

Determinant Factors of Employee Performance in the Powerhouse Industry in the Riau Islands Province, Indonesia

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Abstract: The purpose of this study is to examine the effects of quality of work life (QWL) and job satisfaction on work performance, with organizational commitment as an intermediate variable, in the Powerhouse Industry in Riau Islands Province, Indonesia. The research design used is a combination of verification and descriptive research, while the research method used is through a survey approach. The study sample was 255 employees from 5 companies in Riau Islands Province. The sampling technique is done by simple random sampling (SRS). The method of analysis uses descriptive statistical proportions, as well as the Structural Equational Modelling method using LISREL computer software version 8.8. The results of the study stated that all results of the hypothesis test based on empirical data are proven. There is only one hypothesis test result that is not proven, namely employee job satisfaction which has no effect on employee performance in the case of the powerhouse industry in the Riau island province, Indonesia. That is, the company management must immediately accommodate the aspirations of the employees, hold a dialogue to improve the quality of work life. Because, if this condition continues, in the long run, it will be risky to the company.

Keywords: QWL, Job Satisfaction, and Work Performance

1. INTRODUCTION

The implementation of the ASEAN Free Trade Area (AFTA) agreement, the ASEAN Free Labor Area (AFLA), and the ASEAN Economic Community (AEC) in 2015 affected many aspects in the industry, including the situation of business competition, both among countries between sectors and even among workers.

One of the provinces which are the location of business competition in Indonesia is the Riau Islands, especially the islands of Batam and Bintan. The islands of Batam and Bintan are most strategically located, due to their closeness to Singapore or as a gateway of Indonesia to the land in the Asian continent. They also become a crossing point between the continents of Asia with Australia and the Indian Ocean with the Pacific Ocean. Due to its strategic location, both islands become the most comfortable place to invest. The data shows that the realization of Foreign Investment (PMA) in the Free Trade Zone and Free Port (KPBPB) Batam in 2019 increased to USD 359 million compared to the Realization of Investment in 2018 with the amount of USD 326 million.

The growing investment in Batam Island has an impact on the increasing electricity demand for the production process. This condition requires the management of industrial estates to provide electricity supply following the needs of all existing factories, one of which is to have their electricity supply division.

At the beginning of its development, there was no available electric power in Batam owned by the government, so the industrial estate that wanted to develop at that time had to have its powerhouse. The following is the data of the Industrial area which has an Electric Products division in Batam Island.

Table1. Names of Industrial Estate Which Have Electricity Product Division

No.	Name of Company
1.	PT. Batamindo Investment Cakrawala (PT. BIC Batam)
2	PT. Bintan Inti Industrial Estate (PT. BIIE Bintan)
3	PT. Bintan Resort Cakrawala (PT. BRC Bintan)

4	PT. Perusahaan Listrik Nasional (PLN Batam)
5	PT. Indo Matra Power (PT. IMP)

Source: *Processed by researchers, 2020*

As a powerhouse division, its work result quality and work targets must be achieved with a high level of Zero Blackout and Zero Power Failure, if it is not achieved, the risk of electricity supply to consumers namely the factories in industrial areas will be disrupted and have an impact on products being produced.

The ability of employees to operate machinery, computer systems, etc. with available technology in the context of electricity production and distribution must be improved. Employees worry that one day they are unable to operate the electricity production and distribution process. This concern has an impact on the uncomfortable work atmosphere, because they may not be able to be hired due to inadequate capabilities. In addition to these concerns, the need for certification of technical skills is very much needed. The need for training is urgently needed by employees while the management has not felt its urgency. This condition tends to affect employee work motivation. This work motivation may be declining because their expectations are not fulfilled. Work motivation sometimes rises due to work challenges that can be resolved, as well as a sense of idealism. The ups-and-downs motivations can be classified as inadequate quality of work-life. Furthermore, it has an impact on the employee's job satisfaction and employee commitment (Antoncic & Antoncic, 2011; LeCren & Ozanne, 2011; Singh, 2007; Troena & Setiawan, 2012).

Based on this phenomenon, we need a study that examines the effect of QWL and Job Satisfaction on Work Performance, with Organizational Commitment as an intermediate variable, in the Powerhouse Industry in Riau Islands Province, Indonesia.

2. LITERATURE REVIEW

Employee performance has been widely defined by experts. According to (Lin, Li, Zhao, & Armstrong, 2016) performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributing to economic aspects. According to (Crook, Ketchen, Combs, & Todd, 2008), performance is a record of the results obtained from certain job functions or certain activities during a certain period. According to (Reed, Fat, & Mero, 2000), the employee's performance is the result of someone's work after working compared to predetermined targets. (Antoncic & Antoncic, 2011) states that performance is not only the result of work but also includes how the work process takes place.

The concept and performance appraisal can be reviewed from a behavioral approach. Individual behavior can be influenced by effort, ability, and the situation in the work environment. Individual effort is realized in the form of motivation. Motivation is a strength owned by someone and that power will result in the intensity and the strength that is done voluntarily. Workability is the ability of an individual manifested in the form of competence. Competent individuals have adequate abilities and knowledge. An environmental situation can have both positive and negative impacts on the work process so that the environmental situation will have an impact on work performance. Referring to (Crook et al., 2008) and adapted to the research object, namely the power plant employees and the purpose of this study, the appropriate dimensions are chosen, so that the Employee Performance dimensions are determined which include:

- 1) Work Results, consisting of indicators: Work completed on time, Work done complies with the quality standards, and amount of work completed.
- 2) The seriousness of Work, consisting of indicators: Work motivation of employees, and Perception of work.
- 3) Self capacity, consisting of indicators: Endurance, Knowledge, and Skills at work.

In general, employees work because they are encouraged to fulfill their daily needs so that employees work harder. On the other hand, the company also has a social responsibility towards its employees in which the company must be able to make the employees feel comfortable with their work and work environment so that they can achieve the best performance Since human resources are a very valuable factor, the company is responsible for maintaining QWL and fostering workers to be willing to

contribute optimally to achieve the company goals. According to (Schwarz, 2003) QWL is associated with high levels of satisfaction from individual employees who enjoy the form of work in the organization, as to how the employees feel about their work, relatives, and organizations which lead to organizational growth and profits. A good feeling for work means that the employees feel happy when doing their job that will lead to a productive and conducive work environment. According to (Robbins & Judge, 2007), QWL is a process in which an organization responds to the needs of employees by developing mechanisms that allow employees to share in making decisions that shape their work lives. Based on the study of (Chen & Zhang, 2015; Lestari et al., 2013), the dimensions of quality of work life (QWL) include:

1. Employee involvement, with the indicator of the employee involvement to address the problems, work rights and obligations, and activities outside their routine work.
2. Safety of the work environment, security is aimed at physical and psychological security.
3. Communication, with an indicator of superior-subordinate communication, and communication with colleagues.
4. Job Implementation, with an indicator of freedom of work, and the importance of work.

Satisfaction is a feeling of pleasure, or disappointment of someone which comes from a comparison between the impression received and the expectations (Kundu & Rani, 2007). (Sami, Sabri, Ilyas, & Amjad, 2011) view job satisfaction as a result of the overall degree of the worker like or dislike over various aspects of work. Job satisfaction is one form of employee behavior in the organization. According to (Mathis & Jackson, 2001), job satisfaction is the emotional state of the employees, which occurs or does not occur at the meeting point between the value of employee work remuneration from the company, and the level of remuneration desired by the employee concerned, which can be in the forms of financial or non-financial. When job satisfaction occurs, it is generally reflected in the employee's feelings towards his work, which is often manifested in the employee's positive attitude towards everything encountered or assigned to him in his work environment. Based on the dimensions of employee job satisfaction that have been put forward by experts (Brown, Treviño, & Harrison, 2005; David & Carolina, 2011; Kundu & Rani, 2007; Sami et al., 2011), several dimensions can be stated:

- 1) The work itself, with indicator between job suitability, ability (competence) and expectation;
- 2) Supervision, with an indicator of supervision quality, and communication in supervision.
- 3) Rewards, with financial and non-financial indicators.
- 4) Co-workers, with indicators of personal relationships, and task relationships.
- 5) Job promotion, with the indicator of career planning policy, and implementation.
- 6) The condition of the work environment with an indicator of work safety, and the atmosphere at work.

Organizations need employees who have a high Organizational Commitment so that the organization can continue to survive and improve the services and the products being produced. According to (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009), Organizational Commitment is a feeling of identification, involvement, and loyalty expressed by the employees towards the organization. Employees who are committed to the organization where they work always try to think optimally, and work for the progress of the organization, so there is significant involvement in the efforts to solve organizational problems. (Amason, 1996) states employee commitment as all feelings and attitudes of employees towards everything related to the organization including their work. (Davis, 2005) states that employee commitment is the nature of a person's relationship with the organization, which allows someone who is highly committed to the organization to show a strong desire to remain a member of the organization; show a willingness to do their best in the interests of the organization; and strong trust and acceptance over the organization's values and goals. Based on the study of previous research (Cohen, 2007; Klein & Park, 2015; Rhoades, Eisenberger, & Armeli, 2001; Van Knippenberg & Sleebos, 2006; Vance, 2004; Yiing & Ahmad, 2009), several dimensions of organizational commitment can be stated, as follows:

- 1) Emotional connection to the organization, and a sense of belonging to the organization,

- 2) Pride, that is being proud as a member of the organization, and positive talk about the company,
- 3) Meaningfulness, consisting of the acknowledgment of the company to become a part of their life, and the company has contributed a lot,
- 4) Attachment, consisting of having an attachment to the organization, and the feeling of loss when leaving the company.

3. RESEARCH METHODS

3.1. Research Design

Referring to the research objective, which is to test the hypotheses between research variables including describing data from these variables, this research is a combination between verification research and descriptive research (Gupta & Nanda, 2015). Descriptive research aims at obtaining a description of the characteristics of a variable based on data, while verification research is a type of research that aims at determining the relationship between variables through a hypothesis test (Neuman, 2013). The implementation of descriptive research being used is through a survey method by filling out questionnaires submitted by selected respondents.

3.2. Operationalization of research variables

QWL in question is the perception of employees, that they want to be involved, e able to communicate well, a sense of security at work, flexibility in working, and appreciation for the work achieved. Commitment in this study is the commitment of the employees to the organization that allows them to have an emotional connection, pride in the company, the meaning of the company for the employees, and the attachment to the company. Performance in this study is a combination of working results of the employees, motivation as the push to work, and self-capacity as the ability to do the job. Job satisfaction in this study is the result of the overall degree of like or dislike of the workers towards various aspects of the job, namely the job itself, supervision, rewards, co-workers, job promotion, and work environment conditions, which makes up the behavior of employees in the organization. All variables of this research will be operationalized and measured. In terms of operationalizing the variables, all variables will be translated into important dimensions and indicators, after adjusting to the environmental characteristics of the power plant as the object in this study. The following are the variables, dimensions, and research indicators.

Table2. *Research variables, dimensions, and indicators*

Variable	Dimension	Indicator	Scale
Variable of Work Life	Employee involvement	a. Involvement in overcoming problems in the scope of technical work b. Involvement in overcoming problems in the scope of work that requires brains c. Involvement in events outside of work	ordinal ordinal ordinal
	Communication	a. Formal and good communication between superiors and subordinates b. Formal and good communication between colleagues. c.Non-formal and good communication between colleagues	ordinal ordinal ordinal
	Safety of Work Environment	a. Physical security b. Psychic security c.Security at work	ordinal ordinal ordinal
	Work implementation	a. Freedom at work b. Work interest c. Value of work result	ordinal ordinal ordinal
Organizational Commitment	Emotional connection	a. Love the job b. Love the company c. Love the company products	ordinal ordinal ordinal
	Feeling proud	a. Proud as a member of the organization b. Talk about the good things of the company c.Proud of the company's presence in the community	ordinal ordinal ordinal
	Meaningfulness	a. Company becomes part of life, b. Company has contributed a lot c. Company is a place of learning	ordinal ordinal ordinal

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Variable	Dimension	Indicator	Scale
	Attachment	a. The company's success becomes self-success b. Company failure becomes self-failure c. Feeling lost if you leave the company.	ordinal ordinal ordinal
Job Satisfaction	The Job Itself	a. Work compatibility with workability b. Suitability of work with ideals c. Suitability of work results with sacrifice	ordinal ordinal ordinal
	Supervision	a. Superiors provide direction according to work requirements b. Superiors control the work properly c. Superiors assess subordinates properly	ordinal ordinal ordinal
	Rewards	a. Financial rewards are compatible with sacrifices at work b. Non-financial rewards are given following the company's ability c. Financial rewards improve significantly	ordinal ordinal ordinal
	Co-workers,	a. Good personal relationships with coworkers b. Good cooperation in completing the work with co-workers c. Fair rights and obligations among coworkers	ordinal ordinal ordinal
	Promotion at work	a. Clear career planning in the company b. Transparent career planning c. Objective promotion decision	ordinal ordinal ordinal
	Working environment conditions	a. Safety system at work b. Work atmosphere c. Environmental conditions of the company	ordinal ordinal ordinal
Work Performance	Work Result	a. Work completed on time b. Work is done according to quality standards c. Amount of completed work	Ordinal ordinal ordinal
	Serious Work	a. Work motivation b. Perception of work c. Efforts to improve skills	ordinal ordinal ordinal
	Self-Capacity	a. Durability b. Knowledge c. Skills	ordinal ordinal ordinal

3.3. Population, Samples and Data Analysis Techniques

The research sample is determined through opinion (Deal & Henikoff, 2010) the minimum number of samples is 5 times the number of manifest variables or question items. Because the number of question items is 51 items, the minimum amount of data contained in the questionnaire is 255 items. The selection of sample members from each company uses weighting. The weight value is determined based on the division of the total population of each company by the entire population of 5 companies. The following table 3 summarizes the results of determining the number of samples from each company.

Table 3. Number of Samples per Company

No.	Name of Company	Number of employees	Number of samples
1.	PT. Batamindo Investment Cakrawala (PT. BIC Batam)	520	73
2	PT. Bintan Inti Industrial Estate (PT. BIIE Bintan)	202	28
3	PT. Bintan Resort Cakrawala (PT. BRC Bintan)	415	58
4	PT. PLN Batam	560	78
5	PT. Indo Matra Power (PT. IMP)	120	18
Total		1817	255

Source: Processed data, 2020

The analysis used is a confirmatory analysis using structural equation modeling (Structural Equation Modeling - SEM). SEM analysis can be used to test data obtained by 255 respondents (Chin, 1998). Data were analyzed with SEM with Lisrell developed by Joreskog and Lawley (Stein, Morris, Hall, & Nock, 2017). The research model developed is reflective. The aim of the reflective model is data analysis, in which the researchers can further confirm the results of the analysis based on the theory that has been built and the questionnaire data that has been obtained (Ringle & Wende, S. Will, 2005).

The research model evaluated is related to the Measurement Model and Structural Model (Asparouhov & Muthén, 2009).

4. RESULTS AND DISCUSSION

4.1. Results of the Research

The results of the research present a structural model that shows the effect of one variable on another variable along with the statistical value of t to determine the significance of the influence of one variable on other variables. The following is Figure 1 of the structural model of research results which is equipped with path coefficient values between endogenous latent variables, path coefficients between latent variables of exogenous and endogenous.

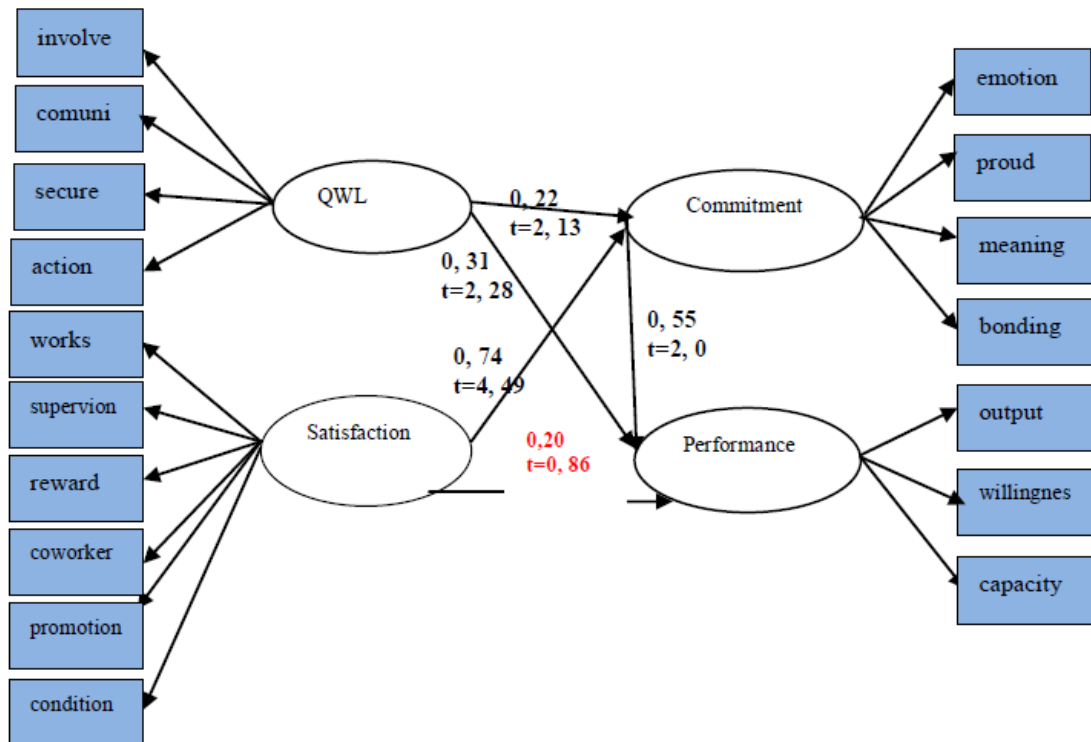


Figure1. Path coefficient Relationship between research variables

Based on Figure, 1 it is clear that 4 hypotheses have a significant effect while one hypothesis has no significant effect. Table 4 is presented below. Summary of hypothesis testing

Table4. Summary of hypothesis testing

Variable	Against Variable	Scale of influence	Value t	Significant performance
QWL	Commitment	0,22	2,1 > 1,96	Significant
QWL	Work performamce	0,31	2,28 > 1,96	Significant
Commitment	Work performamce	0,55	2,0 > 1,96	Significant
Satisfaction	Commitment	0,74	4,49 > 1,96	Significant
Satisfaction	Work performance	0,20	0,86 < 1,96	Not significant

Source: Data on the research

After obtaining a summary of the hypothesis test results, the following results are presented by the goodness of fit (Gof) index test. The Gof test is a test of the suitability of a particular observation (frequency of observations) with the frequency obtained based on its expected value (theoretical frequency) (Cheung & Rensvold, 2002).

Table5. Test of Goodness fit index

Test of Goodness Fit	Fit criteria	Calculation result	Conclusion
Chi-Square	≥0,05	0,079	Fit
RMSEA	<0,08	0,074	Fit

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GFI	<0,9	0,87	<i>Fit</i>
AGFI	>0,9	0,83	<i>Poor Fit</i>
NFI	>0,85	0,86	<i>Fit</i>
CFI	>0,9	0,88	<i>Poor Fit</i>
IFI	>0,9	0,88	<i>Poor Fit</i>
RFI	>0,9	0,84	<i>Poor Fit</i>
ECFI	<11,57	068	<i>Fit</i>
AIC	<5194	306	<i>Fit</i>
CAIC	<1887	850	<i>Fit</i>
PGFI	>0,60	0,64	<i>Fit</i>
RMR	>0,01	0,09	<i>Fit</i>

Source: Data of research, 2020.

Based on all the Gof test criteria in table 5, it can be stated that there are fit test elements in almost all test criteria that fulfilled the standards, so it is concluded that the research model is worth mentioning as a fit model.

4.2. Discussion of Research Results

Practical discussion related to each finding to overcome the problem was carried out by observation and in-depth interviews with 30 employees of PT. Batamindo in the discussion to get a direct picture of the problems and their hopes as a proposed solution.

1. Subordinate Communication with Superiors

As part of QWL, communication is the basic requirement in the company, both as fellow employees, superior communication with subordinates, especially in terms of completion of work. Good communication can complete the work effectively, efficiently, and pleasantly, while bad communication will harm many parties. The results of previous studies regarding communication include (Ahmad, 2013; Velayudhan & Yameni, 2012).

Based on the concepts and the results of research, poor communication of superiors and subordinates needs to be improved, especially from superiors to subordinates, not vice versa. Formal communication through meetings, direct dialogue on more fluid work solutions needs to be implemented. Dialogue about the conditions of subordinates related to informal matters is also needed to strengthen the relationship between subordinates and superiors, including the efforts to minimize the pressures in work and daily life.

2. The Employees' Freedom to Work in Completing Daily Tasks.

Work relationships which are still formal can have an impact on a sense of constraint at work. A sense of constraint can also occur due to the strict work methods in each field of work. (Sun, 2008) mentions the factors that influence the organizational climate, including the factors of work freedom and confirmation (Flexibility and conformity). Flexibility and conformity are organizational conditions that provide freedom of action for employees and adjust the tasks given. Based on the concept of the theory, in terms of flexibility, the situation in a good company will be a problem if it is not explained comprehensively and clearly with good communication with employees.

3. The Success of the Company is not Perceived as Self-Success,

(Luthans & Youssef, 2007) states that employee commitment to the organization is a collection of feelings and beliefs of people who feel the organization as a whole in which the level of commitment usually starts from very high to very low. (Klein & Park, 2015; Vance, 2004) states that one form of commitment is the pride of employees to the company. Based on the results of this study, it states that the company's success is not perceived as self-success. The success of the company is only known by external stakeholders who are required to know it such as the Ministry of Finance in terms of tax, and financial management, and top management in the company. The employees do not get any information, so they do not know whether the company is in a good or bad condition. Employees are only limited to doing their work and get paid. Therefore, the company needs to hold certain events as a medium that indirectly informs that the company is doing well, not giving wrong information that the company is in trouble.

4. Job Suitability and Workability

Based on (Bernard in, 2002; Hawkins, Glenn, Oswald, & Conway, 2013) the factors of employee success can be seen from the results of the work; the seriousness of work such as employee

motivation, and perception of work; and self-capacity, such as work abilities and skills. The employees must be able to finish their job well. Therefore, employees must have adequate skills and motivation. If employees state that their workability is considered inappropriate, the management should know that and find a solution as soon as possible. This gap has been felt by employees caused by several things. First, the ongoing technological developments which are not negotiable, especially concerning electricity technology. Second, the weakness of management's anticipation in terms of employee education and training related to the development of technology itself. Another aspect is related to the increased work motivation, morale, and job satisfaction of the employees who should be able to be maintained by the management and employees themselves.

5. Directives of Superiors to Subordinates Do not Match the Work Requirements of Employees

As previously explained, communication between subordinates and superiors which is not following the employee's expectations also relates to the directives from the superiors to subordinates. As a result of inadequate communication, there is still noise and distortion of the meaning of the work-related directives from superiors to subordinates, so that whatever is conveyed by superiors is not entirely acceptable to the employees.

The job satisfaction aspect that is still problematic is the supervision of the supervisors. Conceptually, as mentioned by (Howell & Avolio, 2011) supervisor's supervision is one that can shape the employee's behavior in organizations. Therefore, as already explained noise can be reduced if the quality of communication runs well.

6. The Rights and the Obligations of Colleagues are Considered Unfair

Regarding the inappropriate rights and obligations that employees feel, as explained before, the results of further research indicate that there has been an increasingly clear gap between the employees regarding a sense of fairness. Employees in one workgroup have felt the presence of injustice, especially related to workloads as well as wage or non-payment.

One important component in QWL is a sense of fairness at work. This is following the concept of (Kanten & Sadullah, 2012) who say that QWL is the workers' perceptions of the atmosphere and the experience in their workplaces. Therefore, the employer must be able to provide an understanding of the work within the scope of his that there is relatively different workload between employees. It is done in anticipation of work, while differences in income are only a result of anticipation, not permanent.

7. The Amount of Work that can be completed.

Work should be able to be completed both in quantity and quality according to plan, both types of routine work and impromptu work. This is caused by the needs of other jobs associated with this job.

The concept of employee performance based on the dimension of employee performance has been put forward (Almatrooshi, Singh, & Farouk, 2016; Bello, 2012; Walumbwa et al., 2011) states that one of the dimensions along with the indicators is the Work Results, consisting of indicators; the completed work on time, the work complies with the quality standards and the completed amount of work.

Therefore, the results of this study state that the perceived work results are not able to be completed on time. This is an indication that the level of work is getting more difficult with more and more types, or the declining physical abilities and work skills of the employees, decreasing work motivation, or increasingly ineffective operating standards and work procedures. Therefore, work management should be able to provide good directives on the work, and in terms of the employee attitudes and behavior in work, they should be improved through work education and training activities.

5. CONCLUSION

Research concludes several things, that the quality of work-life of the employees (QWL) has a positive effect on employee commitment. Companies that expect the increasing employee's commitment, they should improve the quality improvement of QWL. The quality of work-life of the employees (QWL) also affects employee performance. Therefore, companies need to increase QWL because it will improve the performance of power plant company employees in the Riau Archipelago. Job Satisfaction affects employee commitment. Therefore, companies need to work to increase employee job satisfaction because it will also increase their commitment. Job satisfaction does not

affect employee performance. Therefore, companies need to make efforts so that employee commitment increases which results in employee satisfaction. Organizational Commitment affects employee performance. The results of this study support the research model, the proposed hypothesis, and the results of previous studies (Troena & Setiawan, 2012). The influence of Employee quality of work-life (QWL) on the Employee Performance is directly greater than through variables between Organizational Commitment. Employee commitment needs to be improved so that it has a greater role in employee performance. The Effect of Job Satisfaction on Employee Performance is directly smaller than that through variables between Organizational Commitment. This shows that the performance of employees in the power generation industry is strongly influenced by employee commitment. Employee commitment is higher in value compared to that of job satisfaction. Based on the results of descriptive analysis, it is known that in general quality of work-life (QWL) has been rated positively. Likewise, the aspects of job satisfaction, employee commitment to the company, and employee performance in the power generation industry have been rated positively.

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Citation: *Brahim Abdullah, et.al. " Determinant Factors of Employee Performance in the Powerhouse Industry in the Riau Islands Province, Indonesia " International Journal of Managerial Studies and Research (IJMSR), vol 8, no.54, 2020, pp. 11-20. doi: [http:// dx.doi.org/10.20431/2349-0349.0805002](http://dx.doi.org/10.20431/2349-0349.0805002).*

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