The Influence of Quality of Work Life on Job Satisfaction of Online Grocery Store Employees

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Abstract
The growth of web-based shopping has led to 32 million consumers in Indonesia making purchases through e-commerce platforms, including e-grocery. People may order goods online and have them delivered right to their houses, saving them the trouble of going outdoors. The aim of this research is to ascertain how e-grocery employees’ job happiness is impacted by their quality of work life. Purposive sampling is the method used in the sample, which consists of 111 e-grocery employees. The job satisfaction scale includes decent and fair compensation, safe and healthy working conditions, human capacity development, growth and security, social integrity, constitutional, work, and overall scope. It also includes aspects like salary, supervision, coworkers, promotion, and quality of work life. In this study, SPSS version 25 for Windows was utilized to conduct a straightforward regression test. The study’s conclusion supports the accepted hypothesis, which states that employees of online stores job satisfaction is positively and significantly impacted by their quality of work life, with a significance value of 0.000 (p < 0.05).

Keywords: job satisfaction, quality of work life, employees, e-grocery

INTRODUCTION

The importance of digital technology to the economy has grown significantly in the modern globalization age. Technological and infrastructural developments have enabled the digital economy, to alter supply and demand in a number of economic domains, including distribution, marketing, buying, and payment methods. Due to this growth, a growing number of consumers are choosing to shop online rather than in physical stores. According to Laudon (Nursani, 2019), e-commerce is the process of conducting business online, both between businesses and between consumers, with computers acting as intermediaries. Munir (2022) performed a survey that indicates that Tokopedia, Shopee, and Lazada are the top three online shopping platforms. The study also emphasizes the many e-commerce system kinds, such as e-grocery, which is the study’s primary focus.

According to Turban, King, and Lang (2015), e-grocery is a business model that makes use of information technology to build relationships and carry out transactions with clients regarding goods, services, and instant distribution systems over the internet. According to Navis (quoted by Kosasi in 2015), the e-grocery system provides customers with a number of benefits, particularly in terms of convenience and time efficiency in the business transaction process. With e-grocery, customers can order groceries online and have them delivered right to their door, saving them the trouble of going to the store. Forrester research, which Nara (2022) quoted, indicates that the food and grocery sector saw a notable uptick in 2020, up from a 5% contribution in 2015. Due to this expansion, businesses in the e-grocery sector also require skilled labor.

Job satisfaction is a significant phenomenon in organizations since it is a reflection of employees’ attitudes and sentiments regarding their current jobs. According to Anestia (2021), job satisfaction is significantly lower than usual among e-grocery employees. This is because of pressure from employers, a lack of revenue, and unpredictable work schedules.
The findings of an interview that researchers performed in July 2022 with an employee of an e-grocery in Jakarta support this. The IC worker expressed his extreme dissatisfaction with the work system, including issues with working hours, pay that did not match the responsibilities assigned, and poor and unresponsive fulfillment of commitments. This occurs as a result of the company where he works frequently providing responses on salary delays and more hours worked than the agreed-upon eight hours worked.

According to Hasibuan (2015), having a positive emotional attitude toward one's work is a sign of job satisfaction, as demonstrated by enjoyment and passion for one's work. Employee performance, discipline, and work morale are indicators of this. Because job satisfaction is directly tied to employees' attitudes and sentiments regarding their work, it is a crucial component of every organization. Given the significance of this occurrence, businesses must pay attention to how satisfied their employees are with their jobs in order to keep them content and prevent unhappiness, which can result in unfavorable conduct. A strategy for raising job happiness is to monitor and enhance the workplace's Quality of Work Life (QWL).

Cascio (1995) defined “quality of work life” (QWL) as an employee's perception of their physical and mental health at work. It encompasses possibilities for personal growth and development, a sense of relative contentment, and striking a work-life balance. Assisting workers in achieving significant objectives according to their needs and desires as workers is the aim.

The standard of living at work is crucial for both businesses and employees. A high quality of work life can benefit employees in a number of ways, including improved performance and productivity as well as job happiness, which in turn helps the business acquire top-notch human resources (HR).

According to research by Libertya & Azzuhri (2016), workers will be able to perform better if they have a high-quality work life. For employees to be highly satisfied with their jobs, companies need to focus on the quality of the work-life balance. Undoubtedly, a company that has high levels of job satisfaction might benefit from it. When workers are more satisfied with their jobs, the rate of employee resignations will decline.

The purpose of this study was to objectively assess how employee job satisfaction levels in online grocery stores are impacted by their quality of work life. The study's premise, which is based on the discussion that has been submitted, contends that employee job satisfaction in online grocery stores is significantly impacted by the quality of work life.

**RESEARCH METHODS**

**Identification of Research Variables**

The variables used in this research consist of the dependent variable (Y) and the independent variable (X). The types of variables are as follows:

1. Dependent Variable (Y) : Job satisfaction
2. Independent Variable (X) : Quality of Work Life

**Population and Research Sample**

111 samples of e-grocery employees between the ages of 22 and 40 who had worked at an e-grocery hub for at least six months, made up the study's population. Purposive sampling was the method of sample collection employed in the study, and it was done online.

**Data Collection Techniques**

In order to collect data for this study, a Likert-scale questionnaire was created using Google Form and distributed to respondents using the researchers' social media accounts on Instagram and WhatsApp.
Data Processing Techniques

Using SPSS software for Windows version 25, a straightforward regression analysis technique was employed to process the data for this research.

Measuring Instruments

This study's job satisfaction scale was modified from Hapsari (2022), who modified the Tasios and Giannouli (2017) scale according to four factors: pay, coworkers, supervision, and promotion. A different measuring tool used in this study is the Quality of Work Life Scale, which was modified from Fitri (2016) and adapted from Walton (2010) based on dimensions including fair and sufficient compensation, safe and healthy working conditions, development of human capacity, growth and security, social integrity, constitutional, work and overall scope. There are two scales used in this research, namely the Job Satisfaction scale and the Quality of work life scale. Data collection uses the following measurement tools:

1. Job Satisfaction Scale

The job satisfaction measurement scale in this study was measured by modifying Hapsari (2022) with a reliability value of 0.914 which adapted the Tasios and Giannouli (2017) scale based on aspects namely: salary, coworkers, supervision and promotion.

<table>
<thead>
<tr>
<th>Table 1. Job Satisfaction Scale Assessment</th>
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<tbody>
<tr>
<td>Answer Choices</td>
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<tr>
<td>Strongly Agree (SS)</td>
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<tr>
<td>Agree (S)</td>
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<tr>
<td>Disagree (TS)</td>
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<td>Strongly Disagree (STS)</td>
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<th>Table 2. Job Satisfaction Scale Blueprint</th>
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<td>No</td>
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2. Quality of Work Life Scale

The quality of work life measurement scale in this study was measured by modifying Fitri (2016) with a reliability value of 0.953 which adapted the scale from Walton (2010) based on dimensions, namely: adequate and fair compensation, healthy and safe working conditions, developing human capacity, growth and gain security, social integrity, constitutional, employment and overall scope.

<table>
<thead>
<tr>
<th>Table 3. Quality of work life scale assessment</th>
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<tbody>
<tr>
<td>Answer Choices</td>
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<tr>
<td>Strongly Agree (SS)</td>
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<tr>
<td>Disagree (TS)</td>
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<td>Strongly Disagree (STS)</td>
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Validity, Item Discrimination Power, and Reliability

1. Validity

According to Azwar (2000), validity is about the extent of accuracy and accuracy of a measuring instrument in carrying out its function. The higher the validity score, the smaller the error will be, meaning that the score for each subject obtained by the measuring instrument is not much different from the actual score. Thus, overall the test
tool in question will produce a small error variance. The validity test in this research uses content validity. According to Azwar (2014) content validity is validity that is estimated through testing the test content with rational analysis or through professional judgment.

2. Item Discrimination Power

According to Azwar (2015), the discriminatory power of an item is the extent to which an item is able to differentiate between individuals or groups of individuals who have and do not have the attribute that is to be measured. Developing tests as measurement instruments, item selection based on item discrimination statistics is one technique to increase the reliability of test scores. The discriminating power of items that reach a correlation coefficient of at least 0.30 is considered high or satisfactory, while items that have less than 0.30 are interpreted as having low discriminating power or are declared invalid. In this research, the discrimination power of items uses the Correlated Item Total Correlation technique.

3. Reliability

Reliability is a test tool to determine the extent to which measurement results remain consistent if measurements are made twice or more on the same symptoms using the same measuring instrument (Duli, 2019). The reliability test in this study used the Cronbach Alpha coefficient formula, with a minimum correlation value of 0.70 or ≥0.70.

RESULT AND DISCUSSION

Results
1. Validity Testing

- The validity test of the content in this study was carried out using the expert judgment method. For the Quality of Work Life (QWL) scale, items number 1, 3, and 4 are revised. While on the Job Satisfaction scale, changes occurred in items number 15, 21, 31, 34, and 35.

<table>
<thead>
<tr>
<th>No.</th>
<th>Items Before Revision</th>
<th>Items After Revision</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>The company provides salaries according to employee performance.</td>
<td>This company provides salaries according to employee performance.</td>
</tr>
<tr>
<td>3</td>
<td>Companies provide bonuses and incentives when employee performance improves.</td>
<td>This company provides bonuses and incentives when employee performance improves.</td>
</tr>
<tr>
<td>4</td>
<td>The salary given to me by the company is in accordance with the JABODETABEK UMR.</td>
<td>The salary that the company gives me is in accordance with the regional minimum wage.</td>
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</table>

<table>
<thead>
<tr>
<th>No.</th>
<th>Items Before Revision</th>
<th>Items After Revision</th>
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</thead>
<tbody>
<tr>
<td>15</td>
<td>If there is work that I don't understand, my boss usually tells me to open Google.</td>
<td>If there is work that I don't understand, my boss usually helps me direct it.</td>
</tr>
<tr>
<td>21</td>
<td>If I have a problem, my coworkers calm me down.</td>
<td>If I have a problem, my coworkers will calm me down.</td>
</tr>
<tr>
<td>31</td>
<td>I got a promotion.</td>
<td>I got a promotion at the company.</td>
</tr>
<tr>
<td>34</td>
<td>My superiors will consider my wishes to receive a better social status. Using the promotion method.</td>
<td>Where I work, my boss will consider a promotion so that I can get a better social status.</td>
</tr>
</tbody>
</table>
To test the discriminatory power of Job Satisfaction scale items, the Correlated Item Total Correlation technique was used. Of the 37 items tested, 28 items were declared good and 9 items did not meet the criteria, with the item-total correlation index ranging from 0.325 to 0.744. For the Quality of Work Life scale consisting of 38 items, the results showed 35 items were good and 3 items did not meet the criteria, with the item-total correlation index ranging from 0.371 to 0.876.

2. Reliability Testing
- On the Job Satisfaction scale, the reliability test result using Cronbach’s Alpha is 0.885.

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<tr>
<th>Table 6. Reliability of the Job Satisfaction Scale</th>
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<tr>
<td>Cronbach’s Alpha</td>
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<td>.885</td>
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- Meanwhile, on the Quality of Work Life scale, Cronbach’s Alpha value obtained is 0.964.

<table>
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<tr>
<th>Table 7. Reliability of the Quality of Work Life Scale</th>
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<tbody>
<tr>
<td>Cronbach's Alpha</td>
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<tr>
<td>.964</td>
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3. Assumption Testing
- Normality Test: On the Job Satisfaction scale, the data is normally distributed with a significance value of 0.182 (p≥0.05). For the QWL scale, the data is also normally distributed with a significance value of 0.200 (p≥0.05).
- Linearity Test: Test results show a linear relationship between Quality of Work Life and Job Satisfaction of online grocery store employees with a significance value of 0.000 (p < 0.005). Life and Job Satisfaction of online grocery store employees with a significance value of 0.000 (p < 0.005).
- Hypothesis Test: The results of the analysis show a significance value p = 0.000 (p < 0.05), which indicates a significant effect of Quality of Work Life on the Job Satisfaction of e-grocery employees. The variable Quality of Work Life contributed 39.6% to Job Satisfaction, while 60.4% was influenced by other factors.

4. Variable Categorization
a) Categorization of Job Satisfaction Variables
   Based on the results of the research data description, this can be explained by categorizing research variables. The categorization used is based on a comparison of the hypothetical mean and the empirical mean. Description of subject categories on the job satisfaction scale, namely strongly agree, agree, disagree and strongly disagree. Calculations regarding the empirical mean, hypothetical mean and standard deviation use the following formula:
   1) Empirical Mean (ME)
   \[ \bar{X}_E = \frac{\Sigma Y}{N} \]
   Note : 
   \( \bar{X}_E \): Empirical Mean
   \( \Sigma Y \): Total item score is good
   \( N \): Number of samples
2) Hypothetical Mean (MH)

\[ \bar{X}_H = \left( \hat{i}_{\text{max}} + \hat{i}_{\text{min}} \right) \sum k \frac{1}{2} \]

Note:
- \( \bar{X}_H \): Hypothetical Mean
- \( \hat{i}_{\text{max}} \): Large Item Score
- \( \hat{i}_{\text{min}} \): Small Item Score
- \( \sum k \): Total Items Good

4) Standard Deviation (SD)

\[ SD = \frac{(X_{\text{max}} - X_{\text{min}})}{\sqrt{6}} \]

Note:
- elementary school : Standard Deviation
- \( X_{\text{max}} \): Maximum score of the sample
- \( X_{\text{min}} \): Sample minimum score

b) Categorization of Job Satisfaction Scales

A description of the subject categories (Strongly Agree, Agree, Disagree, and Strongly Disagree) on the job satisfaction scale can be described as below:

1) Empirical Mean (ME)

\[ \bar{X}_E = \frac{7503}{111} = 67.59 \]

2) Hypothetical Mean (MH)

\[ \bar{X}_H = \left( \hat{i}_{\text{max}} + \hat{i}_{\text{min}} \right) \sum k \frac{1}{2} \]

\[ \bar{X}_H = (4 + 1) \cdot 24 \frac{1}{2} = 60 \]

3) Standard Deviation (SD)

\[ SD = \frac{(96 - 24)}{\sqrt{6}} = 12 \]

The job satisfaction scale classification is obtained in the following way:

\[ \bar{X}_H - 2SD = 60 - 2 \cdot 12 = 36 \]

\[ \bar{X}_H - 1SD = 60 - 12 = 48 \]

\[ \bar{X}_H + 1SD = 60 + 12 = 72 \]

\[ \bar{X}_H + 2SD = 60 + 2(12) = 84 \]

Below is a categorization of job satisfaction:

- \( \bar{X}_E < \bar{X}_H - 2SD \Rightarrow \bar{x} < 36 \Rightarrow \text{Very Low} \)
- \( \bar{X}_H - 2SD \leq \bar{X}_E < \bar{X}_H - 1SD \Rightarrow 36 \leq \bar{x} < 48 \Rightarrow \text{Low} \)
- \( \bar{X}_H - 1SD \leq \bar{X}_E < \bar{X}_H + 1SD \Rightarrow 48 \leq \bar{x} < 72 \Rightarrow \text{Medium} \)
- \( \bar{X}_H + 1SD \leq \bar{X}_E < \bar{X}_H + 2SD \Rightarrow 72 \leq \bar{x} < 84 \Rightarrow \text{High} \)
- \( \bar{X}_E \geq \bar{X}_H + 2SD \Rightarrow \bar{x} \geq 84 \Rightarrow \text{Very High} \)

\[ \bar{X}_E = 67.59 \]

\[-2SD -1SD \bar{X}_H +1SD +2SD \]

24 36 48 60 72 84 96
Very Low Medium High Very Tall Low

**Figure 1. Categorization of Job Satisfaction Scales**

From the results of the analysis based on the calculation of the empirical mean and hypothetical mean, the result is that the hypothetical mean is obtained $\bar{X}_H$ is smaller than the empirical mean $\bar{X}_E$ is 67.59. Based on these results, it can be concluded that the research subjects have job satisfaction in the medium category.

c) Categorization of Quality of Worklife Variables

Based on the results of the research data description, this can be explained by categorizing research variables. The categorization used is based on a comparison of the hypothetical mean and the empirical mean. Description of subject categories on the quality of worklife scale, namely strongly agree, agree, disagree and strongly disagree. Calculations regarding the empirical mean, hypothetical mean and standard deviation use the following formula:

1) Empirical Mean (ME)

$$\bar{X}_E = \frac{\Sigma Y}{N}$$

Note:

$\bar{X}_E$ : Empirical Mean

$\Sigma Y$ : Total item score is good

$N$ : Number of samples

2) Hypothetical Mean (MH)

$$\bar{X}_H = (\bar{i}_{\text{max}} + \bar{i}_{\text{min}})\Sigma k^{2}$$

Note:

$\bar{X}_H$ : Hypothetical Mean

$\bar{i}_{\text{max}}$ : Big Item Score

$\bar{i}_{\text{min}}$ : Small Item Score

$\Sigma k$ : Total Items Good

3) Standard Deviation (SD)

$$SD = (X_{\text{max}} - X_{\text{min}})^{\frac{1}{2}}$$

Note:

elementary school : Standard Deviation

$X_{\text{max}}$ : Maximum score of the sample

$X_{\text{min}}$ : Sample minimum score

d) Categorization of Quality of Worklife Scale

A description of the subject categories (Strongly Agree, Agree, Disagree, and Strongly Disagree) on the quality of worklife scale can be described as below:

1) Empirical Mean (ME)

$$\bar{X}_E = \frac{\Sigma Y}{N}$$

$\bar{X}_E = \frac{10571}{111} = 95.23$

2) Hypothetical Mean (MH)

$$\bar{X}_H = (\bar{i}_{\text{max}} + \bar{i}_{\text{min}})\Sigma k^{2}$$

$$\bar{X}_H = (4 + 1)35^{\frac{1}{2}} = 87.5$$

3) Standard Deviation (SD)

$$SD = (X_{\text{max}} - X_{\text{min}})^{\frac{1}{2}}$$

$$SD = (140 - 35)^{\frac{1}{2}} = 17.5$$

The quality of worklife scale classification is obtained in the following way:

$$\bar{X}_H - 2SD = 87.5 - 2(17.5) = 52.5$$
\( X_H - 1SD = 87.5 - 17.5 = 60 \)
\( X_H + 1SD = 87.5 + 17.5 = 105 \)
\( X_H + 2SD = 87.5 + 2(17.5) = 122.5 \)

Below is a categorization of quality of work life:
\( X_E < X_H - 2SD \Rightarrow \bar{x} < 52.5 = \text{Very Low} \)
\( X_H - 2SD \leq X_E < X_H - 1SD = 52.5 \leq \bar{x} < 60 = \text{Low} \)
\( X_H - 1SD \leq X_E < X_H + 1SD = 60 \leq \bar{x} < 105 = \text{Medium} \)
\( X_H + 1SD \leq X_E < X_H + 2SD = 105 \leq \bar{x} < 122.5 = \text{High} \)
\( X_E \geq X_H + 2SD \Rightarrow \bar{x} \geq 122.5 = \text{Very High} \)

From the results of the analysis based on the calculation of the empirical mean and hypothetical mean, the result is that the hypothetical mean is obtained \( X_H = 87 \) is smaller than the empirical mean \( X_E = 107 \). Based on these results, it can be concluded that the research subjects have a moderate quality of work life.

**Discussion**

The hypothesis of the research indicates that job satisfaction among e-grocery employees is significantly impacted by the quality of their work life. The hypothesis test findings demonstrated a significant value of \( p = 0.000 \) (\( p < 0.05 \)), indicating the impact of work-life quality on employees’ job satisfaction at e-grocery. This is consistent with Alfani’s (2018) assertion that job happiness is positively and significantly impacted by the quality of one's work life. Based on the findings of this study, employers should focus on assigning employees to tasks that will enhance their performance. This should be done in accordance with the quality of the work-life indicator, which calls for expert placement. In the context of organizational behavior, quality of work life is defined as a pattern of behavior or situations created by management initiatives to raise employee living standards, which are anticipated to boost organizational performance. The majority of respondents indicated satisfaction based on the study's results, suggesting that employee job happiness is influenced by an excellent work-life balance in e-grocery. The analysis's findings indicated that, of the elements influencing e-grocery employees' job satisfaction, 39.6% had to do with their quality of work life, and 60.4% had to do with other issues.

The results of the analysis show that respondents have a moderate level of job satisfaction and quality of work life, with the empirical mean values falling into the high group. Employee support and a positive work environment are also mentioned. Though job satisfaction varied depending on criteria such as gender, age, education, salary, length of service, and reasons for staying at the organization, analysis results typically indicated that these factors did not always have a substantial impact on job satisfaction.
CONCLUSIONS

The substantial impact of Quality of Work Life on employee work satisfaction in the e-grocery industry was successfully demonstrated by this study. A high significance value (p = 0.000, p < 0.05) was obtained from the tests, indicating a positive and significant relationship between the quality of work life and job satisfaction. After data analysis, it was shown that quality of work life accounted for 39.6% of job satisfaction, with other factors influencing the remaining 60.4%.

The research also emphasizes how crucial it is for employers to consider how best to put workers and assign tasks that complement their skill sets in order to enhance work-life balance and thus boost job satisfaction. These findings imply that the impact of variables including age, gender, education, pay, and duration of employment on job satisfaction varies, albeit not usually much. According to this study, a supportive workplace culture and employee engagement have a beneficial effect on job satisfaction. Overall, the study's findings highlight the necessity for e-grocery businesses to prioritize enhancing work-life quality as a tactic to raise employee satisfaction and productivity.

The Company can foster a great work atmosphere by encouraging mutual support, sustaining positive connections amongst employees, lending a hand to one another, and exchanging ideas. It is advised that companies uphold the standard of living for workers so that they continue to experience high levels of job satisfaction and the company achieves optimal productivity and outcomes. It is advised that future researchers explore for other factors that influence job satisfaction in order to pursue research in this area.

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