
THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS AND QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE IN THE EMPLOYEE COOPERATIVE OF PASAR REBO HOSPITAL, EAST JAKARTA

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Abstract

This quantitative study aimed to investigate and analyze the impact of individual characteristics (X1) and the quality of work life (X2) on employee performance within the Employee Cooperative at Pasar Rebo Hospital, located in East Jakarta. The research focused on three main aspects: (1) the influence of individual characteristics on employee performance, (2) the influence of the quality of work life on employee performance, and (3) the influence of individual characteristics on the quality of work life within the Employee Cooperative of Pasar Rebo Hospital. The study encompassed a total of 50 employees from the Pasar Rebo East Jakarta Hospital Employee Cooperative, employing a Total Sampling technique due to the limited population size (less than 100 employees). Data collection involved a combination of observation and questionnaire surveys. The findings revealed that there exists a non-significant relationship between individual characteristics (X1) and employee performance (Y), as indicated by a T-statistic of 0.621 (> 1.96). Despite the lack of statistical significance, the original sample estimate demonstrated a positive relationship between individual characteristics (X1) and employee performance (Y), with a value of 0.098. In contrast, the study revealed significant positive relationships between individual characteristics (X1) and the quality of work life (X2) (T-statistic = 4.813, < 1.96) and between the quality of work life (X2) and employee performance (Y) (T-statistic = 6.143, > 1.96). The original sample estimate values for both relationships were positive (0.471 and 0.570, respectively), highlighting the importance of fostering a positive quality of work life to enhance employee performance within the Employee Cooperative at Pasar Rebo Hospital.

Keywords: Employee Performance, Individual Characteristics, Quality of Work Life

1. INTRODUCTION

A cooperative is an autonomous association of individuals who voluntarily come together to fulfill shared economic, social, and cultural needs and aspirations through jointly owned and democratically controlled enterprises. Cooperatives are voluntary and open to all people who can use the services of the association and are willing to accept the responsibilities of membership, without gender, social, political, or religious discrimination. Cooperatives operate based on values such as self-help, self-responsibility, democracy, solidarity, equity, and mutual support. In the tradition of their founders, cooperative members believe in the ethnic values of honesty, openness, social responsibility, and concern for others.

In Indonesian society, a strong sense of familial and communal ties is generally upheld, making cooperatives a suitable economic institution to implement. These habits of familial closeness and mutual assistance have become ingrained over generations, so

it's unsurprising that the principles of family and community cooperation advocated by cooperatives resonate with the nation. Moreover, Indonesia's economic system is founded on the principle that "the economy is structured as a joint effort based on the principle of family." This is stated in Article 33, Paragraph 1 of the 1945 Constitution. As quoted from the website of the People's Representative Council of the Republic of Indonesia (DPR-RI), the essence of this article signifies that the economic system developed in Indonesia should not be based on competition and individualistic principles. Additionally, the clear statement in Paragraph 2 of the same article underscores the significant role of the government in the country's economic activities. Therefore, according to the same source, the government has the authority to ensure that national development is no longer exclusive. To achieve inclusive development, the focus needs to shift towards human development rather than merely economic development. Economic progress built on the advancement of human resources can lead to equitable economic well-being.

The legal basis for cooperatives is currently regulated by Law No. 25 of 1992 concerning Cooperatives and its amendments. This Cooperative Law covers various provisions related to cooperatives, including their functions, establishment requirements, dissolution, and more. Within this legal framework, there are 14 chapters with 67 articles that address various cooperative provisions. The first chapter of this legal basis discusses general provisions related to cooperatives.

A cooperative is defined as a business entity consisting of individuals or cooperative legal entities, conducting their activities based on cooperative principles, while also serving as a people's economic movement based on the principle of family. The second chapter elaborates on the foundation, principles, and objectives of cooperatives. The foundation is rooted in Pancasila (the five principles of Indonesia) and the 1945 Constitution. The guiding principle is the principle of family. The objective of cooperatives is to advance the welfare of their members (as well as the community) and to contribute to building the national economic order in pursuit of an advanced, just, and prosperous society.

Human resources play a crucial role in a company's progress towards enhancing its economy. Therefore, companies strive to manage their human resources effectively to accomplish assigned tasks. One crucial aspect is recognizing the characteristics of each employee. Every individual's character or behavior differs, evident from their attitudes displayed during work. By observing employees' behaviors to understand their characters or traits when performing tasks, companies can be motivated to identify the individual characteristics of each employee. Every individual within an organization possesses unique behavior and traits. Due to these character differences, the way individuals interact with each other within the organization also differs. Work involves a working relationship between employees and management. Therefore, it is important for cooperative management and employees to establish a positive relationship through discussion forums, allowing employees to express opinions and provide ideas for the company's progress. Wholeheartedly performed tasks also benefit the company. Employees who find joy in their work generally create a better working environment because they perform their duties earnestly, which can motivate others. Consequently, employees are expected to feel that their work is enjoyable, leading to an improvement in their performance.

In its activities, a cooperative emphasizes the aspect of service. Therefore, cooperative employees must be capable of providing excellent service to their members by effectively implementing assigned tasks in accordance with applicable Standard

Operating Procedures (SOPs). In carrying out their work, competent skills are required that can adapt to future developments. Therefore, a career development program is needed to encourage and motivate employees to enhance their careers. Career development is a key focus of the company to provide opportunities for employees to explore their potential, enabling them to keep up with changes in the work environment. Quality of work life is also expected to offer employees the chance to participate in career development programs, thereby enhancing their performance and contributions.

Understanding the aspects of character or behavior and the quality of work life within a company can improve the performance of employees. Companies are expected to produce products or services of good quality. The success of a company's performance can be achieved through the performance level of its employees. Management evaluates the quality of the employees' work. Implementing job quality assists management in evaluating the completion of tasks and ensures that work is carried out effectively. Awarding employees is a sign of appreciation from the company with the aim of motivating them to perform their tasks with enthusiasm. Moreover, this reward system fosters a more competitive and productive atmosphere within the company. In this context, individual and team employees work together and directly contribute to delivering services and performing tasks effectively.

The RSUD Pasar Rebo Employee Cooperative is an enterprise that heavily relies on human resources in all its activities. The abilities possessed by employees in completing their tasks are vital. Employees of the RSUD Pasar Rebo Employee Cooperative showcase their abilities in carrying out their duties. They are able to provide services in the form of assistance to their members. This is evident from employees who can complete their tasks within their respective units, such as the savings and loan unit, which assists cooperative members in depositing savings or borrowing funds. Similarly, the retail unit is able to serve cooperative members by providing essential goods, including food items, to fulfill their needs, as well as catering to the needs of patients at RSUD Pasar Rebo. It is located on TB Simatupang Street, Gedong Sub-district, Pasar Rebo District, East Jakarta, specifically within the Savings and Loan Unit and the Retail Unit, engages in activities related to cooperative members. This requires and encourages members to deposit or borrow money from the cooperative and facilitates their needs through a retail unit that assists cooperative employee members and the general public in providing food and beverages, groceries, photocopy services, and essential items for patients such as diapers and more. This setup eliminates the need to travel far from the hospital environment to purchase necessary goods.

At present, the RSUD Pasar Rebo Employee Cooperative has established commendable individual attributes and work-life quality measures, resulting in a generally positive working environment. Nevertheless, there remain areas within the organization that warrant further enhancements. Firstly, there are certain roles within the company that fail to provide an enjoyable experience for employees, leading to suboptimal relationships between the workforce and management. Secondly, there appears to be a deficiency in career development programs, which could benefit employees in terms of skill enhancement and progression within the organization. Lastly, there are concerns regarding employee productivity, as some individuals exhibit delays in completing their assigned tasks. Addressing these areas of improvement could contribute to even greater overall success and satisfaction within the RSUD Pasar Rebo Employee Cooperative.

To address these issues, the Manager of the RSUD Pasar Rebo Employee Cooperative has taken steps to enhance employee-management relations by establishing discussion forums, allowing employees to express opinions and offer ideas for the company's progress. Based on the background above, the author aims to demonstrate that individual characteristics and the quality of work life applied can influence the employees. Each individual possesses distinct thought patterns. Thus, involving employees in decision-making and problem-solving is considered beneficial, as employees are more attuned to appropriate decisions and effective problem-solving methods for the workforce, optimizing their performance for the company. A high quality of work enables employees to perform their tasks well in line with the company's objectives. The company should strive to cultivate enthusiasm among employees, generating a positive response to the company's performance. Hence, the research objective is to investigate the Influence of Individual Characteristics and Quality of Work Life on Employee Performance at the RSUD Pasar Rebo Employee Cooperative in East Jakarta.

2. LITERATURE REVIEW

2.1. Individual Characteristics

In a company, every employee possesses distinct characteristics, and these differences in individual characteristics result in varying contributions to the company's performance. One important aspect is understanding the traits of each employee. Character or behavior of each individual varies, which is evident in their attitudes when performing tasks.

According to Hanifah (2022), individual characteristics refer to the fact that each person holds different perspectives, goals, needs, and abilities. Every employee has unique qualities compared to others. Individual characteristics are a tangible aspect, given that every employee in a company exhibits diverse traits. People with varying personalities naturally interact differently with superiors, colleagues, and subordinates. This individual characteristic can serve as a benchmark for assessing an individual's performance and decision-making. Individuals who engage in deep thinking, considering negative impacts and risks, tend to make better decisions for themselves and the company.

According to Aktarina as cited by Rahayu & Rushadiyati (2021) individual characteristics encompass distinctive attributes that describe variations in terms of work motivation, work initiative, the capability to complete tasks comprehensively, problem-solving abilities, and adaptability to the environment. These factors significantly impact the performance of each individual.

According to H. Peoni as cited by Asih (2021), the heterogeneous nature of individual characteristics results in varying performance contributions to the company. Employees with positive characteristics find it easier to execute their tasks, leading to optimal performance that positively affects the company. Conversely, employees with unfavorable traits can hinder company operations and development, fostering negative attitudes. Given this, companies undoubtedly have specific criteria for hiring employees that align with their needs. Indicators of Individual Characteristics, as noted by Nur Hanifah (2022), include:

- a. Ability

Ability refers to an individual's capacity to demonstrate work skills and perform tasks effectively. For instance, someone who can complete tasks accurately within designated time frames.

b. Values

Values of a person are based on fulfilling work, enjoying it, relationships with others, intellectual development, and time for family.

c. Attitude

Attitude entails evaluative statements, either favorable or unfavorable, about objects, people, or events. In this study, the focus is on how individuals perceive their job, workgroup, superiors, and the organization.

d. Interest

Interest involves a favorable attitude that makes a person enjoy specific situations, objects, or ideas. This feeling is accompanied by happiness and a tendency to seek those liked objects. An individual's interest patterns are a determining factor for their suitability in a job, and interests in various jobs vary.

Based on the theories of these experts, individual characteristics encompass traits, features, personality, behavior, and nature. Thus, individual characteristics represent the distinguishing attributes that differentiate one individual from another. In an organizational context, individual characteristics shape the interactions and performances of individuals. Every individual within an organization possesses unique behaviors and traits. As individuals have diverse characters, their interactions within the organization also differ. Key indicators of individual characteristics include abilities, values, attitudes, and interests. Furthermore, several factors contribute to individual characteristics, suggesting that age, gender, marital status, and work experience influence the formation of individual characteristics among employees in a company.

2.2. Quality of Work Life

Quality of Work Life is a management approach or organizational perspective aimed at enhancing the quality of employees' lives in their work environment. This is achieved by providing a sense of security, job satisfaction, recognition, and conditions for growth and development, thus fostering employee performance. According to Anggraini (2019), Quality of Work Life represents workers' perceptions of their work atmosphere and experiences within their job scope. Additionally, as per Ayal (2019), it involves organizational processes that respond to employees' needs by developing mechanisms allowing employees to contribute fully, participate in decision-making, and manage their work lives within the company.

Cascio, as cited by Achmad Agus Priyono (2020), states that creating quality of work life requires company policies that establish safe working conditions, employee involvement in job design, career development policies, fair compensation policies, and more. Therefore, every effort to improve employees' quality of work life can generate widespread positive feelings, ultimately impacting employee performance. Companies should consistently foster and enhance this sense of spirit and enthusiasm to cultivate a high work culture among employees. Employee behavior toward meeting needs and desires leads to a positive response that affects the company's performance.

According to Walton RE, as cited by Achmad Agus Priyono (2020), Quality of Work Life represents employees' views of their workplace conditions and experiences.

Furthermore, as noted by Cascio & Graham (2016), it encompasses providing employees the opportunity to make decisions related to work, design the workplace, and determine what employees need to effectively produce goods and services. Sojka, as cited by Lisa Khoridatul Ainun Nadiroh and Tristiana Rijanti (2022), defines quality of work life as a set of phenomena and characteristics emerging from an individual's interaction with their work environment in a company. Favorable working conditions are typically marked by job satisfaction due to adequate pay, career development opportunities, and supportive job security. Indicators of Quality of Work Life, according to Takalo (2019), include nine aspects of Quality of Work Life (QWL):

- a. Occupational safety (saving the environment)
Employment safety initiatives include safety committees, emergency response teams, and occupational safety programs (such as accident insurance).
- b. Fair compensation
The rewards system provided to employees must be accurate, fair, and adequate. This means that company rewards should satisfy employees, align with their living standards, and correspond to labor market standards.
- c. Communication
Effective communication between employees and management requires openness through direct management channels or employee unions and group meetings.
- d. Conflict resolution
Organizational members can address conflicts through openness, formal dispute resolution processes, and the exchange of opinions.
- e. Professional development
Effective career management boosts employee productivity, maintains performance, and mitigates job-related frustrations. This includes job offerings, training, performance evaluations, and promotions.
- f. Employee participation
Optimal interaction between the organization and its members not only fosters acceptance and recognition but also provides opportunities for sharing ideas, creativity, innovation, suggestions, opinions, and criticism.
- g. Job security
Assuring employment status enhances employee commitment and requires activities to avoid unilateral termination, such as retirement plans.
- h. Available facilities (Health)
Facilities like healthcare centers, dental wellness centers, wellness programs, recreational programs, and counseling are essential for maintaining employee health.
- i. Institutional pride (Pride)
Organizational pride can be manifested through corporate identity, community participation, environmental awareness, and corporate citizenship.

Based on the theories of these experts, Quality of Work Life ensures safe working conditions, job satisfaction, employee involvement in decision-making and problem-solving, appropriate facilities, fair compensation, effective communication, career development, and job security. Establishing Quality of Work Life significantly benefits both the company and its employees. It satisfies personal needs for employees and

reduces absenteeism while improving employee performance, thereby enhancing the quality of the company's products or services through its workforce. Therefore, Quality of Work Life can significantly influence employee performance within a company.

2.3. Employee Performance

According to Mangkunegara in (Arianto & Kurniawan, 2020), employee performance refers to the qualitative and quantitative work outcomes achieved by an employee in carrying out their tasks as per their responsibilities. Roziqin (in Arianto & Kurniawan, 2020) defines performance as the overall work process of an individual, the results of which can serve as a basis to determine whether the individual's work is satisfactory or otherwise.

According to Mashun in (Tangkawarouw et al., 2019), "Performance is a depiction of the level of accomplishment in executing an activity, program, or policy to achieve the goals, objectives, mission, and vision of an organization as outlined in its strategic planning." Furthermore, according to Kasmir (2019), performance is the work results and behaviors achieved in fulfilling tasks and responsibilities assigned over a specific time period. Meanwhile, according to Afandi (2021), performance is an individual's or a group's willingness to execute or enhance activities according to their responsibilities, with anticipated outcomes.

According to Sembiring (Sembiring, 2020), performance refers to the quality work effects and capacity achieved by an individual within a company to carry out their duties under the pressure or tasks assigned by the company. Sherlie & Hikmah (2020) state that employee performance is a commendable work achievement, both quantitatively and qualitatively, accomplished by employees in fulfilling their tasks based on the responsibilities stipulated by the company. According to Esthi & Marwah (2020), performance is the achievement of tasks or the measure of work success achieved by an employee within a specified timeframe. Employee Performance Indicators according to Kasmir (2019: 208-209) are as follows:

- a. **Quality**
This involves measuring performance by evaluating the quality of work produced by a specific process.
- b. **Quantity**
Performance can also be assessed by considering the quantity (amount) produced by an individual.
- c. **Time**
For certain types of work, there's a time limit for task completion. Violation or non-compliance with deadlines can signify poor performance.
- d. **Timeliness**
It pertains to the completion of tasks or the attainment of production results within a specified timeframe.

Based on the theories of these experts, employee performance is the outcome of a specific task achieved by completing assigned responsibilities with competence and capability within a defined timeframe. The company's success is achieved through the performance level of its employees. In this context, both individual employees and teams work together, directly influencing the quality of task execution. In every company, whether in the service or industrial sector, there's often a phenomenon related to employee

performance. Hence, performance evaluations are essential for companies to produce products or services of high quality.

3. RESEARCH METHODS

This study employs a quantitative research approach, a method aimed at collecting data objectively and generating results that can be analyzed statistically. The population of interest in this research comprises the Employees of the Cooperative of RSUD Pasar Rebo East Jakarta. They serve as the subjects of the study to uncover specific characteristics or behaviors under investigation.

In the effort to select a representative sample from this population, the researcher utilizes the total sampling method, which involves sampling the entire population. In this case, the population of Employees at the Cooperative of RSUD Pasar Rebo East Jakarta is smaller than the sample size typically used in more in-depth statistical analyses. As a result, all members of the population, totaling 50 individuals, are included as the sample for this study. The total sampling technique allows the researcher to involve every individual in the population and analyze data from the entire group.

4. RESULTS AND DISCUSSION

4.1. Result

Hypothesis testing in this study is conducted using the Partial Least Squares (PLS) method. PLS is an alternative analysis method to Structural Equation Modeling (SEM) that is based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small sample size. The tool used is the SmartPLS version 3 software, which is specifically designed for estimating structural equations based on variance. This research employs a data analysis method using the SmartPLS version 3 software, which is operated on a computer platform.

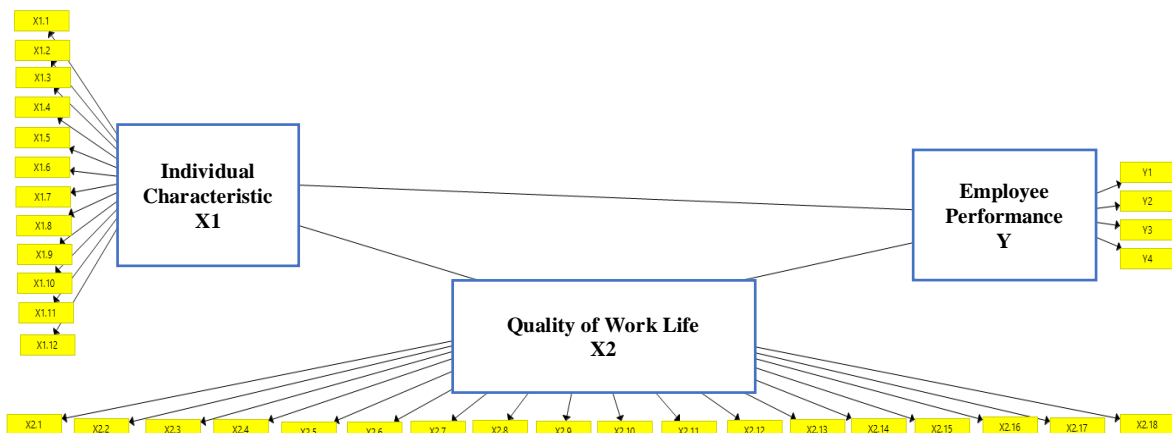


Figure 1. Structural Model

4.1.1. Measurement Model Evaluation (Outer Model)

A. Validity Test

An indicator is considered valid if it has a factor loading above 0.5 on the intended construct. An indicator is deemed valid if it has an Average Variance Extracted (AVE) value above 0.5 or demonstrates that all outer loadings of variable dimensions have loading values > 0.5. Hence, it can be concluded that the measurement meets the criteria for convergent validity.

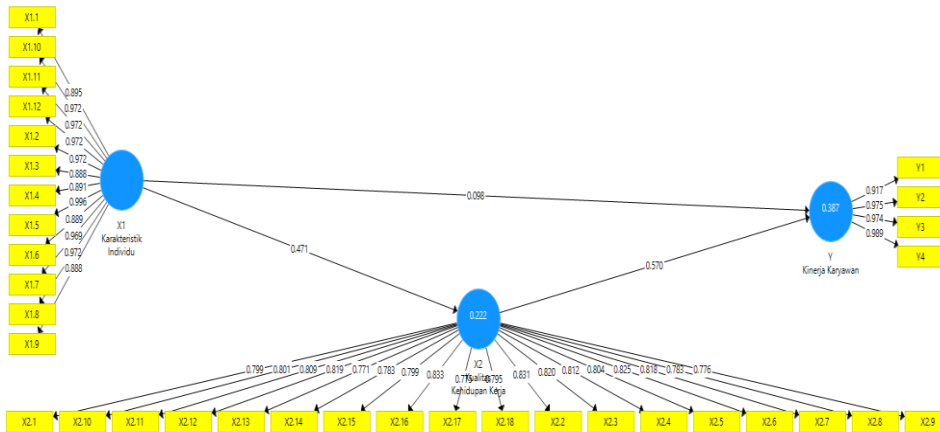


Figure 2. Outer Loading Values

The SmartPLS output for factor loading provides the following results:

Table 1. Outer Loading Results

Variable	Indicator	Outer Loading
Individual Characteristics (X1)	X1.1	0,895
	X1.2	0,972
	X1.3	0,888
	X1.4	0,891
	X1.5	0,996
	X1.6	0,889
	X1.7	0,969
	X1.8	0,972
	X1.9	0,888
	X1.10	0,972
Quality of Work Life (X2)	X2.1	0,799
	X2.2	0,831
	X2.3	0,820
	X2.4	0,812
	X2.5	0,804
	X2.6	0,825
	X2.7	0,818
	X2.8	0,783
	X2.9	0,776
	X2.10	0,801

**PHARMACOLOGY, MEDICAL REPORTS, ORTHOPEDIC, AND ILLNESS DETAILS
(COMORBID)**

	X2.11	0,809
	X2.12	0,819
	X2.13	0,771
	X2.14	0,783
	X2.15	0,799
	X2.16	0,833
	X2.17	0,775
	X2.18	0,795
Employee Performance (Y)	Y1	0,917
	Y2	0,975
	Y3	0,974
	Y4	0,989

The table above shows that the loading factor provides the recommended value of 0.5. The smallest value is 0.771 for indicator X2.13. This means that the indicators used in this study are valid or have met convergent validity.

Furthermore, reflective indicators also need to be tested for discriminant validity with the following cross loading:

Table 2. Cross Loading

	Individual Characteristics (X1)	Quality of Work Life (X2)	Employee Performance (Y)
X1.1	0,895	0,435	0,502
X1.2	0,972	0,468	0,348
X1.3	0,888	0,405	0,244
X1.4	0,891	0,414	0,373
X1.5	0,996	0,465	0,344
X1.6	0,889	0,399	0,302
X1.7	0,969	0,467	0,324
X1.8	0,972	0,448	0,348
X1.9	0,888	0,424	0,244
X1.10	0,972	0,486	0,348
X1.11	0,972	0,438	0,348
X1.12	0,972	0,454	0,348
X2.1	0,308	0,799	0,487
X2.2	0,344	0,831	0,507
X2.3	0,286	0,820	0,633
X2.4	0,301	0,812	0,513
X2.5	0,308	0,804	0,513
X2.6	0,351	0,825	0,513
X2.7	0,412	0,818	0,585
X2.8	0,349	0,783	0,606
X2.9	0,347	0,776	0,514
X2.10	0,433	0,801	0,606
X2.11	0,416	0,809	0,587
X2.12	0,462	0,819	0,385
X2.13	0,391	0,771	0,356
X2.14	0,393	0,783	0,412

X2.15	0,376	0,799	0,412
X2.16	0,461	0,833	0,391
X2.17	0,390	0,775	0,309
X2.18	0,478	0,795	0,412
Y1	0,247	0,546	0,917
Y2	0,401	0,615	0,975
Y3	0,406	0,581	0,974
Y4	0,348	0,628	0,989

B. Reliability Test

The composite reliability results will show a satisfactory value if it is above 0.7. The following is the composite reliability value in the output:

Table 3. Composite Reliability Results

	Composite Reliability
Individual Characteristics (X1)	0,989
Quality of Work Life (X2)	0,970
Employee Performance (Y)	0,981

The table above shows that the composite reliability value for all constructs is above 0.7, which indicates that all constructs in the estimated model meet the discriminant validity criteria. The lowest composite value is 0.970 in the Quality of Work Life construct (X2).

The reliability test can also be strengthened by Cronbach's Alpha and Average Variance Extracted (AVE) where the SmartPLS version 3 output provides the following results:

Table 4. Cronbach's Alpha and Average Variance Extracted (AVE)

	Cronbach's Alpha	AVE
X1	0,988	0,885
X2	0,968	0,645
Y	0,975	0,930

The recommended value in the table above Cronbach's alpha is 0.6 and AVE is 0.5. The table above shows that for all constructs it is above 0.6 for Cronbach's alpha and 0.5 for AVE. For Cronbach's alpha, the lowest value is 0.975 for variable Y (Employee Performance), the same as the AVE, the lowest value is 0.645 for variable X2 (Quality of Work Life).

4.1.2. Structural Model Testing (Inner Model)

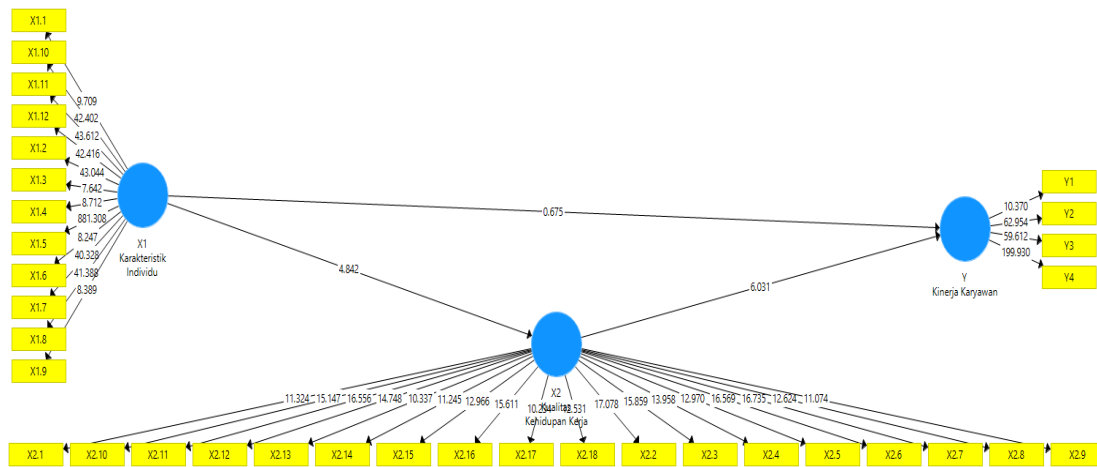


Figure 2. Results of Validity Test T-Statistic

After testing the outer model, then use the inner model test. Tests on the structural model are carried out to test the relationship between latent constructs. After the estimated model meets the outer model criteria, the following is testing the structural model (inner model). The following is the R-Square value on the construct:

Table 5. R-Square Results

	R-Square	R-Square Adjusted
Quality of Work Life (X2)	0,222	0,206
Employee Performance (Y)	0,387	0,361

The table above shows that the value of 0.222 for the quality of work life construct means that employee performance is able to explain the variance in the quality of work life by 20.6%. The R value is also found at 0.387 which is influenced by individual characteristics and quality of work life, namely 36.1%. Hypothesis testing is as follows:

Table 6. Hypothesis Test Results

	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Individual Characteristics (X1) - > Employee Performance (Y)	0,098	0,081	0,157	0,621	0,535
Individual Characteristics (X1) - > Quality of Work Life	0,471	0,479	0,098	4.813	0,000

Quality of Work Life (X2) - > Employee Performance (Y)	0,570	0,579	0,093	6.143	0,000
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4.2. Discussion

4.2.1. The influence of Individual Characteristics on Employee Performance.

Addressing the research question related to Hypothesis (H1), the results of SmartPLS 3 analysis in table 5.10 indicate that the relationship between Individual Characteristics (X1) and Employee Performance (Y) is not significant, with a T-Statistic of 0.621 (> 1.96). The original sample estimate value is positive at 0.098, indicating a positive connection between Individual Characteristics (X1) and Employee Performance (Y). Therefore, the hypothesis H1 in this study, stating that Individual Characteristics (X1) affect Employee Performance (Y), is accepted.

4.2.2. The influence of Individual Characteristics on Quality of Work Life

Addressing the research question related to Hypothesis (H2), the results of SmartPLS 3 analysis in table 5.10 show that the relationship between Individual Characteristics (X1) and Quality of Work Life (X2) is significant, with a T-Statistic of 4.813 (< 1.96). The original sample estimate value is positive at 0.471, indicating a positive connection between Individual Characteristics (X1) and Quality of Work Life (X2). Therefore, the hypothesis H2 in this study, stating that Individual Characteristics (X1) influence Quality of Work Life (X2), is accepted.

4.2.3. The influence of Quality of Work Life on Employee Performance

Addressing the research question related to Hypothesis (H3), the results of SmartPLS 3 analysis in table 5.10 reveal that the relationship between Quality of Work Life (X2) and Employee Performance (Y) is significant, with a T-Statistic of 6.143 (> 1.96). The original sample estimate value is positive at 0.570, indicating a positive connection between Quality of Work Life (X2) and Employee Performance (Y). Therefore, the hypothesis H3 in this study, stating that Quality of Work Life (X2) affects Employee Performance (Y), is accepted.

5. CONCLUSION

SEM analysis and discussion in this study reveals that individual characteristics have a positive but insignificant influence directly on employee performance. It shows the need for improvement in the aspects of job enjoyment and organizational relationships for employees to feel more connected and inspired in their work. Second, individual characteristics have a positive and significant influence on the quality of work life. Therefore, it is recommended that Pasar Rebo Hospital Cooperative provide better career development programs to increase employee motivation and development. Third, quality of work life has a positive and significant influence on employee performance. By paying attention to aspects of work quality, the Cooperative can evaluate and improve the consistency of employee performance to achieve better results in the future.

Therefore, some suggestions for future research are recommended for the Pasar Rebo Hospital Cooperative. First, it is necessary to improve the approach and interaction between management and employees through discussion forums to improve

organizational relationships and satisfaction at work. Second, the Cooperative should design a better career development program, especially in the Career Program indicator, to encourage employee advancement and increase loyalty to the company. Third, focusing on the quality aspect of work, especially in the Quality indicator, can help measure and improve employee performance in a more consistent and effective way. By implementing these suggestions, the Cooperative can move towards improved performance and a better quality of employee work life in the future.

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