



Examining Value of Employees: Effect of Quality of Work Life, Work Facilities, and Organizational Commitments on Work Satisfaction



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Manuscript submitted: 9 January 2021, Manuscript revised: 18 February 2021, Accepted for publication: 27 March 2021

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Keywords

*job satisfaction;
organizational
commitment;
work facilities;
work life quality;*

Abstract

This study aims to analyze work life quality, work facilities and organizational commitment on job satisfaction. The population for this study is the employees of Karma Royal Jimbaran, there are 30 people as a sample. The data collection techniques used are documents, interviews, observations and questionnaires. Multiple linear regression analysis is used as a data analysis technique. From this research, it is found that there are several important aspects: 1) The quality of work life has a positive and significant impact on the employee job satisfaction, 2) Work facilities have a positive and significant impact on employee job satisfaction, 3) Organizational commitment has a positive and significant effect on employee job satisfaction. 4) Quality of work life, work facilities and organizational commitment jointly affect satisfaction work. Work facilities have the most dominant influence on employee job satisfaction at Hotel Karma Royal Jimbaran. Judging from the beta coefficient value of 0.302, it is greater than the beta coefficient value of quality of work life and organizational commitment.

International Journal of Social Sciences and Humanities © 2021.

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1 Introduction

Recently, in the face of the COVID-19 pandemic, companies in the hospitality field have undoubtedly been greatly affected. Because of the limited number of visitors, the sales of many hotels have dropped significantly. The Karma Royal Jimbaran Hotel is one of the four (4) star hotels in Bali, affected by COVID-19. This resulted in many employees having to be fired. Of course, this will affect employee job satisfaction. According to the results of the interview, it was found that since the pandemic, the occupancy rate of hotel rooms has dropped by nearly 90%. The incident resulted in financial compensation, which was not given to employees. As a result, because the hotel was unable to pay wages, employee satisfaction declined.

Moreover, guests of Karma Royal Jimbaran have already been experiencing fluctuations before the pandemic. Based on the results of observations on the number of guest visits at Karma Royal Jimbaran in 2019, it was found that from January to December were 297, 213, 338, 243, 298, 1320, 1239, 1334, 1032, 769, 653, and 994 people. Based on the data, we can see that there were fluctuations in the number of guests who visited the Karma Royal Jimbaran. The following table illustrates the fluctuation which is tending to show the decline significantly.

In addition, Karma Royal Jimbaran guests visits from 2015 to 2019 also shows fluctuation. This indicates that the increase or decrease in guest visits is not solely due to the COVID-19 pandemic, but also due to other factors that come from management. The factors are the hotel and its employees. As one of the categories of Star 4, Hotel Karma Royal Jimbaran should have the facilities and services with a standard for 4 star hotel. In addition, to the employee also must have awareness to be a category of his hotel and work in accordance with the SOP on the hotel Star 4, that the hotel has good image in the eyes of hotel visitors and also able to maintain competition with other hotels. The following is guest visit data in the last 5 years obtained from the hotel management.

Table 1
Number of Visits Guests Karma Royal Jimbaran Year 2015-2019

Month	Number of Visits (person)				
	Year				
	2015	2016	2017	2018	2019
January	896	987	634	301	297
February	1012	1098	798	336	213
March	976	1102	775	411	338
April	998	901	780	263	243
May	941	990	907	432	298
June	933	1210	933	1278	1320
July	1152	1012	996	1265	1239
August	1082	1250	843	1457	1334
September	996	1189	743	1428	1032
October	943	1300	874	865	769
November	923	1347	924	876	653
December	1134	1134	912	1085	994
Total	11,986	13,520	10,119	9,997	8,730

Source: Karma Royal Jimbaran, 2020

Referring to the data, the table shows that there was a decline in the number of visiting guests which were quite significant. Furthermore, certainly an interesting phenomenon to study in order to find out what caused the decrease in guest visits. It is indicated that the decrease in visits is due to decreased hotel services. This is because employee performance is not optimal. The results of observation show that the decline in the quality of work of employees due to the level of turnover of employees is high. Then, the number of employees minimal and cause the performance of employees is not optimal in 2019. The following table is employee turnover data.

Table 2
Karma Royal Jimbaran Employee *Turnover* in 2015-2019

Year	Number of Entries (person)	Number of Exits (person)	Number of employees (Person)
2014	-	-	54
2015	15	2	67
2016	11	7	63
2017	0	16	47
2018	3	7	43
2019	2	15	30

Source: Karma Royal Jimbaran, 2020

According to Table 2, it is found that employee turnover is quite high. It causes hotel operations to experience disruption. The exit of employees occurred in 2017 was resulting from the slowing of tourism. Besides, it was caused there were some internal problems to the employee.

Furthermore, based on the results of interviews with HRD Karma Royal Jimbaran, it was found that the busy activity due to various activities caused employees to take more than one position, so that there were also staff members, plus a monthly sales target of 500 million rupiah, with 30 employees. The employment status concurrently makes employees which are already familiar with the complexity of the task and the atmosphere is busy work. The number of 15 rooms with occupied an average of 90 percent before the pandemic also be one of the factors of dense activity of the hotel.

Job satisfaction can be affected by several factors, namely quality of work life. [Anam & Rahardja \(2017\)](#); [Ghozali \(2016\)](#), state quality of work life is an effort that is run by management to levels of a quality of an employee with rewards and attention in all the factors on the condition of the work. It carries out in order to create harmony from a worker with other factors that have an influence on his job. Being accustomed to dealing with productive situations with high work routines makes employees experience unusual conditions when a pandemic occurs because activities are lost and employees feel bored. It was made the quality of work life in an employee is lowered due to an employee no longer feel the activity of work that usually ([Chi & Gursoy, 2009](#); [Oyer & Schaefer, 2005](#)).

Moreover, work facilities also affect employee job satisfaction. According to [Prasetio et al. \(2020\)](#), it is a means of working facilities and infrastructure which is done in helping an employee in order to facilitate the completion of the work, so it is able to provide and increased on performance. Based on the interviews conducted, the dissatisfaction of employees at the facility work is room employee who has a circulation of air is less open, thus causing employees to feel less comfortable. However, after the new normal was put into effect, hotel activities began to grow even though only a few and only accepted domestic tourists ([Cohen, 2009](#); [Hanaysha, 2016](#); [Lee et al., 2013](#)). It is making some activities of employees do meet Health protocol that is in line with the development of the era 4.0 when this run the hotel can be done from anywhere, from booking the hotel that can be done through the application of digital so as to minimize the meeting.

Organizational commitment is a factor that affects employee job satisfaction. Commitment to the organization is an attitude that shows loyalty to an organization and the process ongoing that where members are able to predict a concern to the organization as well as its success and also the progress that is sustainable ([Hariyani et al., 2019](#)). According to the results of interviews obtained, the average time of arrival of employees Karma Royal Jimbaran is above at 7:30 pm, when to shift morning, the arrival of the employee should not be

more than 7:30 pm, even the range of the average is at 08.00 pm. Delay in work, even up to thirty minutes, is an indication that the employee's work commitment is still not maximal.

In addition to the inaccuracy of time, the absentee level of Karma Royal Jimbaran employees is quite high. This is obtained from the results of observation. From the results of an observation, it can be seen that the increase in employee absenteeism in Karma Royal Jimbaran is above three percent, which is 6.63%. Absence levels above three percent already indicate problems in employee performance. Thus, the level of absenteeism Karma Royal Jimbaran relatively is high, so it is indicated that the commitment of the organization employees does not maximal when considering the number of employees who are not a lot of just 30 people. If an employee is absent, it will greatly affect the structure of work and affect the productivity of the hotel.

2 Materials and Methods

Santhi & Mujiati (2016); Sulaimawan (2020), mentioned that quality of work life is an effort carried out by a management to a level of quality of an employee with appreciation and paying attention to all factors in the conditions of work, in order to create harmony from a worker with other factors that have an influence on his job. Being accustomed to dealing with productive situations with high work routines makes employees experience unusual conditions when a pandemic occurs, because activities are lost and employees feel bored. This makes the quality of work life of an employee decrease because an employee no longer feels his usual work activities.

According to Prasetio et al. (2020) a work facility is a facility and infrastructure that is done in helping an employee to facilitate the completion of his work so that he is able to bind his performance. Commitment to the organization is a gesture that shows their attitude of loyalty to an organization as well as the process which sustained that where members are able to predict a concern to the organization as well as its success and sustainable progress (Hariani et al., 2019). Job satisfaction is an emotional state of how employees assess their work and interact with their work environment (Hariani et al., 2019). Satisfaction work is a feeling that is able to give a sense to settle for a job that is run by an employee, so that the employee will feel happy and satisfied in doing his job.

This research was conducted at Karma Royal Jimbaran which is located in Jimbaran, Badung, Bali. The location selection is based on a phenomenon that arises based on the results of observations and interviews regarding employee performance that has not been maximized so that a decrease in hotel guest visits. The population in this study was employees of Karma Royal Jimbaran with a total sample of 30 people. Data collection techniques are done by doing documentation, interviews, observation, and questionnaires. Mechanical analysis of the data using multiple linear regressions with the equation as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Information:

- Y = Job Satisfaction
- A = constant
- β = regression line coefficient
- ϵ = error
- (X1) = Quality of Work Life
- (X2) = Work Facilities
- (X3) = Organizational Commitment

3 Results and Discussions

Characteristics of respondents

Referring to the results of the study, it was found that the respondents aged more than 20 years were 5 people with a percentage of 16.7%. The respondents are in range age of 20 - 30 as many as 20 people with a

percentage of 66.7%. The respondents are in range age of 30 - 40 years, as many as 5 people with a percentage of 16.7%. This shows respondents by age 20 - 30 years of the most dominating.

Based on the results obtained with the sex of respondents Men, there were 17 people with a percentage of 56.7%. Respondents with female gender are 13 people with a percentage of 43.3%. This shows that respondents with the male gender are the most dominant. According to the results of the study, it was found that there were 10 respondents with a working period of 1 - 5 years with a percentage of 33.3%. Respondents with a work period of 5 - 10 years as many as 17 people with a percentage of 56.7% and respondents with a work period of less than 10 years as many as 3 people with a percentage of 10.0%. This shows that respondents with a work period of 5 - 10 years dominate. Respondents with education Last Diploma as many as 8 people with a percentage of 26.7% and respondents with education last Bachelor much 5 people with a percentage of 16.7%. It is showed respondents with education past high school that dominates.

Instrument testing results

Based on the validity table, it is calculated the value of r exceeds the limit of $r_{0,30}$ means that the instrument statement item is declared valid. Referring to the reliability test that the value of the coef. Cronbach's alphabet exceeds 0.60 which states that reliability or reliability is fulfilled.

Table 3
Multiple Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	-1,693	2,300		-0,736	0.468
Quality Of Work Life	0.170	0.063	0.296	2,695	0.012
Work Facilities	0.302	0.095	0.457	3,190	0.004
Organizational Commitment	0.231	0.094	0.303	2,465	0.021
R	0.893				
R Square	0.798				
Adjusted R Square	0.775				
F count	34,217				
Sig.	0,000				

Source: Primary Data Processed, 2020

Referring to the table that the equation is as follows:

$$Y = -1.693 + 0.170X_1 + 0.302X_2 + 0.231X_3$$

- A constant value without the added variable is assumed that the quality of work life, working facilities and commitment of the organization, job satisfaction value worth of -1.693.
- If X_1 (quality of work life) increases by 1 unit with the assumption that work facilities and organizational commitment are considered constant, job satisfaction will increase by 0.170.
- If X_2 (work facility) increases by 1 unit, assuming that the quality of work life and organizational commitment is considered constant, job satisfaction will increase by 0.302.
- If X_3 (organizational commitment) increases by 1 unit with the assumption that quality of work life and work facilities are considered constant, job satisfaction will increase by 0.231.

Test classic assumption

Referring to the normality test using Kolmogorov - smirnov statistics, it appears that the Asym.Sig (2-tailed) 0.215 exceeds 0.05, meaning that the data is normally distributed Referring to the Multicollinearity test that

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the tolerance value for each variable exceeds 0.10 and the VIF value is not more than 10, meaning that there is no multicollinearity. Based on the heteroscedasticity test, is done to give an idea that each variable has a sig value that is greater than 0.05. It implies that there is not any heteroscedasticity.

Test coefficient determinant (R^2)

Table 4
Analysis of the coefficient of determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.893 ^a	0.798	0.775	1,038

Source: Primary Data Processed, 2020 (Annex 10)

Based on the table that the value of R square is 0.775 means that 77.5% work satisfaction variable is influenced by the variable quality of work life, the facility works and commitment to the organization as well as the 22.5% is explained by factors other.

Test significance coefficient in partial (T-Test)

Table 5
Test Partial (Test t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-1,693	2,300		-0.736	0.468
	Quality Of Work Life	0.170	0.063	0.296	2,695	0.012
	Work Facilities	0.302	0.095	0.457	3,190	0.004
	Commitment Organization	0.231	0.094	0.303	2,465	0.021

Source: Primary Data Processed, 2020 (Annex 10)

Effect of quality of work life with job satisfaction

According to the t test of the quality of work life to job satisfaction, the value of t count > t table (2,695 > 1.706) and the significance value of 0.012 < 0.05 with a regression coefficient of 0.170 has a positive value so that H1 acceptance. This means that the quality of work life variable has a positive influence on job satisfaction at the Karma Royal Jimbaran Hotel.

Effect of facility work with satisfaction job

Based on to the t-test of the work facility for job satisfaction, the value of t count > t table is (3.190 > 1.706) and a significance value is 0.004 < 0.05 with a regression coefficient of 0,302 has a positive value so that the acceptance of H1. From the result, it can be assumed the work facility variable has the effect of the positive to the satisfaction of its work on the Hotel Karma Royal Jimbaran.

The influence of organizational commitment with job satisfaction

From t test of the work facility for job satisfaction, the value of t count > t table is (3.190 > 1.706) and a significance value of 0.004 < 0.05 with a regression coefficient of 0.302. It has a positive value so that H1 acceptance. From the result, it means that the work facility variable has positive influence on job satisfaction at the Karma Royal Jimbaran Hotel.

Table 6
Simultaneous Test (Test F)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	110,669	3	36,890	34,217	0,000 ^b
	Residual	28,031	26	1,078		
	Total	138,700	29			

Source: Primary Data Processed, 2020 (Annex 10)

The table test ANOVA that the value of F worth 34.217 with sig. 0.000 < 0.05, mean that the quality of work life, the facility works, and commitment to the organization is simultaneously have an effect to the satisfaction of its work on the Hotel Karma Royal Jimbaran.

Table 7
Beta Coefficient Test Results

No.	Variable	Beta Coefficient	Order
1	Quality Of Work Life	0.170	3
2	Work Facilities	0.302	1
3	Organizational Commitment	0.231	2

Source: Data processed, 2020 (Attachment 10)

Based on the table above, it is known that the beta coefficient value of the work facility variable has the largest beta coefficient value, namely 0.302 compared to the beta coefficient value of the variable quality of work life and organizational commitment. Thus, it can be concluded that the influence of work facility variables is the most dominating on job satisfaction at the Karma Royal Jimbaran Hotel from the variables of quality of work life and organizational commitment.

Discussion

Effect of quality of work life with job satisfaction

The t-test of the quality of work life to job satisfaction, the value of t count > t table (2,695 > 1.706) and the significance value of 0.012 < 0.05 with a regression coefficient of 0.170 has a positive value so that H1 acceptance. This means that the quality of work life variable has a positive influence on job satisfaction at the Karma Royal Jimbaran Hotel.

Suliyanto (2018), state that quality of work life is an effort carried out by a management to a level of quality of an employee with appreciation and paying attention to all factors in his work conditions, in order to create harmony from a worker with other factors that have an influence on their work. Being accustomed to dealing with productive situations with high work routines makes employees experience unusual conditions when a pandemic occurs, because activities are lost and employees feel bored. This makes the quality of work life of an employee decrease because an employee no longer feels his usual work activities. The results of this

Pidada, I. A. I., & Saputra, I. G. N. W. H. (2021). Examining value of employees: Effect of quality of work life, work facilities, and organizational commitments on work satisfaction. *International Journal of Social Sciences and Humanities*, 5(1), 57-67. <https://doi.org/10.29332/ijssh.v5n1.1109>

study are in line with research conducted by [Setiyadi & Wartini \(2016\)](#) which states that the quality of work life variables has a positive effect on job satisfaction.

Effect of facility work with satisfaction job

From t-test of the work facility for job satisfaction, it is found that the value of $t_{count} > t_{table}$ ($3.190 > 1.706$) and a significance value of $0.004 < 0.05$ with a regression coefficient of 0.302 which has a positive value so that H1 acceptance. This means that the work facility variable has a positive influence on job satisfaction at the Karma Royal Jimbaran Hotel.

According to [Prasetio et al. \(2020\)](#) a work facility is a facility and infrastructure that is done in helping an employee to facilitate the completion of his work so that he is able to bind his performance. Based on interviews conducted, employee dissatisfaction with work facilities is the employee's room that has less open air circulation, which causes employees to feel uncomfortable. However, after the new normal was put into effect, hotel activities began to grow even though only a little and only accepted domestic tourists. This makes several employee activities carried out in accordance with the Health protocol so that in line with the current development of the 4.0 era, running a hotel can be done from anywhere, starting from hotel bookings that can be done through digital applications so as to minimize meetings. The results of this study are in line with research conducted by [Angin \(2020\)](#) which states that work facilities variables have a positive effect on employee job satisfaction.

The influence of organizational commitment with job satisfaction

The t-test of the organizational commitment to job satisfaction, the value of $t_{count} > t_{table}$ ($2.465 > 1.706$) and a significance value of $0.021 < 0.05$ with a regression coefficient of 0.231 has a positive value so that H1 acceptance. This means that the variable of organizational commitment has a positive influence on job satisfaction at the Karma Royal Jimbaran Hotel. Organizational commitment is an attitude that shows a loyal attitude to an organization and a continuous process where members are able to predict a concern for the organization and its success and also its sustainable progress ([Hariani et al., 2019](#)). The results of this study are in line with the research conducted by [Angin \(2017\)](#) which shows that the organizational commitment variable has a positive effect on job satisfaction.

4 Conclusion

Based on the results of data analysis and discussion, the conclusions of the research results are as follows:

- 1) Quality of work life has a positive and significant effect on employee job satisfaction at Hotel Karma Royal Jimbaran. This means that every increase in the quality of work life, there will be an increase in employee job satisfaction at the Karma Royal Jimbaran Hotel, and vice versa, every decrease in the quality of work life, there will be a decrease in employee job satisfaction at the Karma Royal Jimbaran Hotel. Judging from the significant value of 0.012 is less than 0.05, so the hypothesis is accepted.
- 2) Work facilities have a positive and significant effect on employee job satisfaction at Hotel Karma Royal Jimbaran. This means that any increase in the working facilities will be an increase job satisfaction of employees at the Hotel Karma Royal Jimbaran, as well as reverse any decline in the working facility there will be a decline in the satisfaction of the work of employees at the Hotel Karma Royal Jimbaran. Judging from the significant value of 0.004 less than 0.05, so the hypothesis is accepted.
- 3) Commitment to the organization impact positively and significantly to employee satisfaction at the Royal Hotel Karma Jimbaran. This means that any increase in commitment to the organization it will happen an increase in satisfaction of the work of employees at the Hotel Karma Royal Jimbaran, and vice versa any reduction in organizational commitment then it will happen decline in satisfaction of the work of employees at the Hotel Karma Royal Jimbaran. Judging from the significant value of 0.021 is less than 0.05, so the hypothesis is accepted.
- 4) Qualities of work life, work facilities and organizational commitment together have an effect on job satisfaction at Hotel Karma Royal Jimbaran. This means that every increase in the quality of work life,

work facilities and organizational commitment together, there will be an increase in employee job satisfaction at the Karma Royal Jimbaran Hotel, and vice versa, any decrease in the quality of work life, work facilities and organizational commitment together. Similarly, there will be a decrease in employee job satisfaction at the Karma Royal Jimbaran Hotel. Judging from the significant value of 0.000 less than 0.05, so the hypothesis is accepted. Work facilities have the most dominant influence on employee job satisfaction at Hotel Karma Royal Jimbaran. Judging from the beta coefficient value of 0.302 is greater than the beta coefficient value of quality of work life and organizational commitment.

Limitations and future directions

This research can be used as a theoretical basis for increasing employee job satisfaction. This can be done in the following ways:

- a) Improving the quality of work life that is implemented by way of attention to the welfare of employees through payroll who received employee.
- b) Improving the facilities of work which is implemented by way of optimizing the availability of transportations for employees that support the speed and accuracy when working employees.
- c) Increase commitment to the organization on a self- employee thing is implemented by way of establishing the environmental work that is conducive a give rights are supposed to employees that will increase the loyalty of employees and increase the commitment of employees to remain working at the company.

The results of this study are expected to be input and considerations for students and further researchers to broaden their horizons in increasing job satisfaction.



Acknowledgments

We are grateful to two anonymous reviewers for their valuable comments on the earlier version of this paper.

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