

**The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)**  
**“Nurturing Business and Banking Sustainability”**  
**Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020**

**Proceeding Book of**  
**The 2<sup>nd</sup> International Conference on Business and Banking Innovations**  
**(ICOBBI) 2020**  
**“Nurturing Business and Banking Sustainability”**  
**Surabaya, 14 - 15<sup>th</sup> August 2020**

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### Proceeding Book of The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI) 2020 "Nurturing Business and Banking Sustainability"

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### FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI) with the topic "*Nurturing Business and Banking Sustainability*". This proceeding contains several researches articles from many fields in Marketing, Management Technology, Finance, Banking, Human Resources Management, Information System Management, and Islamic Economics.

The 2<sup>nd</sup> International Conference on Business and Banking Innovations was held on 14<sup>th</sup> – 15<sup>th</sup> August 2020 by virtual (online) meeting and organized by the Master Management Study Program of STIE PERBANAS Surabaya in Collaboration with six Higher Education Institutions in Indonesia and five Universities from Asia countries. Keynote speakers in this conference were: Prof. Angelica M..Baylon, Ph.D (Director of the Maritime Academy of Asia and the Pacific, Philippines), Chonlatis Darawong, Ph.D. (Head of the Master of Business Program Sripatum Chonburi University - SPU Graduate School Bangkok, Thailand), Prof. Madya Dr. Reevany Bustami (Director of Centre for Policy Research and International Studies Universiti Sains Malaysia), Associate Prof. Dr. Ellisha Nasruddin (Graduate School of Business Universiti Sains Malaysia), Associate Prof. Pallavi Pathak Ph.D. (School of Management Sciences, Varanasi, India) and Prof. Dr. Tatik Suryani (Head of the Master of Management Study Program of STIE Perbanas Surabaya, Indonesia).

I would like to give high appreciation to the Rector of STIE Perbanas Surabaya for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the six universities, namely Universitas 17 Agustus Surabaya, Universitas Surabaya, Universitas Dr. Soetemo Universitas Dian Nuswantoro Semarang, STIE 66 Kendari, Institut Institut Bisnis dan Keuangan Nitro Makassar which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <https://pascasarjana.perbanas.ac.id>.

Chair of the Master Management Study Program  
STIE Perbanas Surabaya

**Prof. Dr. Tatik Suryani, M.M.**

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### Tabel of Content

Cover.....	i
Committee.....	ii
Reviewers.....	iii
Foreword.....	iv
Table of Content.....	v

### Marketing

Analyzing Competitive Strategies in Food SMEs Post Pandemic Covid-19 (Case Study in Madiun Municipality) .....	1 - 9
Tatik Mulyati; Saraswati Budi Utami; Hendro Susi	

Effect of Support Services And Relationship Quality on Customer Loyalty and Repurchase Intention on Johnson & Johnson Customers in Surabaya.....	10 - 21
Fеды Ardiansyah	

The Effect of Service Quality and Trust on Repurchase Intention Through Customer Satisfaction in Rollaas Cafe Mall City of Tomorrow Surabaya .....	22 - 31
Brahma Satrya	

Analysis of Logistics Services Quality Using SERVQUAL Method in Surabaya City: Literature Review and Research Suggestion .....	32 - 36
Andini Anastasia Novitasari	

Exploration of Factors Affecting Customer Satisfaction and Loyalty in Community Pharmacies in Thailand: A Qualitative Study .....	37 - 43
Ramida Maruay; Chonlatis Darawong; Boonkiat Wisittigars	

The Effect of Social Media Marketing Activities, Brand Image, Customer Satisfaction on Shopee Customer Loyalty in Surabaya City .....	44 - 49
Farhan Hisyam; Tatik Suryani	

Performance Analysis Through Intrinsic and Extrinsic Motivation with Work Satisfaction as Intervening Variables in Retail Company Employees in Surabaya (Case Study on Employees of PT. Lotte Mart Marvel Surabaya) .....	50 - 55
Firdaus	

Influence of Work Fatigue, Unclear Tasks and Management Career on Employee Turnover at PT. Sulselbar Bank.....	56 - 64
Rosnaini Daga; Armi Pasampang; Aminuddin Hamdad	

Performance of Service In General Hospital City of Surabaya Era Covid-19.....	65 - 71
Feliks Anggia B.K. Panjaitan; Hwihanus; Adiati Trihastuti; Hotman Panjaitan	



# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

"Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

Workability and Self Awareness on Employee Engagement in Indonesian Manufacturing Industries .....	72 - 78
Siti Mujanah	
Increasing Performance through Motivation and Competence at 17 August 1945 University Surabaya.....	79 - 89
Sri Budi Kasiyati; Endang Setyowati; Ida Bagus Cempena	
Developing Brand Loyalty .....	90 - 97
Estik Hari Prastiwi	
E-Marketing Adoption As an Alternative Solution For Fight Back The Covid-19.....	98 - 105
Febrianur Ibnu Fitroh Sukono Putra	
The Approach of The Agility Social Innovation: A Dynamic Capability Strategy .....	106 - 112
Mufti Agung Wibowo	
Quality of Work Life and Work Stress on Employee Performance .....	113 - 117
Sumiati	
Word of Mouse: How e-WOM Influence Consumer Behavior (A Study of UNTAG Surabaya Student) .....	118 - 128
Nanis Susanti	
The Effect of Service Quality, Customer Trust, Brand Image and Electronic Word of Mounth on Online Purchasing Decisions on Shopee Customers in Surabaya .....	129 - 144
Anis Fitriyasari	
The Effect of Marketing Mix 7Ps, Customer Experience, and Customer Relationship Marketing on Customer Loyalty Mediated by Indomaret Customer Satisfaction in Surabaya.....	145 - 152
Citra Putri Ramadani	
The Impact Of Celebrity Endorser And Self-Connection Of The Brand On The Equity Of The Brand .....	153 - 166
Mahmud; Mia Dika Anggraini	
The Brand Loyalty Determining Factors: The Role of Self Brand Connection, Brand Love, Brand Trust And Brand Image (at PT. Eloda Mitra) .....	167 - 174
Budi Anandya; Ni Made Laksmi Oktavia	
The Effect of Website and Social Media on Customer Behavior Responses .....	175 - 182
Tatik Suryani; Abu Amar Fauzi; Mochamad Nurhadi	
What Makes Tencent Becomes a Successful Business? a Case Study Analysis of Tencent.....	183 - 190
Binsar Energia Pratama Napitupulu	

# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

"Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

The Effects of Social Media Marketing Activities on Brand Love and Brand Trust That Have an impact on Brand Loyalty of Visval Bags Consumers.....	191 - 196
Novian Navas Mahardhika	
Analysis the Effect of Marketing Mix on Consumer Decisions in Buying Paint Products ...	197 - 205
Febrianto Ramadhan	
Analysis of The Impact of The Development of Inolobunggadue Central Park (ICP) on Micro, Small And Medium Enterprises in Konawe Regency.....	206 - 212
Abdul Razak	
The Effect of Transformational Leadership and Work Commitment on Incentives and Disaster Preparedness for Southeast Sulawesi Province Disaster Preparedness .....	213 - 222
Bakhtiar Abbas	
The Effect of Service Quality on Civil Population Document Towards Society's Satisfaction and Trust for Population and Civil Registry Office of Kendari City.....	223 - 232
Nofal Supriaddin	
CRM Impact on Customer Satisfaction and Customer Loyalty at Garuda Indonesia: The Airline of Indonesia .....	233 - 240
Muhamad Reynaldi Adhyaksa	
The Implementation of Simple Form Gamification In Companies .....	241 - 246
Nathania Agatha Benita	
Social Entrepreneurship dan Peningkatan Ekonomi pada Siswa SMA Selamat Pagi Indonesia .....	247 - 254
Azwar Cholili	
Leaping Innovation Barriers For Business Longevity Purpose Based on Different Measurements of Innovation .....	255 - 261
Mia Novinda Mudjiono	
Business Model Analysis: A Study Case in Wood Pellet Industry.....	262 - 267
Kadek Budiadnyana Putra	
Drivers And Barriers Of Purchasing Groceries Online In Surabaya :Age, Gender, Educational Level And Experience As Moderating Variables .....	268 - 273
Diky Murdoyo Rahadiarto	
Optimization Services and Strategies Toward Satisfaction Value of Training Participants Held by Integrated Service Unit Surabaya .....	274 - 282
Sukesi	

# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

## "Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

The Influence of Investment Knowledge, Investment Motivation, Investment Capital and Investment Risk Perception on Investment Interest in Capital Markets (Study On Feb Dr. Soetomo University Students)..... 283 - 288  
Sri Handini

The Effects Of Human Capital And Strategic Partners On Strategic Planning And Organizational Performance (Study at PT. Segar Murni Utama) ..... 289 - 296  
JFX. Susanto Soekiman

The influenxe of Utilitarian Value, Hedonic Value, and Perceived Risk on Customer Satisfaction and Customer Loyalty to Shopee Customers in Surabaya..... 297 - 303  
Nensi Laurence Nggai; Dudy Anandya

Unisfat The Pattern of Spatial Interaction of Workers in Central Java Province using the Explanatory Spatial Data Analysis (ESDA) Approach ..... 304 - 315  
Caroline; Achmad Nuruddin S.; Etty Puji Lestari; Ceasilia Srimindarti; Teguh Imam Rahayu

Analysis Web-Based Customer Relationship Management Strategy at PT. ABC ..... 316 - 320  
Alfred Turisnol

The Influence of Planned Behavior On The Level of Customer Trust And Satisfaction In Determining Loyalty In Green Hotels In Indonesia ..... 321 - 328  
Hayuning Purnama Dewi

### Financial

Independence Financial Expertise in Audit Committee and Tax Avoidance: is business strategy moderate this relationship? .....329 - 337  
Ms. Lisa Gabrielle; Devie; Juniarti

Effect of Asset Quality, Liquidity, Solvability, Efficiency and Good Corporate Governance (GCG) Towards Go Public Bank Profitability In Indonesia .....338 - 350  
Ramlan

Credit Quality Stress Tests Based on Macroeconomics at Bank Persero in Indonesia in 2008 - 2016 .....351 - 359  
Elna Arlina Nandasari

Decision On The Utilization Of Digital Payment In Millennial Generation Based On Perceived Experience.....360 - 365  
Karta Negara Salam; Muh. Imam Taufiq

Determining Factors of Thin Capitalization Practices in Indonesia .....366 - 381  
Jepri Duwi Safrudin; Diah Hari Suryaningrum



# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

"Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

Factors That Become A Customer Considerations Become A Brachless Bangking Agent ..382 - 388 Novita Rosanti	
Going Concern and Liquidity Perspective in Indonesia Manufacture Industry.....389 - 394 Tri Ratnawati; Widi; Rahmiyati; Nekky	
Influence Of Debt Policy And Cash Ratio On Dividend Policy On IDX30 Index In Indonesia Stock Exchange.....395 - 400 Muhammad Ashary Anshar; Ichbal Warimin	
Performance Analysis Of Share And After Online Application On The Sector Registered Transportation In Indonesia Exchange .....401 - 406 Rachman Suwandaru; Hartina	
Measuring The Performance of the Surabaya City Regional Budget Value For Money Analysis.....407 - 414 Risanda Alirastra Budiantoro; Tito Aditya Perdana	
A Syestematic Literature Review of Liquidity, Asset Quality, Size, Solvability and Efficiency of Probability on National Private Commercial Banks Go Public .....415 - 421 Devinta Ayu Ramadhani	
The Effect of Multiple Role Conflict on Employees Performance Moderated By Self Efficac .....422 - 428 Awanis Linati Haziroh, S.M, M.M.; Amanda Dyla Pramadanti; Raden Ayu Aminah R.P.S; Febrianur Ibnu Fitroh Sukono Putra	
The Factors of Banking Capital Structure Determination in Indonesia.....429 - 434 Foza Hadyu Hasanatina; Amalia Nur Chasanah; Vicky Oktavia	
Identification and Analysis of Regional Economic Growth Patterns in the New Autonomous Region of Southeast Sulawesi Province.....435 - 448 H. Mahmudin A. Sabilalo	
Corporate Partnership of PT. SKLT with Crackers MSME in Sidoarjo As a Form Corporate Social Responsibility (CSR) .....449 - 463 Jimmy Herlambang	
Influencing Factors Safety Quality Cost Delivery People (SQCDP) on Lean Manufacturing Implementation at Directorate Production Indonesian Aerospace (IAe).....464 - 471 Niza Nurmalasari; Ida Aju Brahmasari; Ida Aju Brahma Ratih	
Increasing the Role Of Bank Financial Institutions and Non-Bank Financial Institutional in Providing Optimal Distribution For Communities During The COVID-Pandemic.....472 - 479 Matdio Siahaan	

# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

## "Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

Utilization of Payment Gateway in Fundraising from a Management Perspective of Zakat, Infaq, and Alms: A Case Study of Baitul Maal Hidayatullah Surabaya .....	480 - 486
Sarah Lutfiyah Nugraha and Ika Yunia Fauzia	
The Impact of Capital Structure Towards Firm Performance Moderated by Corporate Governance in LQ-45 Company in BEI at 2013-2018.....	487 - 495
Gabby Markus Angkasajaya; Putu Anom Mahadwartha	

# Quality of Work Life and Work Stress on Employee Performance

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## ABSTRACT

Employee as a resource in the company are expected to have good performance, otherwise the company's success in achieving the objectives will be difficult to materialize. Many factors that can affect employee performance include Quality of Work Life and work stress. The objectives of this research are to examine the effect of quality of work life, work stress on employee performance. This research is a quantitative study with questionnaire data retrieval methods. The study uses a random sampling method of sampling. The data analysis techniques used in this study are T test and F test. The test result of the T variable Quality of Work Life shows  $t_{2.572} > t_{table 1.6720}$  with Sig.  $0.013 < 0.05$  indicating that Quality of Work Life is significant to the employee's performance. Variable work stress test results show  $t_{3.814} > t_{table 1.6720}$  with sig.  $0.000 < 0.05$  indicates that work stress is a significant impact on employee performance. F Test Hasi shows that the Quality of Work Life and work stress have a significant simultaneous influence on the employee's performance. Work stress variables have a more dominant influence so that the implementation of good stress management can improve the performance of employee within the company.

## 1. INTRODUCTION

Human resources in the current era of globalization are very influential in achieving organizational / company goals. Planners of a company's goals will be achieved if there are good human resources. A goal will not be possible without the active role of employees even though the equipment and machines owned by the company are very sophisticated, therefore the success of a company does not always depend on sophisticated technology, but also depends on the human resource aspects of a company. In an organization, human resources play an important role in dealing with the changes that occur. Therefore, human resources have an important role in the wheels of change that occur in an organization or company.

Humans as a resource in the company must be arranged in such a way as to support the achievement of predetermined company goals. If human resources are not managed properly and correctly, the company's success in achieving its goals will be very difficult to materialize. For this reason, employees are directed to improve their performance, so that they can help the company achieve its own targets. Human resources owned by the company must have the ability to carry out their work, considering that employees determine the success or failure of a company. The success of a company can be measured by the performance of its employees. Therefore, every company needs to encourage the company's progress by improving employee performance.

According to Mangkunegara (2013), employee performance is the result of work that has been achieved in quality and quantity by an employee or employee in carrying out his duties according to the responsibilities that have been given to him. What is meant by quality here is seen in terms of cleanliness, refinement and accuracy in carrying out his duties and jobs. Meanwhile, what is meant by quantity is seen from the amount of work that must be completed by the employee or employee.

One of the factors that affect employee performance is Quality of Work Life (QWL). Quality of work life is an organizational development technique designed to improve organizational functions by humanizing the workplace, making it more democratic and involving employees in decision making. Quality of work life is usually very supportive of employee democracy at all levels and encourages their participation in decision making (Greenberg and Baron, 2003). The above description shows that by understanding the quality of worklife of each employee, it will make it without doubt to return the favor to the com-

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# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

## "Nurturing Business and Banking Sustainability"

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

pany by providing maximum performance (Sumiati, Ardiana, Praiwi, 2018)

Apart from Quality of Work Life (QWL), another factor that affects employee performance is work stress. A very low stress level will make employees' performance tend to be stable or even increase in carrying out their work duties, but on the other hand, if the stress level is high it will result in a decrease in employee performance and it may be that employees will be lazy to carry out their work. Then according to Mangkunegara (2013) work stress is a feeling of depression experienced by an employee in dealing with work that can lead to emotional instability, feelings of uneasiness, solitude, difficulty sleeping. Every employee feels stress at work, many employees complain about work, their superiors, and their subordinates causing work stress.

This study aims to determine the effect of Quality of Work Life and work stress partially on employee performance; the effect of Quality of Work Life and work stress simultaneously on employee performance.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

### 2.1 Theoretical Framework

#### 2.1.1 Quality of Work Life (QWL)

Nawawi (2001) defines Quality of Work Life (QWL) as a program that includes ways to improve the quality of life by creating better works. Robbins (2002) defines Quality of Work Life and Work Stress on Employee Performance as a process of how an organization responds to employee needs so that employees have the opportunity to make decisions to design their lives within the scope of work. Furthermore, Quality of Work Life and Work Stress on Employee Performance according to Flippo (2005) as any improvement activity that occurs at every level in an organization to increase greater organizational effectiveness through increasing human dignity and growth.

Wyatt & Wah (2001) defines Quality of Work Life referring to the identification of two general factors, namely work / work environment and employee safety and welfare. Companies can emphasize the best performance generated by improving the quality of work life of their employees. Improving the quality of employee work life can be done by paying attention to the factors that influence it. The elements of Quality of Work Life are open communication, a fair reward system, attention to employee work security, a satisfying career, caring supervisors and participation in decision making.

#### 2.1.2 Work Stress

According to Robbins and Judterge (2015), there are several indicators of work stress such as demands, clarity, responsibility, and leadership from leaders in the workplace. Work stress is a feeling of pressure experienced by an employee in dealing with work which can lead to emotional instability, feelings of displeasure, solitude, difficulty sleeping. Just as employees feel work stress in their work, many employees complain about work, their superiors and subordinates cause work stress.

Setiyana (2013) work stress is a construct that is very difficult to define, stress at work occurs to someone, where someone runs from problems, since some workers bring the level of work to the tendency of work stress, work stress as a combination of sources of stress at work, characteristics individuals, and stressors outside the organization. From some of the definitions above, it can be concluded that work stress is a feeling of pressure or demands experienced by employees in carrying out their work, so that it will result in a decrease in performance which will have an impact on performance in the company.

According to Robbins and Judge (2013) there are several factors that influence work stress including environmental factors, organizational factors, individual factors.

#### 2.1.3 Employee Performance

Moehariono (2012) Employee performance or performance definition is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Sutrisno (2016) explains that performance is a person's success in carrying out a task, the work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibility or about how someone is expected to function and behave in accordance with the assigned task to him as well as the quantity, quality and time spent on the work.

Then Edison (2016) explains that performance is the result of a process that refers to and is measured



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over a certain period of time based on predetermined terms or agreements. Based on some definitions from the experts above it can be concluded that employee performance is a condition in which a person is able to do work activities in accordance with the tasks that have been given to him.

### 2.2 Hypotheses

This research has three hypotheses. Hypotheses from this research as follows:

1. Quality of Work Life (QWL) has a significant effect on employee performance
2. Work stress has a significant effect on employee performance
3. Quality of Work Life (QWL) and work stress has a simultaneously significant effect on employee performance.

### 3. RESEARCH METHOD

The method used in this research is a quantitative method with data collection techniques using a Likert scale questionnaire consisting of 5 scales. The sampling method used in this study was random sampling. The basis for taking the number of samples is determined based on the Slovin formula with a probability of 0.05. So that a sample of 53 respondents was obtained. These respondents were drawn from employees of PT. Lintas Samudra Jaya Express Waru Sidoarjo.

The independent variables in this study are Quality of Work Life (QWL) (X1), work stress (X2). The quality of work life or what is known as Quality of Work Life (QWL) is defined by Robbins (2002) as a process of how an organization responds to the needs of employees so that employees have the opportunity to make decisions to design their lives within the scope of work. According to Cascio (2006) QWL has indicators (1) employee participation, (2) conflict resolution, (3) communication, (4) occupational health, (5) work safety, (6) work security, (7) appropriate compensation, (8) Pride, (9) Career Development.

The second independent variable in this study is work stress (X2). According to Robbins and Judge (2015) states that there are several indicators of work stress including (1) demands, (2) clarity, (3) responsibilities, (4) leadership from leaders in the workplace. Work stress is a feeling of pressure experienced by an employee in dealing with work which can lead to emotional instability, feelings of displeasure, solitude, difficulty sleeping. Just as employees feel work stress in their work, many employees complain about work, their superiors and subordinates cause work stress.

The dependent variable in this study is employee performance (Y). Sutrisno (2016) explains that employee performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibility or about how someone is expected to function and behave in accordance with the task that has been assigned. Charged to him and the quantity, quality and time spent in carrying out the task. According to Mangkunegara (2011) indicators of employee performance are (1) Quality of work, (2) Quantity of work, (3) Execution of work, (4) Responsibility.

### 4. DATA ANALYSIS AND DISCUSSION

#### 4.1 T-test results (Partial)

This T test aims to partially test the Quality of Work Life (QWL) (X1) and work stress (X2) variables on employee performance (Y). It can be concluded that from the Quality of Work Life (QWL) variable (X1) shows a significant value of 0.013. Significant value is smaller than the probability value of 0.05 so the value of 0.013 < 0.05. The variable Quality of Work Life (QWL) (X1) has a tcount value of 2.572 with a ttable of 1.6720. So the table above states tcount > ttable, it can be concluded that the variable Quality of Work Life (QWL) (X1) has a significant effect on employee performance. The results of this study are supported by previous research conducted by Sumantri, Brahmasari, Mujanah (2017) which states that Quality of Work Life (QWL) has a significant and significant influence on employee performance.

In the work stress variable, it can be concluded that the t test results. Work stress (X2) shows a significant value of 0.000. The significant value is smaller than the probability value of 0.05, so the value is 0.000 < 0.05. The work stress variable (X2) has a t-count value of 3.814 with a t table of 1.6720. So in the table above states tcount > ttable, it can be concluded that the work stress variable (X2) has a significant effect on employee performance. The results of this study are supported by previous research conducted by Pratama (2016) which states that work stress has a significant effect on employee performance.



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Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

### 4.2 F Test Results (Simultaneous)

This F test aims to test whether the independent variables consisting of Quality of Work Life (QWL) (X1) and work stress (X2) simultaneously have an effect on employee performance. The result of Fcount is 11.473 > F table 3.16 and the significant value is smaller than the probability value of 0.05 or the value of 0.000 < 0.05, it can be concluded that there is a significant effect of Quality of Work Life (QWL) and work stress simultaneously on employee performance.

## 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

### 5.1 Conclusion

Based on the above analysis, it can be concluded from the researchers as follows:

1. Variable Quality of Work Life (QWL) (X1) has a significant effect on employee performance at PT. Lintas Samudra Jaya Express Waru Sidoarjo. This can be interpreted that the higher the Quality of Work Life (QWL) of an employee, the higher the employee's performance will be.
2. Work stress variable (X2) has a significant effect on employee performance at PT. Lintas Samudra Jaya Express Waru Sidoarjo. This can be seen from the most dominant high indicators, namely "Organizational Structure" and "Organizational Leadership". Thus it can be concluded that the organizational structure within the company that is not clear will result in work stress which has an impact on employee performance and organizational leadership or companies that selectively choose or choose to love will result in tension among employees and will cause work stress and then have an impact on employee performance decline.
3. The dependent variable of employee performance (Y) has a simultaneous influence on Quality of Work Life (QWL) (X1) and work stress (X2). So it can be interpreted that a good Quality of Work Life (QWL) and supported by good stress management will have a direct impact on improving employee performance in a company.
4. Based on the results of the above research, it can be seen that the most dominant variable is the variable of work stress because work stress has a very high impact on employee performance.

### 5.2 Implications

Companies can constantly implement better Quality of Work Life (QWL). As well as helping employees in managing work stress even better. So that it can improve employee performance even better in the future and by doing it consistently.

Concern for the Quality of Work Life (QWL) around employees will have a profound impact on all employees because the external part of Quality of Work Life (QWL) is able to encourage the spirit of improving performance and hinder the performance of these employees. Very good work stress management will have a good impact on employees in doing their jobs

### 5.3 Suggestions

Based on the conclusions of the research above, the following suggestions can be made:

1. For PT. Lintas Samudra Jaya Express Waru Sidoarjo is expected to be able to improve its Quality of Work Life (QWL) even better by implementing procedures in accordance with Quality of Work Life (QWL) indicators and always paying attention to work stress by creating a counseling program for employees every once a month so that work stress can be minimized and can be reduced.
2. Employees should always have a high awareness of Quality of Work Life (QWL) and always minimize the occurrence of work stress by creating a comfortable Quality of Work Life (QWL) and using time as efficiently as possible.
3. For other researchers, they are expected to conduct similar research in order to develop other factors by adding other variables related to employee performance.

### 5.4 Limitations

This study has two research limitations. The first limitation is that the research data collection is carried out only on the employees of PT. Lintas Samudra Jaya Express Waru Sidoarjo. The second limitation is this study only uses 2 variables, namely Quality of Work Life (QWL) and work stress and does not take all variables that can affect employee performance

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