

REGARDING THE ROLE OF MASCULINE AND FEMININE IN QUALITY OF WORKING LIFE (QWL) TO JOB SATISFACTION IN INDONESIA

Irayani

Universitas Tridini

irayani0707@gmail.com

Abstract - Human Resources Management is one of the most important units of modern firms and organizations. It gains even more importance in times of crises, because it makes up an important dimension of Quality of Working Life (QWL). This study examines the relationship between gender and Quality of Working Life (QWL). The paper notes the major contribution from economics has been primarily from the organizational behavior literature, Such entities are defined by their target, action, context, and time elements. A review of available empirical research supports the contention that strong organizational behavior relations are obtained only under high correspondence between at least the target and action elements of the QWL and gender entities. This conclusion is compared how gender affects QWL and job satisfaction of the attitude concept found in much contemporary social psychological literature.

Keyword : *Quality of working life (QWL), Job Satisfaction, Emotional Intelligence, Burnout, Ego Need, Personal Alienation, Self Transcendence and Organizational Culture.*

1. Introduction

Every human being is inseparable from his needs, especially those are basic. This is because the needs of each individual human being are closely related and affect their survival. If a person's basic needs are not met, it will be difficult for him/her to maintain his/her life, let alone achieve satisfaction and reach a higher level of need. The most basic needs are drinking and eating. No wonder water is the source of life. Without water, there will be no life on this earth. Physically, humans will be more able to survive days without food, but not without water.

In the mid-20th century, humanistic psychology, also known as the Third Force, was born and developed into a popular and powerful approach to understanding the human psychic dimension (Groves). The founder and most representative spokesman of the Third School is Abraham Harold Maslow. Humanistic seeks to provide a holistic and comprehensive picture of humans by adhering to the fundamental belief that humans have the potential to continue to grow towards goodness and have the capacity to actualize themselves optimally.

Quality of work is the reliability in carrying out tasks so that high quality, right time, accuracy and procedures are easily understood by employees who have great responsibility for the assigned tasks and obligations, both personal, social, intellectual and moral responsibility. Organizational concern for the implementation of quality work-life programs is considered effective to make potential people in

the organization enjoy working and be able to achieve their satisfaction for their organization.

For decades, emotions have been a very important variable in psychology and have received particular attention in the workplace. Emotions play an important role in a person's life. Emotional intelligence is an ability that influences individual abilities and thus encourages them to be self-motivated and to control and adjust their relationships with others (Goleman, 1998). As the results show, there is a positive and significant relationship between emotional intelligence, its components, namely self-awareness, self-management and relationship control, and social awareness. Several studies show that emotional intelligence improves job performance.

Thus it can be stated that by controlling their work arrangements, employees can improve the quality of their work life, which leads to organizational efficiency and effectiveness, another study explains that emotional intelligence can reduce interpersonal problems and improve social relationships through strengthening one's mental health, sympathy.

In the era of human resources, employee performance is no longer considered a liability, but as a company asset. The "punishment-reward" paradigm is considered the most appropriate, and the most humane. But in reality, there is still dissatisfaction, which appears in the form of absenteeism, late entry, job sabotage, to protests and demonstrations.

The pressures of modern life have caused stunted growth and development of people with a negative impact on their life experiences. However, to maintain survival, it is necessary to balance the need for water or drink with food. Not only living, but also maintaining the quality of physical health. Talking about needs, every human being has a level of needs that need to be met gradually, from the lowest to the highest. This level of need was put forward by Abraham Maslow in a pyramid structure which became known as the Maslow pyramid.

On the one hand, the importance of human needs varies according to the culture of each individual and organization. Therefore, quality of working life is not only determined by individual characteristics (needs, values, expectations) or situational (organizational structure, technology, reward systems, internal policies), but mainly for individual systemic actions and these organizational characteristics. On the other hand, modern technological advances have created significant changes in the value placed on the benefits of industrialization, leading to its costing in what is now known as the quality of working life.

2. Literature Review and Hypotheses Development

a. Quality of Working Life

Nanjundeswaraswamy & Swamy., (2013) defines QWL as : “a process by which an organization responds to employee needs by developing mechanism to allow them to share fully of making the decisions that design their lives at work”.

According to Sirgy & Lee., (2001) the quality of work life of employees is one of the important goals in meeting the needs and desires of employees. Quality of work life is the employee's perception of his welfare and physicality at work.

According to Horst., Et al, (2014) QWL has several interpretations, by passing the focus of medical diagnosis with the need to build structural elements for the development of productive activities. Although it is a very distant human concern and the idea is always directed to facilitate or bring satisfaction and welfare to employees in the performance of their duties.

Quality of work life is a process in which organizations respond to the needs of employees to develop mechanisms so that they can share fully in making decisions which design their lives in the workplace. A research by Yeo & Li, (2011) describe QWL as a comprehensive program across departments aimed at increasing employee satisfaction, strengthening workplace learning and helping employees better manage, change and transition descriptive and analytic studies.

b. Emotional Intelligence

Ashkanasy, (2012) stated that the relationship between intelligence and emotions is a long-lasting and controversial topic at both the societal and scientific levels. In 1990, Peter Salovey and John Mayer compiled the existing psychological literature on the general contribution of emotions and emotions to personality and suggested a new concept of how to synthesize two psychological concepts namely intelligence and emotion.

Apte & Khandagle., (2016) Emotional intelligence "is essential to success in work and life. Research is currently emerging that suggests emotional intelligence, and particularly the new measures that have been developed to assess it, are actually a distinct entity. However, there are still not many. research into the predictive validity of such measures, and this is a serious flaw.

Both Kord Tamini & Chadha., (2018) argue that emotional intelligence on its own may not be a strong predictor of job performance. Instead, it provides a foundation for existing competencies. Goleman has tried to represent this idea by making a distinction between emotional intelligence and emotional competence. Emotional competence refers to personal and social skills that lead to superior performance in the world of work.

c. Burnout

According to Shanafelt, (2015) Burnout is not an individual problem but the social environment in which they work. The workplace shapes how people interact with each other and how they carry out their jobs. When the workplace does not recognize the human side of work, and there is a major mismatch between the nature of the job and the nature of the person, there is a greater risk of not getting burned.

Burnout is a typical stress syndrome that develops gradually in response to prolonged stress and physical, mental, and

emotional tension Peng., (2016). Its unable to cope with increased stress and excessive demands, employees are pushed into a state of exhaustion characterized by dissatisfaction, low energy levels, exhaustion, frustration, depersonalization, and insufficiency or cynicism that results in breakdown or fatigue.

The term "burnout" was first used in a technical sense by Freudenberger, a psychiatrist working in an alternative health care agency, in 1974. He used the term, a colloquial phrase for the mental state of a chronically exhausted offender, to describe the final state of emotional exhaustion. and the apathy he and his colleagues experienced because of their emotionally draining nature of working with people Alexandrova-Karamanova., (2016)

Sharma & Cooper., (2016) defines burnout as “a response to chronic emotional stress with three components: (a) emotional and / or physical exhaustion, (b) lowering work productivity, and (c) over depersonalization.

d. Ego need

The need for the ego is the need for performance so that it reaches a higher degree than the others. Ing, (2012) said that Ego - includes self-esteem factors such as self-esteem, autonomy and achievement; and external price factors such as status, recognition, and attention.

In the psychoanalytic tradition, ego-psychology, Hartmann speaks of ego autonomy, which he considers the relative freedom of the ego or self from adherence to emotional demands and instinctual motivations, as well as from dependence on direct environmental reinforcement.

According to David Efraty, Ph.D. And M. Joseph Sirgy &., (1988) The need for the ego consists of 2 parts, namely

a) self-esteem, namely recognition and appreciation for a person's personal value, for the value of the work he does, etc., and

(b) Autonomy that is, the need to be free, to give up restraint, or to break out of confinement, to oppose coercion and restriction, to be independent and free to act on impulse, and to oppose conventions, opportunities to exercise independent thought and judgment and to make a creative contribution to someone's work. the opportunity to exercise independent thought and judgment and to make creative contributions to one's work.

In this understanding ego is of course different from selfish. The ego is the main control over the workings of the personality which becomes the differentiator between humans. Humans can have different personalities because there is a dynamic between the id and superego. So that the ego must work on the principle of balance. Set when to be angry (issue character id) and when to obey the rules (issue a superego). To be able to hone the ego itself, actually we humans have been given the intellect to reason and manage both. So we just need to hone it more often.

e. Personal Alienation

Sarfraz., (2015) said that there are two types of alienation. In the first form, the individual experiences a state of separation. This means that individuals stop identifying with the 'social substance' or social, political and cultural institutions. It is neither the intention nor the willful act of the individual to be alienated. That is more precisely the forced alienation.

According to Dean, (1980) alienation is conceptualized as having three main components: powerlessness (P), normlessness (N), and social isolation (SI). this concept appeared in Marx's work entitled the Economic-Philosophical Manuscripts of 1844, which was discovered in 1932. Alienation or alienation basically refers to a condition when humans are alienated or distanced from something, fellow humans, nature, culture, or even himself. . This term comes from the Latin word alienatio which is derived from the verb alienare which means to make something belong to someone else.

Marx mentions four situations in which the worker is alienated in bourgeois society: 1) by his work, which becomes "a foreign object which has power over him"; 2) alienated from his work activities, where his activities are "aimed against himself", as if the work activity "does not belong to him"; 3) alienated from "himself as a human / species-being", transformed into "something that is alien to him"; and 4) by other human beings, and in relation to their 'work and work object'.

f. Transpersonal or self-transcendence

According to Haugan, Rannestad, Garåsen, Hammervold, & Espnes., (2012) self transcendence is defined as "a developmental maturity characteristic in which there is an increase in environmental awareness and an orientation towards an expanded perspective on life"

Maslow's discovery of the concept of self-transcendence not only gave changes to the humanistic frame of mind, but also was the beginning for the birth of new scientific disciplines, one of which was transpersonal psychology. The position of need for self-transcendence that is at the top of the hierarchy of needs - beyond self-actualization - implies that self-actualization is not the end of human development, but part of the process of developing human potential that takes place continuously, with self-transcendence as the highest potential that can be achieved by humans (Maslow, 1971).

Maslow's exploration of the need for self-transcendence then develops into 3 different disciplines; includes transpersonal psychology theory, personality theory, and nursing theory (Hoshi, 2008). Although each discipline develops with a different frame of mind, in essence the three concepts of self-transcendence that develop have the same basic concept, namely that the spiritual aspect is something inherent in humans, and the fulfillment of spiritual motives has a positive correlation with well-being conditions.

This peak experience was temporary; a few seconds or just a few minutes. However, Maslow (1971) argues that these experiences do not always come suddenly and are temporary. There are certain individuals who do have access to be able to enter the peak experience phase at any time and stay in that phase for a relatively longer time. This condition is called a plateau experience, which is a continuous form of peak experience.

The characteristics of individuals who are at the plateau experience stage are then identified as characteristics of individuals who have attained self-transcendence (Maslow, 1971).

Self-transcendence:

1. Actions or conditions will / are outside the ego or egoity, usually as a result of affection, service, or full attention to the interests of many people.

2. A technique regarding the ability to move beyond existing concepts, or limitations of behavior.

3. A state or condition in which the soul experiences spiritual ecstasy, due to the release from the boundaries of ego and egocentrism.

4. An experience or process by which the soul attains its own understanding.

g. Organizational Culture

The theory first introduced by Hofstede Masculinity is defined as "a situation where the dominant values in society are success, money, and things," while the opposite pole, Femininity, is defined as "a situation where the dominant values in society caring for others and the quality of life. "The basic anthropological / social problems associated are the choice of the role of social sex and its influence on people's self-concepts. Cultural theory (culture theory) serves as a supporting theory.

Masculine vs feminine

Masculine culture is owned by nations who live in hot, tropical climates and close to the equator. Masculine culture values work performance and assertiveness. So that this culture is considered more in line with the male character who is assertive, more ambitious and brave to compete. An example of a country that has a masculine culture is Japan, which considers the male gender to have absolute power and is the successor of the family name.

More feminine culture is owned by nations who live in cold and temperate climates (far from the equator). Feminine culture has obedient values and supports social life where it values others and sympathizes with people in need. This culture is very balanced between genders and accepts parenting between men and women and focuses more on quality of life. An example is the absence of discrimination between genders when applying for jobs in America.

h. Theory of Hierarchy of Needs from Abraham H. Maslow

The essence of Maslow's theory is that human needs are composed of a hierarchy. The lowest level of needs is physiological needs and the highest is the need for self-actualization and self transcendence.

Maslow assumes that people try to meet more basic (physiological) needs before directing behavior towards their highest needs (self-actualization). If a person's (employee) needs are very strong, the stronger the motivation for that person to use behavior that leads to satisfying their needs. Maslow's hierarchy of needs theory can be easily understood in both theoretical and applied frameworks as illustrated in Figure 2. Maslow's theory is an absolute explanation of all human behavior, but is more of a general guideline for managers to understand how people behave.

the need for belonging and affection), esteem needs (the need for appreciation), and self-actualization needs (the need for self-actualization). According to Abraham Maslow's research, these needs are stratified and before they can satisfy the needs at the next level, the needs at the previous level must be met first. In the following years.

Maslow added a sixth level to the hierarchy of needs, namely self-transcendence or transpersonal needs. It is an acknowledgment of a reality that transcends all of the first five levels including the fifth stage of Self-Actualization. It is interesting that Maslow's five needs are widely recognized,

but know very little about the sixth level. Why? One of them is because they were five. Whereas in the sixth hierarchy the level of consciousness has increased and what is thought and acted upon is not only the interests of the whole. Because it is in the negative qualities of the ego. Needs are always met can arise arrogance and also attachment to these needs. And from attachment that only thinks of oneself and ignores the fulfillment of the needs of others.

3. Data and Methods

Data

This study uses two data sources to obtain the desired results. The two data sources are:

1. Primary Data

Primary data is research data obtained directly from original sources (not through intermediary sources) and data is specifically collected to answer research questions according to the wishes of the researcher

Primary data in this study are data on social profiles and identification of respondents, containing respondent data related to the identity of the respondent, and their social conditions such as: age, class, last education, and length of work and respondents' responses to the variables studied.

2. Secondary Data

Mas'ud in Widaryanto (2005) states that secondary data is data which is the source of research data obtained by researchers indirectly through intermediaries (obtained and recorded by other parties). Secondary data are generally in the form of evidence, notes or historical reports that have been compiled in archives (documentary data) which are published and not published.

Secondary data in this study are data derived from research objects, which include data on the total number of employees and profiles of public organizations.

Methodology

Population and Sample

Determination of the number of samples in accordance with the ideal criteria for the sample size for SEM modeling analysis, namely 100-200 and an absolute minimum of 50, or the minimum sample size is 5-10 x the manifest variable or indicator of all latent variables. Referring to this approach, for SEM modeling, the number of samples used as respondents was defined as a sample between 135-270 people.

In this study, the population used is the community as employees or employees who work in public organizations throughout Indonesia. The sampling technique used in this study is by filling out a questionnaire, where all populations are sampled.

In this study, the primary data collection method was carried out using a closed questionnaire method. To get data about the dimensions of the constructs being developed in this study.

Questions in a closed questionnaire were made using a Likert scale in 1-5 intervals. for the category of questions with answers strongly disagree with the value until it strongly agrees with the value.

Tabel 3.1
Likert Scale

No	Skala Likert
1	5 = Strongly Agree
2	4 = Agree
3	3 = Neutral
4	2 = Disagree
5	1 = Strongly Disagree

The analysis used in this research is quantitative analysis. Thus, this study uses quantifiable measurements or measurements that involve a certain number of units or expressed in numbers. This analysis includes data processing, data organizing and finding results.

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