

## Quality of Work Life Analysis (QWL) through Motivation of Work on Employee Satisfaction: Case Study Lembah Karet Corp, Indonesia

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### Abstract:

*The purpose of this study was to determine the effect of Quality of Work Life (QWL) through work motivation to employee Satisfaction in Lembah Karet Corp, Indonesia either directly or indirectly. Population amounted to 50 people and the sample used is total sampling that is as many as 50 people. The analysis used is path analysis, coefficient of determination and hypothesis testing partially and simultaneously with alpha (0.05). The result of path analysis showed the positive and significant influence of QWL variable through work motivation to the work satisfaction either directly or indirectly. Result of determination analysis equal to 0,66, that variable of Quality of Work Life and work motivation can explain job satisfaction is 66% while the rest 34% is influenced by other variables.*

**Key words:** Quality of Work Life (QWL), Work Motivation and Job Satisfaction.

### INTRODUCTION

Employee job satisfaction is an important factor that determines the success of an organization (Teck-Hong and Waheed, 2011). Rivai and Mulyadi (2011) state that "There are

several factors that can be lead to job satisfaction, among others: position, rank or position, age problem, financial security and social security, and quality of supervision". Murtiningrum (2011), states that job satisfaction is a general attitude toward one's work, which shows the difference between the number of rewards earned by workers and the amount they believe they should receive. Job satisfaction is how people carry out the work and its aspects (Arifin, 2012). Job satisfaction perceived by employees is generally reflected in the employee's positive attitude towards the job and everything faced or assigned to them in the work field. Conversely, if job satisfaction is not achieved then it can be bad for the company. The bad consequences can include laziness, absenteeism, strikes, labor turnover and other adverse adverse outcomes.

Lembah Karet Corp is one of the private industrial companies that process and produce the crude rubber into crumb rubber which is located in By Pass Padang. It has the motto of the quality policy of "We Prioritize the Quality Products". To realize the quality of policy company requires every employee to have high quality of work and motivation. From the initial survey conducted at company, it is found the phenomenon of physical work environment which is less conducive, they are (1). Lighting in the work space is still relatively low, (2). Marked the color of the workplace walls are dark colored and dim so that it gives the narrow impression, (3). The state of the company's work environment is not maintained well and not clean. This kind of work environment makes employees feel uncomfortable in the work so that it will affect the motivation and quality of employment later.

Motivation is a drive or move where in the management of motivation is only addressed to human resources by questioning how to direct the power and potential of the employees in order to work well so that corporate goals can be achieved in accordance with company goals (Sunyoto, 2013).

Robbins and Timothy (2013) define motivation as a process that explains the intensity, direction and persistence of effort to achieve a goal. A person works because driven by the willingness to be able to meet their needs, while the company always expects that employees work well because in that way the company can achieve its goals with results based on the company expectations.

According to Mc Cellend in Hasibuan (2010) the theory of work's motivation includes three motives of needs, they are:

1. The need of achievement is the drive to excel the success of work.
2. The need for power is the need to get others to behave well.
3. The need for affiliation is the desire to make a friendly relationship with the interpersonal relationship.

Based on the results of observations, it is obtained the data on the quality of work life (Quality of work life) employees of Lembah Karet Corp Padang, it can be seen in table 1.

**Table. 1 Employee Activities 2014 - 2016 Lembah Karet Corp**

No	EMPLOYEE ACTIVITY	YEAR		
		2014	2015	2016
1	Employee training	35 people	27 people	40 people
2	Communication conflict	4 conflict	9 conflict	5 conflict
3	Achievement	15 people	7 people	15 people
4	Participation in the team	10 team	15 team	18 team

Source: Lembah Karet Corp Indonesia, 2017

From the data above, it is seen that the amount of quality employee is still not stable. It is viewed from the employee activity on the table of employee training from year to year is not stable. By 2015 employee training tends to go down, then raised in 2016. Likewise with the communication conflicts that occur and rewards are also likely to be unstable. However, in terms of team participation, from year to year tends to increase.

Due to the completion of work can not be done individually but requires teamwork.

### **Problem Statement**

Based on this problem, it can be formulated the problems as follows: Does the quality of work life affect the job satisfaction through employee work motivation Lembah Karet Corp either directly or indirectly.

### **RESEARCH OBJECTIVES**

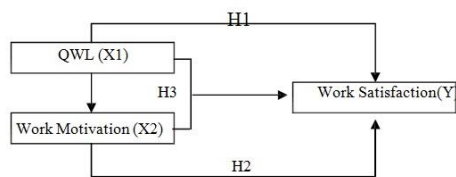
The purpose of this study is to analyze and to know: Does the Quality of work life affect the job satisfaction through employee work motivation in Lembah Karet Corp Padang either directly or indirectly.

### **LITERATURE REVIEWS**

Quality of Work Life is an important factor for human motivation and increasing job satisfaction (Kermansaravi et al.,2015). Quality of Work Life is a comprehensive concept consisting of physical and psychological health, economic situation, personal belief and interaction with the environment (Khorsandi et al., 2010). The working atmosphere will create a quality of work life will be conducive in order to the achievement of organizational goals where improving Quality of Work Life will get a positive impact on job satisfaction (Paseki,2013).

The results of previous research was conducted by Elisa (2013) on the Effect of Quality Of Work Life (QWL) and Work Motivation Toward Job Satisfaction Employees at Bumi Sejahtera Corp Cirebon, it shows that there is a significant influence between Quality Of Work Life (QWL) and Work Motivation on Employee Satisfaction either partially or

simultaneously. Hermawan (2013) about the influence of Quality Of Work Life (QWL) and Work Motivation on Job Satisfaction Employees at KFC Suka Jadi Bandung. The results showed that there is a significant influence between Quality Of Work Life (QWL) and Work Motivation Toward Employee's Job Satisfaction either partially or simultaneously. Research results imply that Quality of Work Life is the right way to improve the quality of human resources within a company. Through a process, human resources (employees) will further maximize responsibility for their work (Aryansah and Erika, 2013). From the previous theoretical and research studies above, it can be made research framework as shown in Figure 1 below:



**Figure 1. Research Framework**

Based on the framework, the hypothesis of this study are:

- H1 : Quality Work of Life have affect on employee work satisfaction
- H2 : Motivation have affect on employee work satisfaction.
- H3 : Quality work of life and motivation have affect on employee work satisfaction

## **RESEARCH METHODS**

This research was conducted at Lembah Karet Corp, Indonesia. Population in this research is all employees, about 50 people. Because the population is less than 100 then the entire population is taken sample (Arikunto, 2010).

The method of analysis used in this study is quantitative analysis of path analysis and coefficient of determination.

Hypothesis testing is done by t test (partial) and F test (simultaneous) with 5 percent error tolerance. Before the process of path analysis in advance tested the research instrument that is questionnaires tested with validity and reliability test and classical assumption test as path analysis requirement.

## RESULTS AND DISCUSSION

Before the questionnaire instrument is given to the first respondent, the test of validity and reliability are done. Validity and reliability test are done by using SPSS program. The results of validity and reliability test of each research variable are Quality Of Work (X1), Work Motivation (X2), Job Satisfaction (Y) is valid and reliable where correlated item total correlation is  $> 0.3640$ . This research has also passed the classical assumption test that is normality test, multicollinearity and heteroscedasticity.

### Research result

Results of research on the influence of QWL through work motivation on employee work satisfaction of Lembah Karet Corp on tables 6 and 7 below with the QWL variable coefficients (X1) and work motivation (X2) are ( $P_{x1x2} = 0.747$ ,  $P_{yx1} = 0.461$ , and  $P_{yx2} = 0.416$ ).

**Table 2. Results of QWL Analysis on Work Motivation**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	24,369	3,581	6,806	,000
	x1 (QWL)	,710	,091	,747	,000

a. Dependent Variable: work motivation

**Table.3 The Result Of QWL Analysys And Work Motivation Toward Work Satisfaction.**

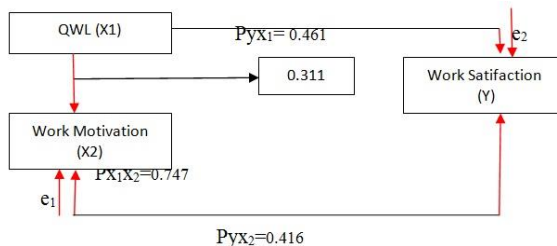
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,023	20,388		,197	,844
X2		2,066	,559	,461	3,694	,001
		1,971	,591	,416	3,335	,002

a. Dependent variable : Y

Source: Data Processing Annex, 2018

Based on tables 2 and 3, the QWL variable has a significance value  $\rho$  value  $< \alpha$  ( $0.000 < 0.05$ ), so the path coefficient is significant. For work motivation variable have significance value  $\rho$  value  $< \alpha$  ( $0.002 < 0.05$ ), so the path coefficient is significant. Because the path coefficient is significant it can be made the path diagram as the figure 2 below results of research on the influence of QWL through work motivation on employee work satisfaction of Lembah Karet Corp Padang on tables 6 and 7 below with the QWL variable coefficients (X1) and work motivation (X2) are ( $P_{X1X2} = 0.747$ ,  $P_{YX1} = 0.461$ , and  $P_{YX2} = 0.416$ ).

Based on tables 2 and 3, the QWL variable has a significance value  $\rho$  value  $< \alpha$  ( $0.000 < 0.05$ ), so the path coefficient is significant. For work motivation variable have significance value  $\rho$  value  $< \alpha$  ( $0.002 < 0.05$ ), so the path coefficient is significant. Because the path coefficient is significant it can be made the path diagram as the figure 2 below.



**Figure 2. Path of Analysis structure**

Source: Data analysis, 2018

From Figure 2 above, it can be made the structure of path analysis as follows:

$$X2 = 0.747 X1 + e1 \text{ where } e1 = \sqrt{1-R2} = \sqrt{1-0,558} = 0.665$$

$$Y = 0.461 X1 + 0.416 X2 + e2 \text{ where } e2 = \sqrt{1-R2} = \sqrt{1-0,674} = 0.571$$

From the path and figure of 2 equations it can be interpreted as follows:

1. The coefficient value of line for X1 (QWL) in the above equation is 0.747.
2. The direct effect of X1 (QWL) on Y (Job Satisfaction) in figure 2 is 0.461 or 46.1%.
3. The indirect effect of X1 (QWL) through X2 (Motivation of work) to Y (Job satisfaction) in figure 2 is 0.311 or 31.1%.
4. Direct influence of X2 (Work Motivation) to Y (Job Satisfaction) on the figure 2 is equal to 0.416 or 41.6%.

The result of determination coefficient analysis shows the contribution of free variable to dependent variable. The results of the analysis can be seen in table 4 below.

**Table 4. Results of coefficient of determination analysis Summary Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,821a	,674	,660	16,136

- a. Predictors: (Constant), X2, X1

Based on table 4, adjusted R square value is 0.660. it shows that the independent variables QWL (X1) and Work Motivation (X2) are able to explain the dependent variable Job satisfaction is 66.0 percent. On the other hand, 34 percent is influenced by other variables such as compensation, leadership, working environment atmosphere and others.



Knowledge Management and Work Commitment have positive and significant impact on employee service satisfaction either partially and simultaneously. Employee service satisfaction can be enhanced through management knowledge and work commitment. The better Knowledge Management and work commitment can also increase the expected employee service satisfaction (Mukhtar et al, 2016). Organizational Culture, Organizational Climate and Leadership Style have positive and significant effect on Organizational Commitment, either partially or simultaneously and have positive impact on Employee Performance (Nanda et al, 2016).

Partial Hypothesis Test Result (t test) and simultaneous hypothesis (F test)

The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with  $\alpha = 0.05$  and also the acceptance or rejection of the hypothesis. Partial test (t test) is used to see whether the independent variable, that is work discipline (X1) and morale (X2) partially affect the dependent variable, which is Work Achievement (Y).

Based on the results of data processing using SPSS, the partial test results obtained in table 5:

**Table 5. Partial Test Result ( t -Test)**

Model	t	Sig.
(Constant)	0.197	.884
QWL (X1)	3.694	.001
Work motivation (X2)	3.335	.002

*Source: Data analysis, 2018*

Based on table 5 above can be taken some conclusions as follows:

1. Quality of Work Life Quality (QWL) obtained by t-count equal to 3.694 and significance value is 0.001. The significance value is  $\alpha = 0.05$  and  $t\text{-count} > t\text{-table}$  is  $2.043 > 1.677$ , then  $H_A$  is accepted and  $H_0$  is rejected. It

means that there is a significant influence between QWL (X1)

to job satisfaction (Y) employees of Lembah Karet Corp Padang, the first hypothesis is accepted.

2. For work motivation variable, it is obtained tcount value of 3.335 and the value of significance is 0.002. The significance value is  $\alpha = 0.05$  and  $t_{count} > t_{table}$  is  $2.833 > 1.677$ , then  $H_A$  is accepted and  $H_0$  rejected. It means that there is a significant influence between work motivation (X2) to job satisfaction (Y) employees of Lembah Karet Corp Padang, the second hypothesis is accepted.

To answer the third hypothesis, it is done the simultaneous test (F test). Test F is used to see whether the independent variable that is QWL (X1) and work motivation (X2) together to dependent variable that is job satisfaction (Y). The result of F test statistic was calculation by using SPSS, it can be seen in table 6 below:

**Table 6. The result of simultant test (test F) ANOVAb**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25845,372	2	12922,686	49,630	,000a
	Residual	12498,314	48	260,382		
	Total	38343,686	50			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

3. From the table 6 above, it is obtained the F count value is 49.630 and significance value is 0.000. Significant value is  $\alpha = 0.05$  and  $F_{count} > F_{table}$  is  $49.630 > 2.413$ , then Hypothesis zero ( $H_0$ ) is rejected and  $H_3$  is accepted, it means that QWL variable and morale have a significant effect to job satisfaction (Y) on employee of

Lembah Karet Corp Padang, the third hypothesis is accepted.

4. For the Fourth Hypothesis, the result of SPSS version 19 in Table 6 shows the significance value of  $\rho$  value  $< \alpha$  ( $0.034 < 0.05$ ). It means that the path coefficient is significant, then the null hypothesis ( $H_0$ ) is rejected and  $H_4$  is accepted, it is known that there is direct effect of QWL through work motivation on employee job satisfaction in Lembah Karet Corp.

## **DISCUSSION**

### **1. Effect of Quality Of Work on Job Satisfaction**

Level of coefficient of variable path of quality of work (X1) equal to 0.461 (46,1%) which is the influence of quality of work to job satisfaction, where t-value is 3.694 and the value is ( $\text{sig} = 0.001 < 0.05$ ), so it can be concluded variable quality of work influenced on employee work satisfaction Lembah Karet Corp, Padang.

Quality of work life is considered capable to increase the participation and contribution of members or employees to the organization. The existence of the quality of working life also fosters the desire of employees to remain in the organization. The study also shows a positive relationship between the training of quality of work life with employee performance. Due to the still low Quality of Work Life that occurred in a company Lembah Karet Corp Padang, e.g poor employee participation, conflict resolution among individuals or other groups that may hinder the effectiveness of the organization or company, which can lead to reduced employee job satisfaction, limited employee communication, weak employee safety, and job security.

The results of this study is supported by the research have conducted by Riana (2011) research on the Effect of Quality Of Work Life (QWL) and Work Motivation on Employee

Satisfaction at Karang Setra Hotel in Bandung, the result of research found there is significant influence between Quality Of Work Life (QWL) Against Job Satisfaction karyawan. Another study conducted by Elisa (2013) on the Effect of Quality Of Work Life (QWL) and Work Motivation Against Job Satisfaction Employees at Bumi Sejahtera Corp, Cirebon, the results of the study found there is a significant influence between Quality Of Work Life (QWL) Against Job Employee Satisfaction.

## **2. Effect of Job Motivation on Job Satisfaction**

The amount of coefficient of work motivation path (X<sub>2</sub>) is 0.416 (41,6%) which is the influence of work motivation to job satisfaction, where t value is 3,335 and value (sig = 0,002 <0,05), so it can be concluded that motivation variable influence to the work satisfaction of Lembah Karet Corp employees.

The results of this study is supported by research conducted by Riana (2011) research on the Effect of Quality Of Work Life (QWL) and Work Motivation on Employee Satisfaction at Hotel Karang Setra Bandung, the result of the research found there is significant influence between work motivation on Job Satisfaction employees. Another study conducted by Elisa (2013) on the Effect of Quality Of Work Life (QWL) and Work Motivation Against Job Satisfaction Employees at Bumi Sejahtera Corp, Cirebon, the results of the study is a significant influence between work motivation Against Job Satisfaction employees.

Work motivation can be defined as a psychological impulse to a person who determines the direction of a person's behavior in the organization, the level of effort and the level of persistence or resilience in the face of an obstacle or problem. One of the factors that affect employee job satisfaction is by growing motivation. Motivation is the provision of a driving force that creates an enthusiasm for one's work so that they are

willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. the purpose of providing motivation for employees is as follows, changing employee behavior in accordance with the wishes of the company, increase passion and morale, improve work discipline, improve work performance, enhance employee morale, increase sense of responsibility, improve productivity and efficiency and improve employee loyalty to the company.

### **3. Effect of QWL and Work Motivation on Job Satisfaction Employees**

Based on the F test it is known that the value of F arithmetic 49.630 and f table 2.413 (F arithmetic < F table) with a significance value of 0.000 ( $p < 0.05$ ). This means the variable quality of work and work motivation influence together on the job satisfaction. The  $R^2$  (R-Square) value is used to measure how much the proportion of variation of independent variables together in influencing the dependent variable. Based on the results of data processing is known that the value of Test  $R^2$  (R-Square) is equal to 0.660 this means the magnitude of the influence of quality of work and work motivation effect on employee work satisfaction is equal to 66% the rest explained by other variables that do not go into in the research model.

The results of this research is supported by research conducted by Riana (2011) on the influence of Quality Of Work Life (QWL) and Work Motivation on Employee Job Satisfaction at Hotel Karang Setra in Bandung, the result of research found there is significant influence between Quality Of Work Life (QWL ) and Work Motivation Against Job Satisfaction of employees either jointly. Elisa Research (2013) on the Effect of Quality Of Work Life (QWL) and Work Motivation on Employee Satisfaction at Bumi Sejahtera Corp, Cirebon, the results of the study found that there is a significant influence between

Quality Of Work Life (QWL) and Work Motivation Against Job Satisfaction of employees either jointly.

Job satisfaction perceived by employees is generally reflected in the employee's positive attitude toward the job and everything that is faced or assigned to them in the workplace. Conversely, if job satisfaction is not achieved then it can be bad for the company. The bad consequences can include laziness, absenteeism, strikes, labor turnover and other adverse adverse outcomes.

## **CONCLUSION**

The conclusions of this research are:

1. QWL affected directly on employee's job satisfaction at Lembah Karet Corp, due to the coefficient of the path significant (sig 0.001 <0.05).
2. Work motivation directly affects employee satisfaction at Lembah Karet Corp, due to the significant path coefficient (sig 0.002 <0.05).
3. QWL through work motivation indirectly affect the employee work satisfaction Lembah Karet Corp, because the coefficient of the path is significant.
4. QWL and work motivation together have a significant effect on employee work satisfaction because the value of sig F 0.000 <0.05.
5. Contribution of the influence of QWL and work motivation to employee job satisfaction is equal to 0.660 or 66% which is the influence of quality of work to employee work satisfaction, the rest 34% influenced by other variable.

## **SUGGESTIONS**

1. In this study there is a significant influence between the quality of work has an effect on employee work satisfaction Lembah Karet Corp, therefore if the company wants to improve employees' job satisfaction then the main step that must be done by the company is to improve the quality of work. Quality of work is a factor that contributes to the output of the work of the employees, therefore the company should provide training to its employees according to its task and functions and provide career advancement opportunities for the employees who have high achievement of work.
2. In this study there is a significant influence between work motivation on employee work satisfaction on Lembah Karet Corp, therefore the company should be able to increase employees' motivation in working by giving incentives to the employees who have been loyal in work, creating a more conducive working environment atmosphere and employee career enhancement.
3. Companies should improve the quality of employee work, so that employees can provide maximum work in the work.

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