (X1), and Organizational Climate (X2).

3.3.2 Dependent Variable

Dependent variable is the variable the researcher is primarily interested in, and the purpose are to understand and describe the dependent variable (Sekaran, 2013). In this research, the dependent variable is Job Satisfaction (Y)

3.3.3 Intervening Variable

Intervening variable is the variable that has strong contingent effect on the relationship between the independent variable and dependent variable, or it can be called as the third variable that modifies the relationship between the independent variable and dependent variable (Sekaran, 2013). The intervening variable that is used in this research is Job Performance (Z)

3.4 Operation Variable

Operation Variable is the idea to reduce the abstract concept to render the measurable in a tangible way, and it is done by looking at the behavioral dimensions, facets, or properties denoted by the concept. It is translated into observable and measurable elements to develop an index of measurement concept (Sekaran, 2003).

3.4.1 Quality of Work Life (X1)

According to Robbins and Judge (2012), quality of work life is the employee's perception of some aspects in the world of work, in terms of physical well-being and psychologically which provide them a sense of security and satisfaction.

Cascio (1998) stated that quality of work life is a perception of employees about their mental and physique welfare in the work place.

The indicators of quality of work life based on Cascio are:

- 1) Employee Participation
- 2) Career Development
- 3) Problem Solving
- 4) Communication
- 5) Occupational Health & Safety
- 6) Environmental Safety
- 7) Decent Compensation
- 8) Pride

3.4.2 Organizational Climate (X2)

Robbins and Judge (2012) stated that organizational climate is a common perception that employees have about the organization and working environment. According to Wirawan (2008) from Yandi (2013), stated that there are 7 indicators of organizational climate, which are:

- 1) The physical environment of the workplace
- 2) The circumstances of the social environment
- 3) The implementation of management systems
- 4) Products
- 5) Consumer, clients, and customer served
- 6) The physical and mental condition of member organization
- 7) Organization culture

3.4.3 Job Performance (Y)

According to Robbins (2012), job performance is the evaluation result of the job that has been done by an individual compared with the criteria that have been set together. Bernardin and Russell (1998) stated that there are some criteria to measure the performance employee such as:

- 1) Quality, a process or result of completing a job is near perfect.

- 2) Quantity, a product that can be shown in units of currency, number of units, or number of activity cycles is completed.
- 3) Timeliness, the level at which the activities can be completed, or a production result can be achieved at the beginning of time determined together with the coordination with other product results and maximizing the time available for other activities.
- 4) Cost effectiveness, Organization resources such as human, financial, technology and raw materials can be maximized in the sense of obtaining the highest profit/reducing losses arising from each unit or from the use of an existing resource.
- 5) Relationship between employees. The level at which the employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.

3.4.4 Job Satisfaction (Z)

According to Mihiravi and Perera (2016), job satisfaction is an employee effective reaction compared with the results that needed and actual results.

According to Robbins (2012), job satisfaction is a general attitude toward a person's work, showing the difference between the numbers of awards received by employees and the number they believe they should receive. Robbins (2012) also stated that there are 4 indicators to measure job satisfaction:

- 1) Work mentality that provides challenge. Employees are more likely to like jobs that give them opportunity to use their skills and abilities and offer varied tasks, freedoms and feedback on how well they work.
- 2) Decent rewards. Employees prefer payroll systems and promotional policies that they feel are reasonable, not confusing, and in line with their expectations.

- 3) Supporting working condition. Employees prefer a physical environment that is safe, comfortable, clean, and has minimum level of interference.
- 4) Supporting co-workers. For some employees, working can also give them a social interaction and fulfil their needs to interact. Therefore, having friendly and supportive co-workers should also improve their satisfaction in a job.

3.5 Population and Sample

3.5.1 Population

Population is a group of people, events, or things that researcher intends to investigate (Sekaran, 2013). The populations of this research are PT. Titian Energi Indonesia employees, with the total of 108 employees including the office staff and the field workers.

3.5.2 Sample

A sample is a subset of the population (Sekaran, 2013). It also can be the element of population. By studying a sample, the researcher should be able to draw conclusions that are generalizable to the population interest. In this research, non-probability sampling is used, which is saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as samples (Sugiyono, 2012: 96)

3.6 Source of Data

3.6.1 Primary Data

Primary data is the data that gathered first-hand according to the researcher findings (Sekaran, 2013). In this research, the primary data would be gathered from questionnaire spread out to the employees.

3.6.2 Secondary Data

Secondary data is the data that have been gathered from other researchers, or the data that are already available (in the company, industry, archives, etc.). The secondary data in this research are

gathered from the company archives, documents, and in the office.

This secondary data in this research functions as supporting data.

3.7 Data Collection Method

Questionnaire is a set of preformulated written questions in which respondents record their answer, usually within rather closely defined alternatives (Sekaran, 2013). Questionnaire is the primary data collection tool in survey research, and it also referred to as the survey instrument. Questionnaire construction and delivery to respondents are highly involve process (Leavy, 2017). In this research, the primary data are gathered using questionnaire spread out to employees.

3.8 Instrumental Analysis

3.8.1 Validity Test

According to Sekaran (2013), validity is a proof of how well an instrument develops to measure certain concepts that are intended to be measured. This research uses questionnaire – a set of pre-formulated written questions in which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 2013). In this research, validity test is used to show the extent to which the measuring instrument is employed to measure. Validity method measures the validity instruments by using SPSS 23.0 version.

3.8.2 Reliability Test

According to Sekaran (2013), reliability is a measuring tool to show the extent to which the data is reliable (error free), and guarantees consistent measure all the time and in every part in the instrument. In this study, Alpha *Cronbach* is used to know if the data is reliable.

3.9 Data Analysis Method

3.9.1 Classical Assumption Test

Classical assumption test are requirement tests to see if multiple linear regression exists. Classical assumption test is not needed in linear

regressions used to count value in a variable. These are 3 types of classical assumption test:

- 1) **Normality Test**, this test used to determine if there is a normal distribution of data (Santoso, 2010) a good research is the one with the data that has a normal distribution, it means the data has spread evenly so that it can represent the population. This study will use *Kolmogorov-Smirnov* Test. If the significance is below 0.05, there is significant difference, and if the significance is above 0.05 , there is no significant difference.
- 2) **Heteroscedascity Test**, this test used to test whether there is a regression model residual variance inequality from one observation to another observation (Ainiyah, 2016). Heteroscedascity occurs if the residual variance is not constant. The regression model is good if there is not Heteroscedascity (Ghozali, 2007). This study will use *Spearman's rho* test to test if there is no heteroscedasticity in this research.
- 3) **Multicollinearity**, this test is used to determine the existence of high correlation between variables in a multiple regression model. If there is a high correlation between the independent variables, then the relationship will be interrupted. As such, a good regression model should not be a correlation between independent variables, or it can be mutually collinear but not highly correlated (Gani, 2015).

3.9.2 Multiple Regression Analysis

Multiple regression analysis is a multivariate technique that is very often used in business research (Sekaran, 2013). The starting point of the multiple regression analysis is, of course, the conceptual model (and the hypotheses derived from that model) that the researcher has developed at an earlier stage of the research process. Multiple regression analysis provides a means of objectively assessing the degree and character of the relationship between independent variables

and the dependent variable; the regression coefficients indicate the relative importance of each independent variables in the prediction of the dependent variable.

The regression equation which has three independent variables are:

$$Y_c = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Regression that is used in this research study are:

1. Regression Model I

Regression model I analysis is used to find out the influence of quality of work life, organizational climate on job performance through job satisfaction. In the linear regression, the equation is $Y' = a + bX$.

$$Z = a + b_1X_1 + b_2X_2 \dots \dots \dots (1)$$

Explanation:

- Z: Job Satisfaction
- X1: Quality of Work Life
- X2: Organizational Climate
- b1: Regression Coefficient
- b2: Regression Coefficient

2. Regression Model II

Regression model II analysis is used to find out the direct influence of quality of work life, organizational climate on job performance through job satisfaction.

$$Y_1 = a + b_1X_1 + b_2X_2 \dots \dots \dots (2)$$

Explanation:

- Y: Job performance
- X1: Quality of work life
- X2: Organizational Climate
- Z: Job Satisfaction
- b1: Regression Coefficient

b2: Regression Coefficient

3. Regression Model III

Regression model III analysis is used to find out the direct influence of variable quality of work life, organizational climate on job performance through job satisfaction.

$$Y = a + b_1X_1 + b_2X_2 + b_3Z \dots \dots \dots (3)$$

Explanation:

Y: Job Performance

X1: Quality of work life

X2: Organizational Climate

Z: Job satisfaction

b1: Regression Coefficient

b2: Regression Coefficient

b3: Regression Coefficient`

3.10 Hypothesis Test

After understanding the regression model and regression analysis, it needs to find out that the proposed hypotheses are true.

1. T-Test

Based on Ghozali (2013), t test is showing the extent to which the influence of one independent variable individually in explaining the variation of the dependent variable. According to Ghozali (2013), how to do the T test is as follows:

- a) Quick look: if the number of degrees of freedom (df) is 20 or more, and the degree of confidence is 5%, then H_0 which states $b_i = 0$ can be rejected if the value of t is greater than 2 (in absolute value). In other words, an alternative hypothesis is accepted which states that an independent variable individually affects the dependent variable.
- b) Comparing the t statistical value with the critical point according to the table. If the calculated t statistical value is

higher than the t table value, an alternative hypothesis is accepted which states that an independent variable individually affects the dependent variable.

Ho: If the significance value < 0.05 , it means that there is no partial effect of the quality of work life and job satisfaction on employee performance.

Ha: If the significance value > 0.05 , there is a partial effect of the quality of work life and job satisfaction on employee performance.

2. F-Test

The step to conduct F-Test is:

a. Define the hypothesis Ho and Ha

Ho: There is a positive influence of Quality of Work Life on Job Performance but not significance.

Ha: There is a positive influence of Quality of Work Life on Job Performance.

b. Determine the significance value (α), i.e. $\alpha = 5\%$ or 0.05

c. Make a conclusion

a) If $p > \alpha = \text{Ho}$ is accepted and Ha is rejected, it means there is positive influence of quality of work life on job performance but it is not significant.

b) If $p \leq \alpha = \text{Ho}$ is rejected and Ha is accepted, it means there is positive significant value of quality of work life on job performance.

d. Perform calculations in accordance with the statistical approach used, namely by using analysis of variance (ANOVA) on SPSS 22.0 Version

3.11 Path Analysis

Path analysis method is used to test the effect of intervening variables. Based on Ghozali (2013), path analysis is an extension of multiple linear regression analysis, or the use of regression analysis to estimate the causal relationship between variables that have been determined based on theories. Path analysis cannot determine the causal relationship and also cannot be

used as a substitute for researchers to see the causality relationship between variables, but only tests the theoretical relationship between variables. Path analysis can do determine the pattern of relationships between three or more variables and cannot be used to confirm or refute an imaginary causality hypothesis. According to Widarjono (2010), path analysis is a method for studying the direct and indirect effects of variables.



Chapter 4

Data Analysis & Discussion

This section presents the research findings and their discussion about “The Influence of Quality Work Life and Organizational Climate toward Job Performance through Job Satisfaction as Intervening Variable in PT. Titian Energi Indonesia. The findings are based on the questionnaire distributed to the employees of PT. Titian Energi Indonesia with a total of 108 employees. Out of such a number, 108 questionnaires are returned in which the return rate of the questionnaire is 100% of the number of questionnaires distributed. The systematic discussion in this section begins with a descriptive analysis including gender, age, status, latest education and years of service in the company, and also analysis and quantitative discussion such as multiple regression analysis, path analysis, and hypothesis tests. The following is details of the questionnaire acquisition in this study:

Table 4.1 Total Research Questionnaire

No.	Information	Total	Percentage
1	Total questionnaire distributed	108	100%
2	Total questionnaire not returned	0	0%
3	Total questionnaire returned	108	100%

Source: Processed Primary Data, 2021

Details of the questionnaire acquisition in this study can be seen in the data summary attachment. After all the data were collected, includes the data coding and tabulated data. Furthermore the data were analyzed using computer statistical program, namely IBM SPSS Statistics version 22.0

4.1 Validity Test Result and Reliability Test Research Instrument

4.1.1 Validity Test Result

Validity test is a proof of how well an instrument develops to measure certain concepts that are intended to be measured (Sekaran, 2013). Based on Supardi (2005), validity test the extent to which a measuring instrument can measure the ones to be measured. According to Sekaran (2013), questionnaire is a set of pre-formulated

written questions in which respondents record their answer, usually within rather closely defined alternatives. A questionnaire can be called valid if the question in a questionnaire can explain something that measured with it.

Table 4.2 Question Distribution based on Variables

No	Variables	Total
1	Quality of Work Life (X1)	18
2	Organizational Climate (X2)	14
3	Job Performance (Y)	14
4	Job Satisfaction (Z)	11
Total Questions		57

Source: Processed Primary Data, 2021

Validity test in this research measure the questionnaire items on quality of work life, organizational climate, job performance and job satisfaction variable. The calculation of the validity of the instrument is based on a comparison between r_{count} and r_{table} , in which r_{table} is set on 0.1891 (0.189) ($df = N-2$, $108-2 = 106$ with $\alpha = 0.05$). If r_{count} is larger than r_{table} ($r_{count} > r_{table}$), the question is considered valid. However, if r_{count} is smaller than r_{table} , then the question is considered invalid.

The result of validity test based on the calculation using *IBM SPSS Statistics 22* to 108 employees on PT. Titian Energi Indonesia is as follows:

Table 4.3 Quality of Work Life Validity Test Results (X1)

QUALITY OF WORK LIFE				
No	Statement	r_{count}	r_{table}	Information
Employee Participation				
1	Teamwork at the company is going well	0.627	0.189	Valid

2	The company supports employees who participate in meetings	0.621	0.189	Valid
Career Development				
3	The company provides training for employees	0.786	0.189	Valid
4	The company provides promotions for employees	0.726	0.189	Valid
Conflict Resolution				
5	The company provides an exchange of opinions / appeals process in resolving conflicts as deemed necessary	0.670	0.189	Valid
6	Openness of superiors in accepting every complaint	0.570	0.189	Valid
Communication				
7	There are face-to-face meetings between employees	0.628	0.189	Valid
8	There is a good formal process for submitting employee complaints	0.684	0.189	Valid
Health and Safety Work				
9	There is a place for medical examination in the workplace environment	0.661	0.189	Valid
10	The company has a recreational program	0.713	0.189	Valid
11	The company provides safe work equipment	0.797	0.189	Valid
12	The company guarantees job continuity as an effort to prevent work termination and a sense of security at work	0.773	0.189	Valid
Safe Environment				

13	The company has concern for the environment	0.811	0.189	Valid
14	The company provides a fast response in an emergency	0.783	0.189	Valid
Compensation				
15	The amount of salary given by the company is in accordance with the assigned task	0.732	0.189	Valid
16	The company provides a pension plan for employees	0.628	0.189	Valid
Pride				
17	I am proud to work in the company where I work	0.705	0.189	Valid
18	I am confident in using company attributes / identities at work	0.714	0.189	Valid

Source: Processed Primary Data, 2021

Based on the validity test of the question items on the quality of work life variable, there are 18 questions and all of them have been tested valid. It has been proven with $r_{count} > r_{table}$ so that the questions can be used in further research to measure the quality of work life variable.

Table 4.4 Organizational Climate Validity Test Results

Organizational Climate				
No	Statement	rcount	rtable	Information
Workplace Physical Environment				
1	The working environment is very supportive to work better	0.814	0.189	Valid
2	The current work environment is what I want	0.781	0.189	Valid
Social Environment				
3	I have good and pleasant communication with my boss	0.827	0.189	Valid

4	I can build good relationships with other employees in the company, especially in your work unit	0.724	0.189	Valid
Management System Implementation				
5	Management runs with a system that is clear and easy to understand	0.795	0.189	Valid
6	The company is able to manage conflict well	0.774	0.189	Valid
Product				
7	Production equipment in the company is well maintained	0.748	0.189	Valid
8	The use of raw materials where I work is in accordance with standards	0.791	0.189	Valid
Consumer, Client, and Customer				
9	The relationship between me and the client is very good	0.776	0.189	Valid
10	There is no conflict between the client and the company with the results given	0.716	0.189	Valid
Employee Physical and Mental Condition				
11	I do work energetically, and I am passionate	0.776	0.189	Valid
12	I have a commitment and moral values that support work to be done well	0.743	0.189	Valid
Organization Culture				
13	The enforcement of the implementation of the company-wide regulations has gone well	0.711	0.189	Valid
14	Enforcement of the implementation of work safety as a whole has been carried out well within the company	0.786	0.189	Valid

Source: Processed Primary Data, 2021

Based on the validity test of the question items on the organizational climate variable, there are 14 questions and all of them have been tested valid. It has been proven with $r_{count} > r_{table}$ so that the questions can be used in further research to measure the organizational climate variable.

Table 4.5 Job Satisfaction Validity Test Results

Job Satisfaction				
No.	Statement	rcount	rtable	Information
Working Mentality				
1	Division of work groups according to the skills I have	0.682	0.189	Valid
2	I do my job with a sense of passion and responsibility	0.701	0.189	Valid
3	I am free to express myself in doing the tasks assigned by the company	0.615	0.189	Valid
4	I am happy because I get new experiences from my current job	0.737	0.189	Valid
Deserved Awards				
5	I receive a salary that matches my performance	0.724	0.189	Valid
6	Promotions given by the company motivated me to be more developed and advanced	0.808	0.189	Valid
7	The honorarium I receive is in accordance with my duties when I am overtime	0.785	0.189	Valid
8	There is a special award given by the company if I have completed the job properly and on time	0.761	0.189	Valid
9	Information on salary / wages / bonus payments is very clear and easy to understand	0.722	0.189	Valid
Supportive Working Condition				
10	I work in a safe. clean and comfortable work environment	0.753	0.189	Valid
11	The work environment encourages my enthusiasm for completing work	0.792	0.189	Valid
12	The facilities in the company really support me to do better	0.831	0.189	Valid
Supportive Colleagues				
13	The relationship between my co-workers and me is very good and helps each other	0.752	0.189	Valid

14	I enjoy working with colleagues who create a harmonious working atmosphere with each other	0.750	0.189	Valid
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Source: Processed Primary Data, 2021

Based on the validity test of the question items on job satisfaction variable, there are 14 questions and all of them have been tested valid. It has been proven with $r_{count} > r_{table}$ so that the questions can be used in further research to measure the job satisfaction variable.

Table 4.6 Job Performance Validity Test Results

Job Performance				
No.	Statement	r_{count}	r_{table}	Information
Quality				
1	I am able to complete work according to the quality of the work	0.795	0.189	Valid
2	I am able to work carefully and minimize errors in my work	0.812	0.189	Valid
Quantity				
3	I was able to achieve the targets that have been determined	0.807	0.189	Valid
4	I was able to get some work done	0.772	0.189	Valid
Punctuality				
5	I am able to work deftly	0.774	0.189	Valid
6	I am able to maximize the time given to work properly and correctly	0.832	0.189	Valid
Cost Effectiveness				
7	I am able to maximize the existing resources in the company	0.804	0.189	Valid
8	The company maximizes the use of existing raw materials	0.771	0.189	Valid
Relations between Workers				
9	I have the ability to work with other employees in the same section or division	0.881	0.189	Valid
10	I have no problems in the work team	0.787	0.189	Valid
11	I have good relationships with other employees	0.784	0.189	Valid

Source: Processed Primary Data, 2021

Based on the validity test of the question items on job performance variable, there are 11 questions and all of them have been tested valid. It has been proven with $r_{count} > r_{table}$ so that the questions can be used in further research to measure the job performance variable.

4.1.2 Reliability Test

Based on Sekaran (2013), reliability is a measuring tool to show the extent to which the data is reliable (error free), and guarantees consistent measure all the time and in every part in the instrument. The measurement tool to know whether it is reliable or not in a research, researcher would use Alpha *Cronbach* to know whether the data is reliable. To measure the reliability is by calculating the Cronbach Alpha of each variable. If Cronbach Alpha is larger than 0.60 then the variables considered as reliable.

Table 4.7 Reliability Test Result

No	Variable	Cronbach's Alpha Value	Sig.	Information
1	Quality of Work Life (X1)	0.939	>0.6	Reliable
2	Organizational Climate (X2)	0.946	>0.6	Reliable
3	Job Satisfaction (Z)	0.936	>0.6	Reliable
4	Job Performance (Y)	0.944	>0.6	Reliable

Source: Processed Primary Data, 2021

Based on the analysis result, the four variables tested has a Cronbach's Alpha coefficient value greater than 0.6. So it can be concluded that the instrument is reliable and can be used for further research.

4.2 Descriptive Analysis

This analysis describes the personal characteristics of the respondents studied and the results of the study of the variables of quality of work life, organizational climate, job performance and job satisfaction.

4.2.1 Research Respondents Characteristics

This section explains the descriptive data on the research respondents. Descriptive data describes the state or condition of the respondent

considered as additional information to more understand the research results.

1. Respondent Characteristics based on Gender

Based on the analysis result related to the gender of the respondents, the following data are obtained:

Table 4.8 Characteristics of Employee Respondents based on Gender

No	Gender	Frequencies	Percentage
1	Male	101	93.6%
2	Female	7	6.4%
Total		108	100%

Source; Processed Primary Data, 2021

Based on the table, it is known that of the 108 respondents in this research are employee, 102 people or 93.6% of the respondents are male, and 7 people or 6.4% of the respondents were female. Thus, male respondents dominate the composition of the research in this study.

2. Respondent Characteristics based on Age

The characteristics of respondents based on age consist of 6 categories, less than 25 years, 26-30 years, 31-35 years, 36-40 years, 41-45 years, and over 45 years.

Table 4.9 Characteristics of Employee Respondents based on Age

No	Age	Frequencies	Percentage
1	Less than 25 years	5	5.5%
2	26-30 years	6	5.5%
3	31-35 years	7	6.42%
4	36-40 years	16	14.6%
5	41-45 years	16	14.6%
6	Over 45 years	58	53.2%
Total		108	100%

Source: Processed Primary Data, 2021

Based on the table, it is known that of the 108 respondents are aged over 45 years with 58 people or 53.2%. Respondents aged less than 25 years are 6 people or 5.5% and those aged 26-30 years are 6 people or

5.5%. Both respondents aged 31-35 years and 41-45 years are 16 people or 14.6%.

3. Respondent Characteristics based on Status

Respondent characteristics based on status are divided into two, married and unmarried.

Table 4.10 Characteristics of Employee Respondents based on Status

No	Status	Frequencies	Percentage
1	Married	102	93.6%
2	Unmarried	6	6.4%
Total		108	100%

Source: Processed Primary Data, 2021

Based on the table, it shows that there are 102 people or 93.6% of respondents who are married. The rest, 7 people or 6.4% are unmarried. It can be concluded that this research is dominated by married respondents.

4. Respondent Characteristics based on Latest Education

Respondents' characteristic based on latest education are divided into 5 categories, these are SMA, D-3, S-1, S-2, and S-3.

Table 4.11 Characteristics of Employee Respondents based on Latest Education

No	Latest Education	Frequencies	Percentage
1	Senior High School	13	11.9%
2	D-3	11	10%
3	S-1	62	56.8%
4	S-2	20	18.3
5	S-3	2	2.7%
Total		108	100%

Source: Processed Primary Data, 2021

Based on the table, it shows that the most respondents are at the S-1 education level, with 62 people or 56.8%. Respondents who are senior high school graduates are 13 people with 11.9%. Respondents with D-3 are 11 people or 10%. S-2 graduates are 20 people or 18.3%, and respondent with in S-3 is 3 people or 2.7%.

5. Respondent Characteristics based on Years of Service

Characteristics of respondents based on years of service divided into 4 categories, 1-5 years, 6-10 years, 11-15 years, and over 15 years.

Table 4.12 Characteristics of Employee Respondents based on Years of Service

No	Years of Service	Frequencies	Percentage
1	1-5 years	23	21.1%
2	6-10 years	77	70.6%
3	11-15 years	7	7.3%
4	Over 15 years	1	0.9%
Total		108	100%

Source: Processed Primary Data, 2021

Based on the table, it shows that the most respondents' services in the company is around 6-10 years with 70.6%. As follows, those in 1-5 years services is 23 people or 21.1%, 11-15 years services are 8 people or 7.3%, and over 15 years services is 1 person or 0.9%.

4.2.2 Descriptive Analysis of Research Variables

To describe a variable answer, it can be indicated by the mean value of the variable. The average value obtained can later be used to see respondents' perception of the elements of quality of work life, organizational climate, job performance, and job satisfaction. Based on the minimum value and maximum value, the assessment intervals in this study are:

Minimum Score = 1

Maximum Score = 5

$$Interval = \frac{\text{Maximum Score} - \text{Minimum Score}}{\text{Total Class}}$$

$$Interval = \frac{5 - 1}{5} = 0.8$$

The table below displays the score of the questions items through index analysis using interval values:

Table 4.13 Interval Value

Interval	Categories
----------	------------

1.00 – 1.80	Very Low
1.81 – 2.61	Low
2.62 – 3.42	Moderate
3.43 – 4.23	High
4.24 – 5.00	Very High

1. Quality of Work Life Variables (X1)

Table 4.14 Descriptive Analysis of Quality of Work Life

No	Statement	Mean	Categories
Employee Participation Indicator			
X1.1	Teamwork at the company is going well	4.37	Very High
x1.2	The company supports employees who participate in meetings	4.34	Very High
Average Indicator of Employee Participation		4.35	Very High
Career Development Indicator			
X1.3	The company provides training for employees	4.48	Very High
X1.4	The company provides promotions for employees	4.36	Very High
Average Indicator of Career Development		4.42	Very High
Conflict Resolution Indicator			
X1.5	The company provides an exchange of opinions / appeals process in resolving conflicts as deemed necessary	4.12	High
X1.6	Openness of superiors in accepting every complaint	4.26	Very High
Average Indicator of Conflict Resolution		4.19	High
Communication Indicator			
X1.7	There are face-to-face meetings between employees	4.27	Very High
X1.8	There is a good formal process for submitting employee complaints	4.13	High
Average Indicator of Communication		4.2	High
Health and Safety Work Indicator			
X1.9	There is a place for medical examination in the workplace environment	4.44	Very High
X1.10	The company has a recreational program	4.14	High
X1.11	The company provides safe work equipment	4.50	Very High

X1.12	The company guarantees job continuity as an effort to prevent work termination and a sense of security at work	4.10	High
Average Indicator of Health and Safety Work		4.29	Very High
Safe Environment Indicator			
X1.13	The company has concern for the environment	4.40	Very High
X1.14	The company provides a fast response in an emergency	4.58	Very High
Average Indicator of Safe Environment		4.49	Very High
Compensation Indicator			
X1.15	The amount of salary given by the company is in accordance with the assigned task	4.24	Very High
X1.16	The company provides a pension plan for employees	4.06	High
Average Indicator of Compensation		4.15	High
Pride Indicator			
X1.17	I am proud to work in the company where I work	4.38	Very High
X1.18	I am confident in using company attributes / identities at work	4.41	Very High
Average Indicator of Pride		4.39	Very High
Average total		4.31	Very High

Source: Processed Primary Data, 2021

The following is a recapitulation that shows respondents' perception of the quality of work life variables based on the indicator used:

Table 4.15 Recapitulation of Descriptive Analysis of the Quality of Work Life

No	Indicator	Mean	Information
1	Employee Participation	4.35	Very High
2	Career Development	4.42	Very High
3	Conflict Resolution	4.19	High
4	Communication	4.20	High
5	Health and Safety Work	4.29	Very High
6	Safe Environment	4.49	Very High
7	Compensation	4.15	High

8	Pride	4.39	Very High
Quality of Work Life		4.31	Very High

Source: Processed Primary Data, 2021

Based on the table above, it can be seen that the questions item of the quality of work life that has the highest perception is “the company provides a fast response in an emergency”. Meanwhile, the one with the lowest perception was “the company provides a pension plan for employees”.

From the table, it is also known that from 108 employee respondents who were taken as samples, have an average perception of the quality of work life variable which is included in the very high category, with a score of 4.31. From the indicators above, the highest assessment is on safe environment indicator; with an average of 4.49 in the parameter the company provides a fast response in an emergency. This proves that all employees are happy with the company on handling an emergency and making the environment safe, which makes their perception of the quality of work life at PT. Titian Energi Indonesia good. However, PT. Titian Energi Indonesia should pay attention to compensation condition. In parameter the company provides a pension plan for employees has the lowest value which is 4.06. Even though it is in high category, but such value of 4.06, this is the lowest score among the other question items.

2. Organizational Climate (X2)

Table 4.16 Descriptive Analysis of Organizational Climate

No	Statement	Mean	Categories
Workplace Physical Environment			
X2.1	The working environment is very supportive to work better	4.30	Very High
X2.2	The current work environment is what I want	4.01	High
Average Indicator of Workplace Physical Environment		4.15	High
Social Environment			
X2.3	I have good and pleasant communication with my boss	4.24	Very High

X2.4	I can build good relationships with other employees in the company, especially in your work unit	4.41	Very High
Average Indicator of Social Environment		4.32	Very High
Management System Implementation			
X2.5	Management runs with a system that is clear and easy to understand	4.13	High
X2.6	The company is able to manage conflict well	4.04	High
Average Indicator of Management System Implementation		4.08	High
Product			
X2.7	Production equipment in the company is well maintained	4.15	High
X2.8	The use of raw materials where I work is in accordance with standards	4.14	High
Average Indicator of Product		4.14	High
Consumer, Client, and Customer			
X2.9	The relationship between me and the client is very good	4.36	Very High
X2.10	There is no conflict between the client and the company with the results given	4.12	High
Average Indicator of Consumer, Client and Customer		4.24	Very High
Employee Physical and Mental Condition			
X2.11	I do work energetically, and I am passionate	4.36	Very High
X2.12	I have a commitment and moral values that support work to be done well	4.41	Very High
Average Indicator Employee Physical and Mental Condition		4.38	Very High
Organization Culture			
X2.13	The enforcement of the implementation of the company-wide regulations has gone well	4.39	Very High
X2.14	Enforcement of the implementation of work safety as a whole has been carried out well within the company	4.26	Very High
Average Indicator of Organization Culture		4.32	Very High
Average Total		4.23	High

Source: Processed Primary Data, 2021

The following is a recapitulation that shows respondents' perception of the organizational climate variables based on the indicator used:

Table 4.17 Recapitulation of Descriptive Analysis of Organizational Climate

No	Indicator	Mean	Information
1	Physical Workplace Environment	4.15	High
2	Social Environment	4.32	Very High
3	Management System Implementation	4.08	High
4	Product	4.14	High
5	Consumer, Client and Customer	4.24	Very High
6	Employee Physical and Mental Condition	4.38	Very High
7	Organization Culture	4.32	Very High
Organizational Climate		4.23	High

Source: Processed Primary Data, 2021

Based on the table above, it can be seen that the question item of organizational climate with highest perception is in “I can build good relationship with other employees in the company, especially in your work unit” and “I have a commitment and moral values that support work to be done well”. Meanwhile, the lowest perception is “the current work environment is what I want”.

From the table, it concludes that average perception on organizational climate is in high category, with a score of 4.23. From the indicators, the highest assessment is in employee physical and mental condition, with a score of 4.38 in the parameter “I have commitment and moral values to support work to be done well”. Also there is one parameter with the highest value, it is social environment indicator, which says “I can build good relationship with other employees in the company, especially in your work unit”, which get a score of 4.41. It means that in PT. Titian Energi Indonesia each employees have the ability to create good relationship with the other employees and also they

have good commitment and moral values that can support their work to be done well. However, PT. Titian Energi Indonesia needs to pay attention to current work environment that employees want, because it has the lowest perception on workplace physical environment indicator. Even though the indicator had a high category, it is still not the lowest average indicator, the lowest is in their management system. Since management system is the lowest average indicator in this research with score of 4.08.

3. Job Satisfaction (Z)

Table 4.18 Descriptive Analysis of Job Satisfaction

No.	Statement	Mean	Categories
Working Mentality			
Z1.1	Division of work groups according to the skills I have	4.20	High
Z1.2	I do my job with a sense of passion and responsibility	4.52	Very High
Z1.3	I am free to express myself in doing the tasks assigned by the company	4.20	High
Z1.4	I am happy because I get new experiences from my current job	4.36	Very High
Average Indicator of Working Mentality		4.32	Very High
Deserved Awards			
Z1.5	I receive a salary that matches my performance	4.25	Very High
Z1.6	Promotions given by the company motivated me to be more developed and advanced	4.19	High
Z1.7	The honorarium I receive is in accordance with my duties when I am overtime	4.05	High
Z1.8	There is a special award given by the company if I have completed the job properly and on time	3.97	High
Z1.9	Information on salary / wages / bonus payments is very clear and easy to understand	4.14	High
Average Indicator of Deserved Awards		4.12	High
Supportive Working Condition			

Z1.10	I work in a safe, clean and comfortable work environment	4.35	Very High
Z1.11	The work environment encourages my enthusiasm for completing work	4.28	Very High
Z1.12	The facilities in the company really support me to do better	4.23	High
Average Indicator of Supportive Working Condition		4.28	Very High
Supportive Colleagues			
Z1.13	The relationship between my co-workers and me is very good and helps each other	4.32	Very High
Z1.14	I enjoy working with colleagues who create a harmonious working atmosphere with each other	4.38	Very High
Average Indicator of Supportive Colleagues		4.35	Very High
Average Total		4.26	Very High

Source: Processed Primary Data, 2021

The following is a recapitulation that shows respondents' perception of the quality of work life variables based on the indicator used:

Table 4.19 Recapitulation of Descriptive Analysis of Job Satisfaction

No	Indicator	Mean	Information
1	Working Mentality	4.32	Very High
2	Deserved Awards	4.12	High
3	Supportive Working Condition	4.28	Very High
4	Supportive Colleagues	4.35	Very High
Job Satisfaction		4.26	Very High

Source: Processed Primary Data, 2021

From the table above, it can be seen that the question item of the job satisfaction variable that has the highest perception is "I do my job with a sense of passion and responsibility", while the lowest perception is "there a special award given by the company if I have completed the job properly and on time.

From the table, it is also known that 108 employees who were taken as samples, have an average perception of job satisfaction which is included in very high category, with 4.26. From the indicators shown,

the highest assessment is in supportive colleagues with an average of 4.35. But, the highest average on the question item is in working mentality indicator, which says “I do my job with a sense of passion and responsibility”. It can be concluded that employees in PT. Titian Energi Indonesia have a sense of passion in their work and have responsibility on it. However, the lowest perception is in deserved awards indicator, which says “there is a special award given by the company if I have completed the job properly and on time”. This parameter has the lowest score with 3.97. It means PT. Titian Energi Indonesia should pay attention on that parameter as it is the lowest score even the average indicator in deserved awards categorizes as high.

4. Job Performance (Y)

Table 4.20 Descriptive Analysis of Job Performance

No.	Statement	Mean	Categories
Quality			
Y1.1	I am able to complete work according to the quality of the work	4.43	Very High
Y1.2	I am able to work carefully and minimize errors in my work	4.37	Very High
Average Indicator of Quality		4.40	Very High
Quantity			
Y1.3	I was able to achieve the targets that have been determined	4.33	Very High
Y1.4	I was able to get some work done	4.37	Very High
Average Indicator of Quantity		4.35	Very High
Punctuality			
Y1.5	I am able to work deftly	4.33	Very High
Y1.6	I am able to maximize the time given to work properly and correctly	4.35	Very High
Average Indicator of Punctuality		4.34	Very High
Cost Effectiveness			
Y1.7	I am able to maximize the existing resources in the company	4.36	Very High
Y1.8	The company maximizes the use of existing raw materials	4.26	Very High
Average Indicator of Cost Effectiveness		4.31	Very High

Relations between Workers			
Y1.9	I have the ability to work with other employees in the same section or division	4.40	Very High
Y1.10	I have no problems in the work team	4.39	Very High
Y1.11	I have good relationships with other employees	4.54	Very High
Average Indicator off Relationship between Workers		4.44	Very High
Average Total		4.36	Very High

Source: Processed Primary Data, 2021

The following is a recapitulation that shows respondents perception of the quality of work life variables based on the indicator used:

Table 4.21 Recapitulation of Descriptive Analysis of Job Performance

No	Indicator	Mean	Information
1	Quality	4.40	Very High
2	Quantity	4.35	Very High
3	Punctuality	4.34	Very High
4	Cost Effectiveness	4.31	Very High
5	Relations between Workers	4.44	Very High
Job Performance		4.36	Very High

Source: Processed Primary Data, 2021

Based on the table above, it can be seen that the question item of the job performance variable that has the highest perception is “I have good relationship with other employees” and the lowest perception is “the company maximizes the use of existing raw materials”.

From the table, it can be concluded that from 108 employee respondents who were taken as samples, have an average perception of the job performance variable which categorized as very high with a score of 4.36. From the indicators, the highest assessment is in relationship between workers indicator with a score of 4.44, in the parameter “I have good relationship with other employees” with a score of 4.54. This proves that PT. Titian Energi Indonesia employees have a good relationship between employees, which makes their perception of job performance is good. Meanwhile, the lowest perception is “the company

maximizes the use of existing raw materials”. It can be seen on the table that the indicator has the lowest score 4.26, although cost effectiveness indicator is categorized as very high.

4.3 Classical Assumption Test

4.3.1 Normality Test

Normality test is a test conducted to determine whether the distribution of data follows a normal distribution. A good regression models should have normal or near normal data distribution. The data of normality test in this study used the *Kolmogorov-Smirnov non-parametric* statistical test, which the basis for decision making is based on the probability. If the probability >0.05 , the research data is normally distributed. The following are the results of the normality test:

Table 4.22 Normality Test Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		103
Normal Parameters ^{a,b}	Mean	.0763180
	Std. Deviation	2.99133614
Most Extreme Differences	Absolute	.050
	Positive	.036
	Negative	-.050
Test Statistic		.050
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Primary Data SPSS, 2021

Based on the table above, it can be concluded that the processed data is normally distributed, because the significance value is 0.200. So the normality test is fulfilled.

4.3.2 Linearity Test

Linearity test is conducted to test whether two variables have a significant linear influence or not. A good correlation should have a linear influence between the independent and dependent variables. Independent and dependent variables can be categorized as having significant influence if the significant value of deviation from linearity > 0.05 . The following is the result of the linearity test in this study:

Table 4.23 Linearity Test Result

	Significance of Deviation from Linearity
JP dan QWL	0.310
JP dan OC	0.001
JP dan JS	0.002

Source: Processed Primary Data SPSS, 2021

From the table above, it can be concluded that the significance value of deviation from linearity on job performance and quality of work life is 0.310, which means as the value is >0.05 , both variables have a significant linearity. Meanwhile between job performance and organizational climate, and job performance and job satisfaction, the significant value of deviation is <0.05 , which can be concluded job performance and organizational climate, and job performance and job satisfaction do not have a significant linearity relationship.

4.3.3 Heteroscedasticity Test

This test aims to test whether in the regression model there is inequality of variants from the residuals of one observation to another. A regression model is good when homoscedasticity or heteroscedasticity does not occur. If the residual variance from one observation to another is constant, it is called homoscedasticity. If the correlation value of the four independent variables with unstandardized residual has a significance value > 0.05 , it can be concluded that there is no heteroscedasticity problem in the regression model. To test the heteroscedasticity, this study uses the *Spearman's rho* test. The following is the result of heteroscedasticity test:

Table 4.24 Heteroscedasticity Test Result

		QW	OP	JS	Unstandardized Residual
Spearman's rho	Correlation Coefficient	1.000	.723**	.721**	.055
	Sig. (2-tailed)	.	.000	.000	.583
	N	103	103	103	103
OP	Correlation Coefficient	.723**	1.000	.863**	.171
	Sig. (2-tailed)	.000	.	.000	.084
	N	103	103	103	103
JS	Correlation Coefficient	.721**	.863**	1.000	.094
	Sig. (2-tailed)	.000	.000	.	.347
	N	103	103	103	103
Unstandardized Residual	Correlation Coefficient	.055	.171	.094	1.000
	Sig. (2-tailed)	.583	.084	.347	.
	N	103	103	103	103

** . Correlation is significant at the 0.01 level (2-tailed).

Souce: Processed Primary Data SPSS, 2021

From table 4.24 above, it can be seen that all independent variables in this research have spearman correlation significant value ≥ 0.05 . Since the significance value is more than 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model.

4.3.4 Multicollinearity Test

Multicollinearity test is used to determine whether there is a correlation between independent variables in a multiple regression model. A good regression model should not have a correlation between the independent variables. Multicollinearity can be seen from tolerance value and Variance Inflation Factor (VIF). Cut off values that are commonly used to indicate multicollinearity are the tolerance value >0.10 and the VIF value <10 (Ghozali, 2016). The multicollinearity test results are shown in the table below:

Table 4.25 Multicollinearity Test Result

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	8.699	2.444		3.559	.001		
	QW	-.011	.051	-.018	-.205	.838	.338	2.959
	OP	.418	.091	.552	4.579	.000	.173	5.773
	JS	.261	.091	.350	2.866	.005	.168	5.941

a. Dependent Variable: JP

Source: Processed Primary Data SPSS, 2021

Based on the table 4.25 it is known the tolerance value of quality of work life is 0.338, organizational climate variable is 0.173 and job satisfaction variable is 0.168. It can be concluded that there is none of the variable is below than 0.10. Meanwhile, the Variance Inflation Factor (VIF) on quality of work life variable is 2.959, organizational climate variable is 5.773 and job satisfaction variable is 5.941. It means there is no multicollinearity between the independent variable in the regression model, because none of the variables have tolerance value less than 0.10 and a VIF value of more than 10.

4.3.5 First Multiple Linear Regression Test

The first multiple linear regression test will analyze the influence of Quality of Work Life and Organizational Climate on job satisfaction. The statistical analysis result related to first multiple regression analysis include the F test or simultaneous test, the coefficient of determination test and the T test or partial test.

1. Simultaneous Test (F Count)

F test is used to show whether all the independent variables in the research model have a joint influence on the dependent variable. Hypothesis testing of the F test is used to determine whether overall the independent variables have a significant effect on the dependent variable. The following is the result of the F test:

Table 4.26 F test Result

	Regression Coefficient
F Count	247.069
Sig. F	0.000

Source: Processed Primary Data, 2021

Based from the table above, it can be seen that this equation model has a calculated F value of 247.069 with a significance value of 0.000. The significance value of 0.000 is smaller than Alpha 0.05 which means the independent variable in quality of work life and organizational climate is having a significant influence on the job satisfaction simultaneously.

2. Coefficient of Determination Square (R^2)

The coefficient of determination is used to measures the extent which model is able to explain the variation in the dependent variable. R^2 value that is close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2013). The coefficient of determination (R square) in the table shows the power of multiple regression equation to reflect the level of the model's explanation for the dependent variable. The result of coefficient of determination is shown below:

Table 4.27 Coefficient of Determination Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.912a	0.832	0.828	3.234
a. Predictors: (Constant), OC, QWL				
b. Dependent Variable: JS				

Source: Processed Primary Data, 2021

Based on table 4.27, the coefficient of determination (adjusted R Square) is 0.828 or 82.8%, which means job satisfaction variable can be explained by 2 variables, namely quality of work life and

organizational climate for about 82.8%. While the rest (100% - 82.8%) 17.2% is explained by other variables excluded in the regression model.

3. Significant Test for Individual Parameters (Statistical T Test)

The T test is used to test each independent variable individually whether it has a significant effect on the dependent variable or not, or the t test is used to determine the high degree of one variable X to variable Y if the variable X is considered constant. The table below shows the coefficient regression analysis:

Table 4.28 T Test Result

	Regression Coefficient	Sig. T	P Value	Information
Constant	1.990	0.745	0.458	
QWL	0.179	3.359	0.001	Significant
OC	0.734	10.822	0.000	Significant

Source: Processed Primary Data, 2021

Based on the multiple linear regressions above, the regression equation can be arranged as follows:

$$JS = 1.990 + 0.179 \text{ QWL} + 0.734 \text{ OC}$$

Remark:

JS : Job Satisfaction

QWL : Quality of Work Life

OC : Organizational Climate

The result of the hypothesis analysis based on the calculations above can be interpreted as follows:

a. Hypothesis 1 Test

Based on the analysis results, the estimated value of the quality of work life has a regression coefficient of 0.179 with a probability of 0.001. The significance value below α (0.05) indicates that the quality of work life variable has a positive and significant direction on job satisfaction. Thus this research study has proven that **hypothesis 1 is supported**, in which there is a

positive and significant influence of quality of work life on job satisfaction.

b. Hypothesis 5 Test

Based on the analysis results, the estimated value of the organizational climate variable has a regression coefficient of 0.734 with the probability in 0.000. The significance value below α (0.05) shows that organizational climate has a positive and significant direction towards job satisfaction. Thus this research study has proven that **hypothesis 5 is supported** because there is a positive and significant influence of organizational climate on job satisfaction.

4.3.6 Second Multiple Linear Regression Test

The second multiple linear regression tests will analyze the influence of quality of work life, organizational climate and job satisfaction to job performance. The statistical analysis result related to first multiple regression analysis includes the F test or simultaneous test, the coefficient of determination test and the T test or partial test.

1. Simultaneously Test (F Test)

F test is used to show whether all the independent variables in the research model have an influence on the dependent variable. Hypothesis testing of the F test is used to determine whether overall the independent variables have a significant effect on the dependent variable. The table below shows the result of F test as follows:

Table 4.29 F Test Results

	Regression Coefficient
F Count	99.253
Sig. F	0.000

Source: Processed Primary Data, 2021

Based from the table above, it can be seen that this equation model has calculated F value of 99.253 with significance level of 0.000. The significance value of 0.000 is smaller than α (0.05) so it

shows that the independent variable such as quality of work life, organizational climate, and job satisfaction have a significant effect on the job performance simultaneously.

2. Coefficient of Determination Square (R^2)

The coefficient of determination is used to measure how far the model is able to explain the variation in the dependent variable. R^2 value that is close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2013). The coefficient of determination (R square) in the table shows the power of multiple regression equation to reflect the level of the model's explanation for the dependent variable. The result of coefficient of determination is shown below:

Table 4.30 Coefficient of Determination Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.867a	0.751	0.743	2.949
a. Predictors: (Constant), OC, QWL, JS				
b. Dependent Variable: JP				

Source: Processed Primary Data, 2021

Based on table 4.30, the coefficient of determination (adjusted R Square) is 0.743 or 74.3%, which means job performance variable can be explained by 3 variables, namely quality of work life, organizational climate, and job satisfaction for about 74.3%. While the rest (100% - 74.3%) 25.7% is explained by other variables excluded in the regression model.

3. Significance Test for Individual Parameters (t Statistical Test)

The T test is used to test each independent variable individually whether it has a significant effect on the dependent variable or not, or the t test is used to determine the high degree of one variable X to

variable Y if the variable X is considered constant. The table below shows the coefficient regression is:

Table 4.31 t Test Results

	Regression Coefficient	Sig. T	P Value	Information
Constant	8.699	3.559	0.001	
QWL	-0.11	-0.205	0.838	Not Significant
OC	0.418	4.579	0.000	Significant
JS	0.261	2.866	0.005	Significant

Source: Processed Primary Data, 2021

Based on the multiple linear regressions above, the regression equation can be arranged as follows:

$$JP = 8.699 - 0.011 QWL + 0.418 OC + 0.261 JS$$

Remark:

JP ; Job Performance

JS ; Job Satisfaction

QWL : Quality of Work Life

OC : Organizational Climate

The result of the hypothesis analysis based on the calculations above can be interpreted as follows:

a. Hypothesis 2 Test

Based on the analysis results, the estimated value of the quality of work life has a regression coefficient of -0.011 with a probability of 0.838. The significance value below α (0.05) indicates that the quality of work life variable has a negative and not significant direction towards job performance. Thus this research study has proven that **hypothesis 2 is not supported**, in which there is a negative and not significant influence of quality of work life on job performance.

b. Hypothesis 4 Test

Based on the analysis results, the estimated value of the organizational climate has a regression coefficient of 0.418 with a probability of 0.000. The significance value below α (0.05) indicates that the organizational climate variable has a positive and significant direction towards job performance. Thus this research study has revealed that **hypothesis 4 is supported**, in which there is a positive and significant influence of organizational climate on job performance.

c. Hypothesis 7 Test

Based on the analysis results, the estimated value of the job satisfaction has a regression coefficient of 0,261 with a probability of 0,005. The significance value below α (0,05) indicates that the job satisfaction variable has a positive and significant direction towards job performance. Thus this research study has revealed that **hypothesis 7 is supported**, in which there is a positive and significant influence of job satisfaction on job performance.

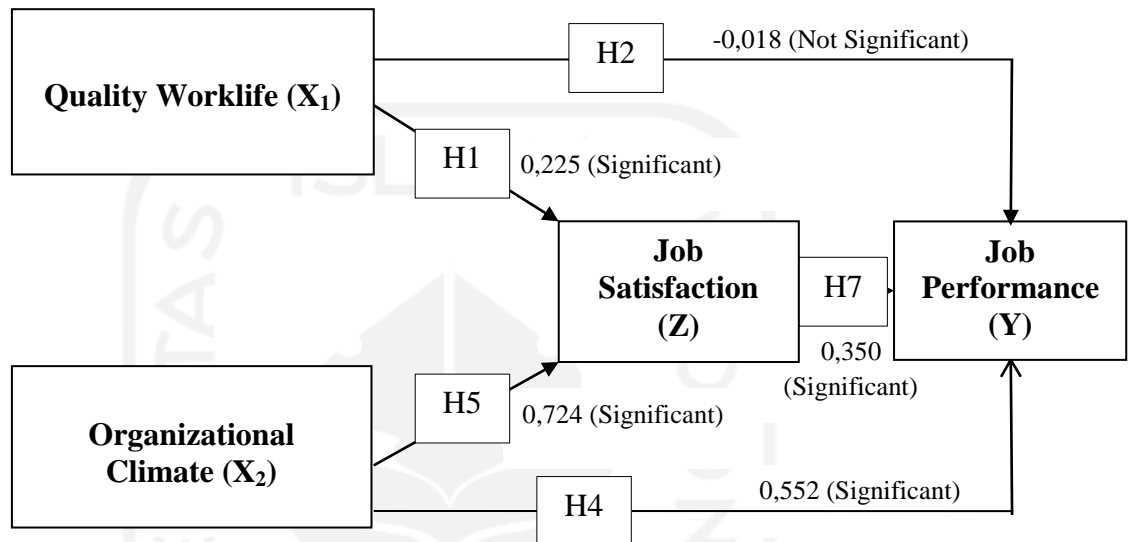
4.3.7 Path Analysis

Path analysis is used to analyze the relationship between variables in order to determine the direct and indirect effect of a set of independent variables (independent) on the dependent variable. Path analysis is an extension of multiple regression analysis which aims to estimate the significance level of the relationship between several variables and involves the intervening / mediating variables (Baron & David, 1986). Path analysis is a multivariate method (more than one dependent variable) that can be used to estimate the direct effect, indirect effect and total effect among several variables (Baron & David, 1986).

The path analysis model is a causal relationship pattern or a set of hypothesized causal asymmetric among the variables (Ghozali 2016). Before using path analysis, the researcher compiles a model between variables called paths. The path diagram is prepared based on a frame of mind developed based on the theory used in the research. The independent

variable consists of the quality of work life (X1), organizational climate (X2) and job satisfaction (Z) as the mediation while job performance (Y) is the dependent variable. The path of influence between these variables can be described as follows:

Figure 4.1 Path Analysis Diagram



Source: Processed Primary Data, 2021

From the results of the path analysis, the following results are obtained:

a. Hypothesis 3 Test

It is known that the direct effect of quality of work life on job performance is -0.018. The indirect effect of quality of work life on job performance mediated by job satisfaction is the result of the multiplication between the beta value of quality of work life and job satisfaction and the beta value of job satisfaction with job performance, namely $0.225 \times 0.350 = 0.079$. Based on the results of these calculations, it is known that the direct effect has a value of -0.018 and the indirect effect has a greater value of 0.079 so that job satisfaction is able to mediate the relationship between quality of work life and job performance. **Hypothesis 3 is supported.**

b. Hypothesis 6 Test

It is known that the direct effect of organizational climate on job performance is 0.552. The indirect effect of organizational

climate on job performance mediated by job satisfaction is the result of the multiplication of the organizational climate beta value with job satisfaction and the job satisfaction and job performance beta value, namely $0.724 \times 0.350 = 0.253$. Based on the results of these calculations, it is known that the direct effect has a value of 0.552 and the indirect effect has a smaller value of 0.253 so that job satisfaction is unable to mediate the relationship between organizational climate and job performance. **Hypothesis 6 is not supported.**

4.4 Discussions of Research Result

4.4.1 The Influence of Quality of Work Life on Job Satisfaction

Based on the table 4.28, the estimated value of the quality of work life has a regression coefficient of 0.179 with a probability of 0.001. The significance value below α (0.05) indicates that the quality of work life variable has a positive and significant direction on job satisfaction. This research shows that the higher the quality of work life, the higher the level of job satisfaction. The quality of work life is also playing a vital role for the satisfaction of the employee in this company, where the employee mostly working outdoor, and do some installation of the machine, they satisfied because the company guarantees a safe environment, health and safety at work and also their career development. Rubel and Kee (2014) stated that quality of work life is essential for the organization to enhance the level of satisfaction as satisfied employees are responsible for increasing their performance both individually and organizationally.

The result of this study is consistent with the research conducted by Jahanbani, et al (2017) which stated that quality of work life has a significant and positive influence on job satisfaction, in which quality of work life can be a good predictor for job satisfaction. Rubel & Kee (2014) also stated quality of work life on job satisfaction has a positive influence for the outcome of PLS.

4.4.2 The Influence of Quality of Work Life on Job Performance

Based on table 4.31, the estimated value of the quality of work life has a regression coefficient of -0.011 with a probability of 0.838. The significance value below α (0.05) indicates that the quality of work life variable has a negative and not significant direction on job performance. It finds out that in this company the quality of work life did not affect the performance of the employee. Based on the employee reason, stated that the employees did not seem care with the quality of work life the company provides, even the company did not providing the pension plan, which also had the lowest perception, it still not to be a problem for the employee since they work as they wanted to and based on their passion of the work.

The result of this study is consistent with the research conducted by Asharini, et al (2018) which stated that there was no positive influence and significant of quality of work life on job performance. It is based on the p value on the research that the p value of quality of work life with job performance is 0.294, which is higher than 0, so quality of work life has no positive impact on job performance, and also the significance value is $0.610 > 0.05$, which means the result of quality of work life on job performance is insignificant. From the result of the research, it stated that quality of work life has no effect of job performance. That may be due to the possibility that there is a greater influence of the independent variable on job performance. Research conducted by Chanana & Gupta (2016) also stated that there is no significant influence of quality of work life on job performance.

4.4.3 The Influence of Quality of Work Life on Job Performance through Job Satisfaction

Based on the table 4.28, the direct effect of quality of work life on job performance is -0.018. The indirect effect of quality of work life on job performance mediated by job satisfaction is the result of the multiplication between the beta value of quality of work life and job satisfaction and the beta value of job satisfaction with job performance, namely $0.225 \times 0.350 = 0.079$. Based on the results of these calculations, it is known that the direct

effect has a value of -0.018 and the indirect effect has a greater value of 0.079 so that job satisfaction is able to mediate the relationship between quality of work life and job performance.

The result of this study is consistent with research conducted by Nurbiyati (2014) which stated that there is indirect effect from quality of work life to job performance through job satisfaction. Setiyadi and Wartini (2016) also stated that there is an indirect effect from quality of work life on job performance through job satisfaction.

4.4.4 The Influence of Organizational Climate on Job Performance

Based from the table 4.31, the estimated value of the organizational climate has a regression coefficient of 0.418 with a probability of 0.000. The significance value below α (0.05) indicates that the organizational climate variable has a positive and significant direction on job performance. Karundeng (2013) stated that the better the organizational climate, it would increase the performance of employee. Organizational climate is a dominant factor to determine the employee performance, as it can be used to predict the employee performance, if the organizational climate is improved; it will certainly increase the employee performance. The organizational climate in PT. Titian Energi Indonesia has a significant impact to the employee performance. Since the employee mostly working on a group and should working together as a team, it makes the performance of each employee increased. Because in a team they should working together and need support from other employee, so if they support each other in a team, the employee performance should be increased.

This result of this study is consistent with the research conducted by Setiawan (2015), which stated that there is a significant influence from organizational climate towards job performance. Karundeng (2013) also stated that the organizational climate had a positive influence and significant to job performance.

4.4.5 The Influence of Organizational Climate on Job Satisfaction

Based from figure 4.1 on path analysis diagram, the estimated value of the organizational climate variable has a regression coefficient of 0.734 with the probability of 0.000. The significance value below α (0.05) shows that organizational climate has a positive and significant direction on job satisfaction. Based on the calculation above, it founds out that the organizational climate affects the satisfaction of the employee. Since the organizational climate on the company is good, it means the employee satisfied with the job they get, and how they communicate, discuss, and solving some problem would be easier since the relationship on each employee is good. Falahi (2019) stated that to create job satisfaction, organizational climate is considered to be one of the factors that play an important role, the organizational climate that is formed will affects employee behavior at work, which in turn will affect work results. A good organizational climate will provide good job satisfaction which in turn will have an effect on improving performance both individually and organizationally. On the other hand, a less conducive organizational climate will lead to an uncomfortable working atmosphere. In addition, the room conditions that do not support employee performance will impact low job satisfaction.

The result of this study is consistent with the research conducted by Falahi (2019) which stated that organizational climate is proven to have a positive influence and its significant on job satisfaction. Niafard and Heidarei (2016) also stated that between organizational climate and job satisfaction had a positive influence and significant relationship.

4.4.6 The Influence of Organizational Climate on Job Performance through Job Satisfaction

Based for picture 4.1 on path analysis diagram, it is known that the direct effect of organizational climate on job performance is 0.552. The indirect effect of organizational climate on job performance mediated by job satisfaction is the result of the multiplication of the organizational climate beta value with job satisfaction, and the job satisfaction with job

performance beta value, namely $0.724 \times 0.350 = 0.253$. Based on the results of these calculations, it is known that the direct effect has a value of 0.552 and the indirect effect has a smaller value of 0.253 so that job satisfaction is unable to mediate the relationship between organizational climate and job performance. In the company, whether the organizational climate is good, and affecting the satisfaction of employees, the organizational climate on the company did not affecting the performance through the satisfaction of the employee. It happens because the employee satisfaction just affects the organizational climate, in the field, the employee performance just as usual as they perform, the factor of organizational climate and the satisfaction of the employee did not affect the employee performance.

4.4.7 The Influence of Job Satisfaction on Job Performance

Based from the table 4.31, the estimated value of the job satisfaction has a regression coefficient of 0.261 with a probability of 0.005. The significance value below α (0.05) indicates that the job satisfaction variable has a positive and significant direction on job performance. The satisfaction of employee in PT. Titian Energi Indonesia also affects the performance of the employee itself. Because the more they satisfied with the job, the performance would increase. Suyantiningsih, et al (2018) stated that job satisfaction reflects a person's feelings about their work. Job satisfaction is an emotional state (maybe fun or not fun) in which employees perceive their work. The employee who gets job satisfaction will do the job better. The employee's job satisfaction is a positive feeling of the worker about his work, which is generated on the basis of the evaluation of the various characteristics that influence him. These characteristics include intrinsic and extrinsic needs. Job satisfaction is an assessment of the worker, i.e. the extent to which his work or in general meets his needs and can generally be limited as a feeling.

This result of study is consistent with the research conducted by Bakan, et al (2014) in their research stated that there was a positive impact of job satisfaction on job performance. Judge, et al (2001) also stated that

on their research that between job satisfaction and job performance had a relationship that could not be abandoned. Univerity (2012) in his research also stated that both variables have a significant effect while job satisfaction level is high, the productivity of employee would increase. Suratman & Supriyantiningih (2019) also stated that there is an effect between job satisfaction and job performance, which makes the higher satisfaction, the performance should be increased.

Table 4.32 Hypothesis Conclusion

No	Hypotheses	Results
H1	There is a positive influence and significant of quality of work life on job satisfaction	Supported
H2	There is a positive influence and significant of quality of work life on job performance	Not Supported
H3	There is indirect effect of quality of work life on job performance through job satisfaction	Supported
H4	There is positive influence of organizational climate on job performance	Supported
H5	There is positive influence and significant relationship of organizational climate on job satisfaction	Supported
H6	There is a positive influence of organizational climate on job performance through job satisfaction	Not Supported
H7	There is a positive influence and significant of job satisfaction on job performance	Supported

Chapter V

Conclusions and Recommendations

5.1 Conclusions

Based on the research findings and discussions, a few conclusions can be drawn as follows::

1. There is a positive influence and significant of quality of work life on job satisfaction in PT. Titian Energi Indonesia.
2. There is no significant influence of quality of work life on job performance in PT. Titian Energi Indonesia.
3. There is indirect influence of quality of work life on job performance through job satisfaction in PT. Titian Energi Indonesia.
4. There is positive influence of organizational climate on job performance in PT. Titian Energi Indonesia.
5. There is positive influence and significant relationship of organizational climate on job satisfaction in PT. Titian Energi Indonesia
6. There is no significant influence of organizational climate on job performance through job satisfaction in PT. Titian Energi Indonesia.
7. There is a positive influence and significant effect of job satisfaction on job performance in PT. Titian Energi Indonesia.

5.2 Recommendations

There are a few recommendations that this study can provide::

1. It can be seen from the result of this study that job performance can be influenced by other variables to get into in any research. With quality of work life, organizational climate and job satisfaction as the variable. So PT. Titian Energi Indonesia should pay more attention on quality of work life, organizational climate

and job satisfaction if they want to increase their employee performance.

2. PT. Titian Energi Indonesia should pay more attention on compensation condition. Since in this parameter the company did not provide pension plan, they should take care of the employees and provide some pension plan to make their quality greater.
3. PT. Titian Energi Indonesia also should pay more attention on environment. The explanation above reveal that the employees had a low perception on the working environment, as the working environment in the company is not as the employees expected.
4. From the result above, it can be seen that PT. Titian Energi Indonesia should pay more attention on the decent awards on the employee as the decent awards can boost their confidence and job satisfaction, which in turn encourage them to perform better.

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APPENDIX 1

Questionnaire

KUESIONER PENELITIAN

Assalamualaikum Wr. Wb

Responden yang terhormat,

Perkenalkan nama saya Muhammad Hanif Fadhlurrahman, mahasiswa S1 Departemen Manajemen Internasional Program Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia. Penelitian ini dilaksanakan guna untuk memenuhi tugas akhir sebagai salah satu syarat untuk kelulusan.

Dalam rangka mencari data untuk menyusun skripsi dengan judul “*Pengaruh Kualitas Kehidupan Kerja dan Iklim Organisasi terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening*”, maka dengan rendah hati, saya memohon kesediaan dan bantuan Bapak/Ibu untuk mengisi atau menjawab semua pertanyaan yang ada dalam kuesioner ini. Penelitian ini bertujuan untuk menguji pengaruh kualitas kehidupan kerja, iklim organisasi dan kepuasan kerja terhadap kinerja karyawan. Penelitian ini tidak berpengaruh terhadap penilaian perusahaan/organisasi terhadap kinerja bapak/ibu. Kerahasiaan informasi yang diperoleh akan dijaga dengan baik dan informasi tersebut hanya untuk keperluan penelitian semata. Besar harapan saya atas partisipasi bapak/ibu terhadap pengisian kuesioner ini karena jawaban bapak/ibu sangat berharga bagi peneliti. Atas perhatian bapak/ibu saya ucapkan terima kasih.

Wassalamualaikum Wr. Wb

Hormat saya,

Muhammad Hanif Fadhlurrahman

BAGIAN I

I. IDENTITAS RESPONDEN

1. Nama Responden :
(Boleh disingkat atau inisial)
2. Posisi Pekerjaan :
3. Jenis Kelamin : a. Laki-Laki b. Perempuan
4. Usia : a. < 25 tahun c. 31-35 tahun e. 41-45 tahun
b. 26-30 tahun d. 36-40 tahun f. lebih dari 45
5. Status : a. Belum menikah b. Menikah
6. Pendidikan Terakhir : a. SMA c. S-1 e. S-3
b. D-3 d. S-2
7. Lama bekerja : a. 1-5 tahun c. 11-15 tahun
b. 6-10 tahun d. lebih dari 15 tahun

II. PETUNJUK PENGISIAN

1. Mohon untuk memberi tanda silang (X) pada jawaban yang Bapak/Ibu anggap paling sesuai.
2. Setelah mengisi kuesioner ini mohon Bapak/Ibu dapat memberikan kembali menyerahkan kuesioner ini pertama kali.
3. Keterangan alternative jawaban dan skor
 - a. STS= Sangat Tidak Setuju (1)

- b. TS= Tidak Setuju (2)
- c. N= Netral (3)
- d. S= Setuju (4)
- e. SS= Sangat Setuju (5)

KUALITAS KEHIDUPAN KERJA						
No	Pernyataan	SS	S	N	TS	STS
Partisipasi Karyawan						
1	Kerjasama tim di perusahaan berjalan dengan baik					
2	Perusahaan mendukung karyawan yang berpartisipasi dalam rapat					
Pengembangan Karir						
3	Perusahaan memberikan pelatihan bagi karyawan					
4	Perusahaan memberikan promosi bagi karyawan					
Penyelesaian Konflik						
5	Perusahaan memberikan pertukaran pendapat/proses banding dalam penyelesaian konflik yang dirasa perlu					
6	Keterbukaan atasan dalam menerima setiap keluhan					
Komunikasi						
7	Ada pertemuan tatap muka antar karyawan					
8	Ada proses formal yang baik dalam penyampaian keluhan karyawan					
Kesehatan Kerja						
9	Tersedia tempat pemeriksaan kesehatan di lingkungan tempat bekerja					
10	Adanya program rekreasi oleh perusahaan					
Keselamatan Kerja						
11	Perusahaan memiliki badan keselamatan karyawan					

12	Perusahaan memberikan jaminan kelangsungan pekerjaan sebagai upaya dari tidak adanya pemberhentian kerja dan rasa aman dalam bekerja					
Keselamatan Lingkungan						
13	Perusahaan memiliki kepedulian terhadap lingkungan					
14	Perusahaan memberikan respon yang cepat dalam keadaan gawat darurat					
Kompensasi						
15	Jumlah gaji yang diberikan oleh perusahaan sangat sesuai dengan tugas yang diberikan					
16	Perusahaan memberikan program pensiun bagi karyawan					
Kebanggaan						
17	Saya bangga bekerja diperusahaan tempat saya bekerja					
18	Mempertahankan identitas/ciri-ciri perusahaan oleh pegawai					

IKLIM ORGANISASI						
No	Pernyataan	SS	S	N	TS	STS
Lingkungan Fisik Tempat Kerja						
1	Suasana lingkungan kerja sangat mendukung untuk bekerja lebih baik lagi					
2	Suasana lingkungan kerja saat ini sudah sesuai dengan apa yang saya inginkan					
Keadaan Lingkungan Sosial						
3	Saya memiliki komunikasi yang baik dan menyenangkan dengan atasan saya					
4	Saya dapat menjalin hubungan baik dengan karyawan lain di perusahaan terutama pada unit kerja anda					

Penerapan Sistem Manajemen						
5	Hubungan antara bawahan dengan atasan terjalin dengan baik dan harmonis					
6	Pengelolaan atas konflik yang terjadi selama ini berjalan dengan baik					
Produk						
7	Alat produksi yang ada di perusahaan terpelihara dengan baik					
8	Penggunaan bahan baku di tempat saya bekerja telah sesuai dengan standar					
Konsumen, Klien, dan Pelanggan						
9	Hubungan antara saya dengan klien sangat baik					
10	Tidak ada konflik antara klien dengan perusahaan dengan hasil yang diberikan					
Kondisi Fisik dan Mental Karyawan						
11	Saya melakukan pekerjaan dengan enerjik, dan bersemangat					
12	Saya memiliki komitmen serta nilai moral yang mendukung pekerjaan agar terlaksana dengan baik					
Budaya Organisasi						
13	Penegakan pelaksanaan peraturan-peraturan secara keseluruhan perusahaan sudah berjalan dengan baik					
14	Penegakan pelaksanaan keselamatan kerja secara keseluruhan sudah dilaksanakan dengan baik didalam perusahaan					

KEPUASAN KERJA						
No.	Pernyataan	SS	S	N	TS	STS
Mental Kerja						

1	Pembagian kelompok kerja yang sesuai dengan keterampilan yang saya miliki						
2	Saya melakukan pekerjaan yang diberikan dengan rasa semangat dan penuh tanggung jawab						
3	Saya bebas berekspresi dalam mengerjakan tugas yang diberikan oleh perusahaan						
4	Saya senang karena mendapatkan pengalaman baru dari pekerjaan saya saat ini						
Penghargaan yang layak							
5	Saya menerima upah yang sesuai dengan kinerja saya						
6	Promosi yang diberikan perusahaan memotivasi saya untuk lebih berkembang dan maju						
7	Honor yang saya terima sesuai dengan tugas saat saya lembur						
8	Adanya penghargaan khusus yang diberikan oleh perusahaan apabila saya telah menyelesaikan pekerjaan dengan baik dan tepat waktu						
9	Informasi pemberian gaji/upah/bonus sangat jelas dan mudah dipahami						
Kondisi Kerja yang Mendukung							
10	Saya bekerja didalam lingkungan kerja yang aman, bersih dan nyaman						
11	Lingkungan pekerjaan mendorong semangat saya dalam menyelesaikan pekerjaan						
12	Fasilitas di perusahaan sangat mendukung saya untuk bekerja lebih baik						
Rekan Kerja yang Mendukung							
13	Hubungan antara rekan kerja dengan saya sangat baik dan saling membantu						

14	Saya senang bekerja dengan rekan kerja yang menciptakan suasana kerja yang haarmonis satu sama lain						
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KINERJA PEKERJAAN						
No.	Pernyataan	SS	S	N	TS	STS
Kualitas						
1	Saya mampu menyelesaikan pekerjaan sesuai dengan kualitas pekerjaan					
2	Saya mampu bekerja dengan cermat dan meminimalisir kesalahan dalam bekerja					
Kuantitas						
3	Saya mampu mencapai target yang telah ditentukan					
4	Saya mampu menyelesaikan beberapa pekerjaan					
Ketepatan Waktu						
5	Saya mampu bekerja dengan cekatan					
6	Saya mampu memaksimalkan waktu yang diberikan untuk bekerja dengan baik dan benar					
Keefektifan Biaya						
7	Saya mampu memaksimalkan sumber daya yang ada di perusahaan					
8	Perusahaan memaksimalkan penggunaan bahan baku yang ada					
Hubungan antara Pekerja						
9	Saya memiliki kemampuan bekerjasama dengan karyawan lain pada bagian atau divisi yang sama					
10	Saya tidak memiliki masalah dalam tim kerja					
11	Saya memiliki hubungan yang baik dengan karyawan lain					

APPENDIX 2

RESEARCH DATA

Quality of Work Life

X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8	X1.9
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X1.10	X1.11	X1.12	X1.13	X1.14	X1.15	X1.16	X1.17	X1.18
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Organizational Climate

X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2.8	X2.9	X2.10	X2.11	X2.12	X2.13	X2.14
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Job Satisfaction

Z3.1	Z3.2	Z3.3	Z3.4	Z3.5	Z3.6	Z3.7	Z3.8	Z3.9	Z3.10	Z3.11	Z3.12	Z3.13	Z3.14
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Job Performance

Y4.1	Y4.2	Y4.3	Y4.4	Y4.5	Y4.6	Y4.7	Y4.8	Y4.9	Y4.10	Y4.11
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APPENDIX 3

VALIDITY AND RELIABILITY

Validity Test

Variable	Item	Pearson Correlation	Pearson Correlation Sig	Remark
Quality of Work Life	QWL1	0,627	0,000	Valid
	QWL2	0,621	0,000	Valid
	QWL3	0,786	0,000	Valid
	QWL4	0,726	0,000	Valid
	QWL5	0,670	0,000	Valid
	QWL6	0,570	0,000	Valid
	QWL7	0,628	0,000	Valid
	QWL8	0,684	0,000	Valid
	QWL9	0,661	0,000	Valid
	QWL10	0,713	0,000	Valid
	QWL11	0,797	0,000	Valid
	QWL12	0,773	0,000	Valid
	QWL13	0,811	0,000	Valid
	QWL14	0,783	0,000	Valid
	QWL15	0,732	0,000	Valid
	QWL16	0,628	0,000	Valid
	QWL17	0,705	0,000	Valid
	QWL18	0,714	0,000	Valid
Organizational Climate	OC1	0,814	0,000	Valid
	OC2	0,781	0,000	Valid
	OC3	0,827	0,000	Valid
	OC4	0,724	0,000	Valid
	OC5	0,795	0,000	Valid
	OC6	0,774	0,000	Valid
	OC7	0,748	0,000	Valid
	OC8	0,791	0,000	Valid
	OC9	0,776	0,000	Valid
	OC10	0,716	0,000	Valid
	OC11	0,776	0,000	Valid
	OC12	0,743	0,000	Valid

	OC13	0,711	0,000	Valid
	OC14	0,786	0,000	Valid
Job Satisfaction	JS1	0,682	0,000	Valid
	JS2	0,701	0,000	Valid
	JS3	0,615	0,000	Valid
	JS4	0,737	0,000	Valid
	JS5	0,724	0,000	Valid
	JS6	0,808	0,000	Valid
	JS7	0,785	0,000	Valid
	JS8	0,761	0,000	Valid
	JS9	0,722	0,000	Valid
	JS10	0,753	0,000	Valid
	JS11	0,792	0,000	Valid
	JS12	0,831	0,000	Valid
	JS13	0,752	0,000	Valid
	JS14	0,750	0,000	Valid
Job Performance	JP1	0,795	0,000	Valid
	JP2	0,812	0,000	Valid
	JP3	0,807	0,000	Valid
	JP4	0,772	0,000	Valid
	JP5	0,774	0,000	Valid
	JP6	0,832	0,000	Valid
	JP7	0,804	0,000	Valid
	JP8	0,771	0,000	Valid
	JP9	0,881	0,000	Valid
	JP10	0,787	0,000	Valid
	JP11	0,784	0,000	Valid

Reliability Test

Variable	Cronbach's Alpha	Critical Value	Remark
Quality of Work Life	0,939	0,6	Reliable
Organizational Climate	0,946	0,6	Reliable
Job Satisfaction	0,936	0,6	Reliable
Job Performance	0,944	0,6	Reliable

APPENDIX 4

REGRESSION TEST

Regression Test 1

F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5167.019	2	2583.509	247.069	.000 ^b
	Residual	1045.661	100	10.457		
	Total	6212.680	102			

a. Dependent Variable: JS

b. Predictors: (Constant), OP, QW

R Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.832	.828	3.234

a. Predictors: (Constant), OP, QW

b. Dependent Variable: JS

T Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.990	2.673		.745	.458
	QW	.179	.053	.225	3.359	.001
	OP	.734	.068	.724	10.822	.000

a. Dependent Variable: JS

Regression Test 2

F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2596.952	3	865.651	99.523	.000 ^b
	Residual	861.106	99	8.698		
	Total	3458.058	102			

a. Dependent Variable: JP

b. Predictors: (Constant), JS, QW, OP

R Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.743	2.949

a. Predictors: (Constant), JS, QW, OP

b. Dependent Variable: JP

T Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.699	2.444		3.559	.001
	QW	-.011	.051	-.018	-.205	.838
	OP	.418	.091	.552	4.579	.000
	JS	.261	.091	.350	2.866	.005

a. Dependent Variable: JP

APPENDIX 5

CLASSICAL ASSUMPTION TEST

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		103
Normal Parameters ^{a,b}	Mean	.0763180
	Std. Deviation	2.99133614
Most Extreme Differences	Absolute	.050
	Positive	.036
	Negative	-.050
Test Statistic		.050
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Linearity Test

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
JP *	Between	(Combined)	2262.430	31	72.982	4.334	.000
QW	Groups	Linearity	1681.628	1	1681.628	99.860	.000
		Deviation from Linearity	580.802	30	19.360	1.150	.310
Within Groups			1195.629	71	16.840		
Total			3458.058	102			

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.

JP *	Between	(Combined)	2955.218	27	109.453	16.325	.000
OP	Groups	Linearity	2520.644	1	2520.644	375.961	.000
		Deviation from Linearity	434.574	26	16.714	2.493	.001
Within Groups			502.840	75	6.705		
Total			3458.058	102			

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
JP *	Between	(Combined)	2853.310	25	114.132	14.532	.000
JS	Groups	Linearity	2404.148	1	2404.148	306.110	.000
		Deviation from Linearity	449.163	24	18.715	2.383	.002
Within Groups			604.748	77	7.854		
Total			3458.058	102			

Multicollinearity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.699	2.444		3.559	.001		
	QW	-.011	.051	-.018	-.205	.838	.338	2.959
	OP	.418	.091	.552	4.579	.000	.173	5.773
	JS	.261	.091	.350	2.866	.005	.168	5.941

a. Dependent Variable: JP

Heteroscedasticity Test

Correlations

	QW	OP	JS	Unstandardized Residual

Spearman's rho	QW	Correlation Coefficient	1.000	.723**	.721**	.055
		Sig. (2-tailed)	.	.000	.000	.583
		N	103	103	103	103
	OP	Correlation Coefficient	.723**	1.000	.863**	.171
		Sig. (2-tailed)	.000	.	.000	.084
		N	103	103	103	103
	JS	Correlation Coefficient	.721**	.863**	1.000	.094
		Sig. (2-tailed)	.000	.000	.	.347
		N	103	103	103	103
Unstandardized Residual	Correlation Coefficient	.055	.171	.094	1.000	
	Sig. (2-tailed)	.583	.084	.347	.	
	N	103	103	103	103	

** . Correlation is significant at the 0.01 level (2-tailed).



APPENDIX 6



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SURAT KETERANGAN

No. 04/SK/TEI/III/2021

Yang bertanda tangan di bawah ini:

Nama : Imron Suharsono, ST
Jabatan : Project Manager
Perusahaan : PT Titian Energi Indonesia

Menerangkan bahwa :

Nama : MUHAMMAD HANIF FADHLURRAHMAN
NIM : 16311334
Jurusan : Manajemen IP 2016
Universitas : Universitas Islam Indonesia

Telah selesai melakukan penelitian di **PT. TITIAN ENERGI INDONESIA** dalam rangka riset/penelitian untuk karya ilmiah yang diselenggarakan oleh Fakultas Ekonomi Universitas Islam Indonesia.

Demikian surat keterangan ini dibuat dengan sebenarnya, untuk dapat dipergunakan sebagaimana mestinya.

Jakarta, 22 Januari 2021

PT. TITIAN ENERGI INDONESIA



IMRON SUHARSONO, ST
Project Manager