


The Effect of Quality of Work Life and Human Resource Development on the Performance of Employees in the Bandung City Health Department

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Article Info	ABSTRACT
Keywords: Quality of work life, Human Resources Development, Employee Performance	The study aims to analyze Quality of work life, human resource development and employee performance at the Bandung City Health Office, as well as the influence of Quality of work life and human resource development on employee performance at the Bandung City Health Office. This study is a quantitative study with a causal approach that explains the causal relationship between research variables using hypothesis testing. Respondents in this study were 303 employees of the Bandung City Health Office and UPT within the Bandung City Health Office. Data collection used a questionnaire measured using a Likert scale. Instrument testing used validity and reliability tests. Data analysis used multiple linear regression analysis, classical assumption tests and hypothesis tests. The results of the study showed that (1) human resource development had a significant effect on employee performance, (2) quality of work life had a significant effect on employee performance. (3) human resource development and quality of work life had a significant effect on employee performance.
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INTRODUCTION

The Bandung City Health Office provides quality public services. The best performance in health policy is necessary to achieve maximum goals. Law No. 43 of 1999 emphasizes the importance of state apparatus. (Eka P, 2021). Human Resources (HR) are a vital asset for the success of an organization and need to be developed by management. Human resources are crucial for an organization, as their quality improves management performance and the success of organizational activities. (Septiana, Wicaksono, Saputri, Fawwazillah, & Anshori, 2023).

Human resources are very important in organizations to face globalization. (Bava Budimansyah & Laurentius Axel, 2023). Organizations must develop human resources to improve performance and progress. Organizational success depends on the capabilities of human resources. Governance and development depend on the ability of government officials to implement programs (Masyarakat & Pembangunan, 2014).

Quality human resources are a competitive advantage for an organization. Organizational management must make human resource management a top priority for the organization (Dani & Putra, 2022). Performance is the work results achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity and time (Surya & Arnaya, 2020). Performance is a work result achieved by an employee which is used by stakeholders to determine whether a person can carry out their duties and responsibilities well (Parianti, Sahrir, & Syamsuddin, 2023).

A well-conducted performance appraisal influences the placement of employees according to their positions and abilities. Therefore, each employee's performance can optimize their ability to perform their jobs, thereby achieving organizational goals (Collins et al., 2021). To support this, organizations must have qualified human resources to provide public services. The services provided by government agencies are considered high-quality if they meet the needs and expectations of the public (Maryam, 2016).

Good service by employees can be achieved if management is able to create good quality of work and is supported by quality human resources. (Aceh, 2020). To improve the performance of professional employees, organizational management needs to create a positive work-life environment. This aims to improve the quality of work produced.

Quality of work life is a management system for building a good quality of work life (Arifin, 2012). Implementing good Quality of work life will make employees healthier, more committed, safer at work and produce more goods, and will reduce organizational expenses (Angelia & Soeharto, 2020). To address these issues, management must find a solution by creating a quality of work life, enabling employees to achieve job satisfaction. Quality of work life encompasses activities within the company aimed at improving working conditions and boosting morale in carrying out tasks and achieving company goals (Nurbiyati, 2014).

In creating quality of work life, companies need to continuously grow and foster employee work enthusiasm so that employees become accustomed to and have high work enthusiasm, which will have an impact on employee results (Hutubessy, 2023). The more management strives to create a good quality of work life for employees, the more their performance will improve. The work environment at the Bandung City Health Office has not yet provided job satisfaction for employees, thus preventing them from improving their performance (Darmawan, Irdiana, & Ariyono, 2023). A poor work environment can lead to a worsening of employees' quality of work life. This study shows that QWL, as indicated by compensation, career development, and communication, can improve the performance of nurses at UPTD Puskesmas.

One of the factors that determines human resource development for civil servants is the application of good employee skills in carrying out their duties and functions in public (community) services. Human resource development is a planned and systematic effort to improve employee knowledge, both morally, conceptually, technically, and theoretically, according to job requirements. Human resource development is an activity carried out by an organization for employees so that their abilities, skills, and knowledge are in line with job demands (Siregar, 2018).

Human Resource Development programs will benefit both organizations and civil servants (ASN) themselves. Human resource development focuses on learning opportunities designed to assist civil servants in their development (Ratulangi, 2021). Human resource development is a systematic and planned process involving training, education, and employee management to improve employee performance and achieve the desired employee quality. Human resource development can create a positive work environment (Hefni, 2022).

That the quality of work life and human resource development have an impact on employee performance and development does not have an impact on employee performance. (Kunci, 2015). Employees do not receive enough training that is appropriate to their workload to develop human resources. In addition, the lack of coordination and communication between the health center management and the health service has resulted in the absence of a human resource development program at the health center, so that it has not been able to improve the performance of its employees (Rahmadiany, Nanta, & Purwadhi, 2024). Employees of the Bandung City Health Service have not been able to improve their performance because training and competency development have not been carried out routinely, and the work environment is less than supportive, resulting in less than optimal employee performance (Imran, Oruh, S, Rusnita, & Adam, 2024).

What is the picture of Quality of work life, human resource development and employee performance at the Bandung City Health Office and what is the influence of Quality of work life and human resource development on employee performance at the Bandung City Health Office (Santi Ohoiwutun, Uly, Palutturi, & Al-Maidin, 2024).

To determine and analyze the influence of Quality of work life and human resource development on employee performance at the Bandung City Health Service. The research findings are expected to provide theoretical and practical benefits. They can contribute scientifically, particularly regarding quality of work life, human resource development, and employee performance. They can also serve as input for the Bandung City Health Office in carrying out tasks related to quality of work life, human resource development, and employee performance (Oktafiyen & Yuniarsih, 2018).

Theoretical basis

Management is a unique process consisting of the actions of planning, organizing, motivating, and controlling to determine and achieve goals through the use of human resources and other resources. Management is the process of cooperation between employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, directing, leadership, and supervision. This process can determine the achievement of predetermined goals by utilizing human resources and other resources to achieve more efficient and effective results (Darim, 2020).

Management is the art and science of planning, organizing, arranging, directing and supervising human resources to achieve predetermined goals and the art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal (Weol, Singkoh, & Pangemanan, 2019).

Coordinating (coordination), efforts related to directing activities so that every movement and step is in accordance with the stated objectives (Estiningdyah, 2025). Human resource management is the planning, organizing, coordinating, implementing and supervising the procurement, development, rewarding, integrating, maintaining and separating of the workforce in order to achieve organizational goals and human resource management is the planning, organizing, coordinating, implementing and supervising the procurement, development, rewarding, integrating, maintaining and separating of the workforce in order to achieve organizational goals (Busro, 2018).

Based on the above understanding, human resource management can be said to be management that focuses on and maximizes employees by planning, organizing, directing and supervising the procurement, development, compensation and maintenance of human resources in order to achieve company goals optimally (Kristanti, Charviandi, Juliawati, & Harto, 2023).

In carrying out every organizational task, human resource management has several functions, including:

- a. Planning, the activity of determining in advance what human resources will do to help achieve predetermined organizational goals.
- b. Directing, the activity of providing instructions and suggestions to employees so that what has been planned by the organization can be implemented effectively and efficiently.
- c. Supervision, the activity of controlling employees to comply with organizational regulations and work according to plan. If deviations or errors occur, corrections and refinements can be made.
- d. Human Resource Procurement, the process of determining workforce needs, recruiting, selecting, and placing employees to find employees who meet the company's needs. Proper procurement will help achieve organizational goals.
- e. Human Resource Compensation, the provision of fair and appropriate rewards to employees based on their work performance in achieving organizational goals, based on evaluations or assessments of employee performance.

In an effort to acquire quality human resources, companies must utilize and optimize human resource functions so that employees can improve their performance. The better the organization's human resource management, the better the quality of its human resources.

Employees will strive to carry out assigned tasks and authorities with a full sense of responsibility to achieve organizational goals. The career development process can be implemented by providing equal opportunities for all employees to participate in HR training and development, conducting honest and objective performance appraisals, and promoting employees to higher positions based on work performance.

Human resource development can be defined as an activity undertaken by an organization over a specific period of time to improve the skills and expertise of its human resources within the entity and ultimately increase overall organizational productivity. Human resources are a key factor in any organization, regardless of its form or purpose. Organizations

are created based on various visions for the benefit of people, and the implementation of these missions is managed by people. Human resource development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to job or position requirements through education and training. Human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to job/position needs through education and training. (Kusumawati, 2022).

Therefore, leadership commitment is crucial for effective employee development, ensuring that planning, processes, and development objectives are achieved. Employee skills are aligned with technological advances. New employees are given sufficient learning time to become competent in their jobs. New employees are eligible for promotions.

Organizations rely heavily on the recruitment of new employees, so through HR planning activities, positions within the organization can be filled internally. This is an effective way to address several challenges, including employee obsolescence or backwardness, the emergence of employee antipathy, and the transformation of employee behavior to a more positive one.

Human resource development also provides benefits for both the organization and its employees. Human resource development for employees includes assisting employees in resolving potential work issues, increasing individual motivation and job satisfaction, enhancing self-confidence and individual development, and assisting workers in making better, faster, and more efficient decisions. New employees require orientation training. They need to understand the organization's goals, regulations, and work guidelines.

RESEARCH METHODS

This research employs quantitative research with a post-positivism paradigm. Quantitative research methods emerged due to a paradigm shift in how we view reality. In the post-positivism paradigm, social reality is viewed as holistic, complex, dynamic, and meaningful. Post-positivism is a way of thinking that challenges the assumptions and truths of current social reality. In the post-positivism perspective, truth is not viewed solely through a single theoretical approach, but rather through complex and interrelated elements.

This research employed a descriptive quantitative approach. Quantitative methods utilize a system of sampling from a population using a closed-ended questionnaire. Descriptive quantitative analysis is a systematic way of processing data in numerical form according to the conditions of the object being studied. The quantitative approach is used to obtain factual information and identify problems to capture real-world events.

The model used in this research is a causal model to test the hypotheses proposed in the study, using multiple regression analysis operated by SPSS 26.0. The causality model approach aims to determine the relationship between two or more variables, describing a cause-and-effect relationship, where there is an independent variable and a dependent variable. This study examines the relationship between quality of work life and human resource development on employee performance at the Bandung City Health Office.

This study uses quantitative data. Quantitative data is a research method based on positivity (concrete data). Research data consists of numbers that are measured using statistics as a calculation tool, related to the problem being studied to draw conclusions. The quantitative data in this study were obtained from questionnaires distributed to research respondents.

The data source was taken from the Bandung City Health Office. The research data consists of primary and secondary data. Primary data is data obtained from field research, which involves direct observation and questionnaires with respondents, as well as interviews with employees at the Bandung City Health Office. Secondary data is data obtained from a literature review and data collection from relevant literature and other documents related to the research problem. The primary data collection technique used by the author was written interviews using a questionnaire. A questionnaire is a data collection technique that involves providing respondents with a number of written and unwritten questions for their responses. This efficient data collection technique can be used to identify the variables to be measured and the objectives to be achieved from those variables. The questionnaire method was used to collect research data from a large number of respondents over a broad area. The questionnaire used in this study was a closed-ended questionnaire and was structured according to the established research variable indicators.

RESULTS AND DISCUSSION

The Bandung City Health Office was established with the goal of improving health through curative or preventative medical services, such as community health centers, and preventive activities, such as preventing illness and maintaining environmental cleanliness.

Human resources play a key role in every organizational activity. As the key, human resources determine the success of organizational activities. ("Buku," n.d.). The demands on organizations to acquire, develop, and retain quality human resources are increasingly pressing in line with the ever-changing dynamics of the environment. Human resources always play an active and dominant role in every organization, as they are the planners, implementers, and determinants of the achievement of organizational goals. Therefore, every organization is required to employ professional human resources in their respective fields.

Human resource development is an essential aspect of any organization to control pre-planned activities and improve employee performance effectively and efficiently. Human resource development encompasses the task of optimally utilizing an institution's human resources, enabling them to work optimally to collectively achieve goals aligned with the organization's vision and mission (Hartanto, 2015).

Organizations that utilize advanced technology will accelerate work completion and deliver excellent results. However, this advanced technology must be balanced with human resources capable of maximizing its effectiveness. Effective communication between employees is essential for creating a harmonious, comfortable, and friendly company, fostering work enthusiasm and improving employee performance.

Human resource development can be understood as preparing individual employees to assume different or higher responsibilities within the organization. Human resource development programs are expected to enhance their full potential in accordance with the organization's desires, or at least bring it closer to what the organization expects. Human resource development programs can transform an organization's system to create new skills necessary for completing its work. The government needs to implement human resource development activities that can benefit and contribute to improving employee performance. The more developed an organization's resources are, the better the employee skills will be, and the better their future performance will be.

The results of this study indicate that human resource development significantly influences employee performance at the Bandung City Health Office. Furthermore, human resource development has a very strong relationship with employee performance at the Bandung City Health Office. This means that employees within the Bandung City Health Office have developed their human resources very well, resulting in improved employee performance.

Human resource development is a planned effort undertaken by management to improve employee competency and organizational performance through training, education, and development programs. Human resource development is based on the fact that employees require knowledge, skills, and abilities to perform their jobs effectively.

Appropriate human resource development can help employees work harder and achieve high performance. Well-developed human resources can increase organizational efficiency and help the company achieve its goals. An organization will also function well if it has employees who are capable of achieving its stated goals. Therefore, efforts are needed to improve the quality of human resources, ultimately improving employee performance.

CONCLUSION

Research on the Influence of Quality of Work Life and Human Resource Development on Employee Performance at the Bandung City Health Office yielded several conclusions, namely: Employee human resource development is considered good, with an overall average score, with the highest average score being in the skills dimension, in the very good category. Human resource development significantly influences employee performance at the Bandung City Health Office. Furthermore, human resource development has a very strong relationship with employee performance at the Bandung City Health Office. Quality of work life significantly influences employee performance at the Bandung City Health Office. Furthermore, quality of work life has a very strong relationship with employee performance at the Bandung City Health Office. Human resource development and quality of work life significantly influence employee performance at the Bandung City Health Office. Furthermore, human resource development and quality of work life have a very strong relationship with employee performance at the Bandung City Health Office. The following suggestions can be put forward by the author based on the research results: Human Resource Development has a positive and significant impact on Employee Performance. However, existing Human

Resource Development needs to be continuously developed according to expertise through employee potential development programs, so that each employee is more motivated and enthusiastic to perform better in carrying out their duties. Quality of work life has a positive and significant impact on Employee Performance. However, organizations need to improve the quality of work life to ensure employees feel happy in providing services to the community by providing opportunities for all employees to receive periodic promotions commensurate with their competencies and performance.

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