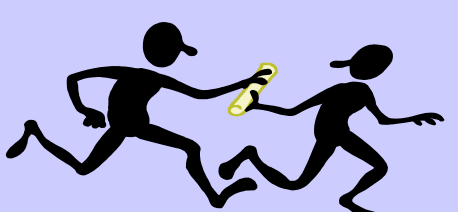
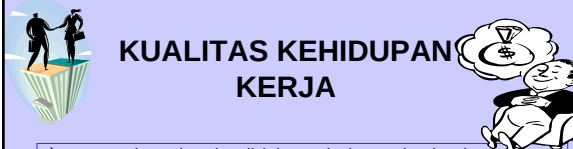


PERBAIKAN KUALITAS KEHIDUPAN KERJA (QUALITY OF WORK LIFE) DAN PRODUKTIVITAS



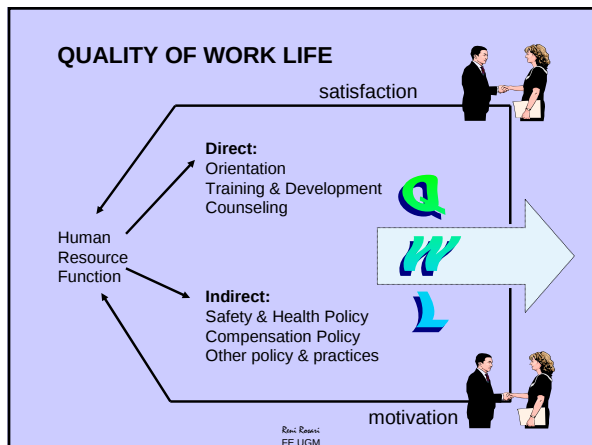
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KUALITAS KEHIDUPAN KERJA



- ⇒ merupakan tujuan kondisi dan praktek organisasional
- ⇒ Usaha sistematis oleh organisasi untuk memberikan pekerja kesempatan yang lebih besar untuk mempengaruhi cara mereka bekerja dan kontribusi yang mereka berikan untuk efektivitas organisasi secara keseluruhan
- ⇒ memiliki supervisi yang bagus, kondisi kerja bagus, gaji dan tunjangan yang bagus, dan pekerjaan yang menarik, menantang dan dapat memberikan imbalan
- ⇒ persepsi karyawan bahwa mereka aman, relatif terpuaskan, dan dan dapat tumbuh dan berkembang sebagai manusia

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Program-program QWL

→ to increase employee trust, involvement, and problem solving so as to increase both worker satisfaction and organizational effectiveness

e.g. :

- good supervision
- good working conditions
- good pay and benefits
- interesting, challenging, rewarding work
- Empowerment
- conflict resolution – open door, formal complaint process
- wellness – medical center, dental wellness center, wellness center programs, recreation programs, counseling programs



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QWL through employee involvement



Employee involvement → consists of a variety of systematic methods that empower employees to participate in decisions that affect them and their relationship with their work, job, and organization

➤ QWL and Empowerment Interventions

- Quality circles
- Sociotechnical systems
- Codetermination
- Autonomous work groups



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Employee Relations Practices



- Employee Communication
 - Downward communication systems
 - e.g. house organs (such as company newspapers, information booklets, employee bulletin boards, prerecorded messages, jobholder reports and meetings, which inform employees about company developments)
 - Upward communication systems
 - e.g. grapevine communication, in-house complaint procedures, speak up!, rap sessions, suggestion systems, attitude surveys
- Employee counseling
- Discipline

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FUNGSI SDM SEBAGAI EMPLOYEE CHAMPION



Peran	Fungsi	Hasil (Deliverable)	Kegiatan
Employee Champion	Manajemen kontribusi karyawan	Peningkatan komitmen dan kapabilitas karyawan	Pelibatan manajemen lini dalam MSDM: Penyediaan sumberdaya ke karyawan

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Peran Kunci	Kriteria Sukses
Employee Champion	- Memahami berbagai SDM yang potensial dan mengantisipasi kebutuhan pengembangan mereka - Menekankan identifikasi kompetensi yang dibutuhkan untuk mengeksekusi strategi di masa mendatang, bukan hanya kebutuhan masa kini - Mempunyai kapabilitas manajemen pendidikan dan pelatihan - Menganalisis berbagai cara penyediaan sumberdaya yang dibutuhkan karyawan dalam memenuhi tantangan baru - Mempunyai kemampuan untuk mengembangkan komitmen terhadap tindakan

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THE CHALLENGE OF FOSTERING EMPLOYEE CONTRIBUTION

- Employee contribution becomes a *critical business issue* **because** in trying to produce more output with less employee input, companies have no to choice but to try to engage not only the body but the mind and soul of every employee.
- Employee contributions **go up when** employees *feel free to share ideas*, when they feel that key individuals in the firm *have their interest in mind*, and when they feel they have a *valid and valued employment relationship with the firm*

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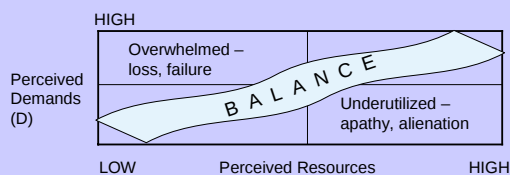
THE CHALLENGE OF FOSTERING EMPLOYEE CONTRIBUTION (cont.)

- As business partner, HR professionals play a critical role in developing this employee-firm relationship.
- HR professionals are business partner when they ensure that employee contribution remains high.
- HR professionals alone do not own the responsibility for employee contribution and commitment.
- "Managers are responsible and accountable for people in their operation. HR professionals must help the manager do this duty"
- This means that line managers have the primary accountability for many of the activities dedicated to assuring employee commitment.

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A FRAMEWORK FOR UNDERSTANDING EMPLOYEE CONTRIBUTION

- Teenage Depression**
Teenage depression does not result from high demands, but from demands that exceed resources
Depression occurs when $D > R$ or $R > D$



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Employee Depression

As more is demanded of employees – *to be more global, more customer-responsive, more flexible, more learning oriented, more team driven, more productive, and so on* – firms must recognize that these demands are real and inevitable

As these demand rise, employee depression may occur. As with teenagers, the depression does not come from high demand (because firm competitiveness requires that demands must be high), but from the lack of resource to meet demands

HR professionals who guarantee employee contribution should be the observer, champions, and sponsor of balanced resources and demands, for both themselves and for the clients and employees they serve.

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RESOLVING THE DEMAND/RESOURCE CHALLENGE

- ✓ **Reduce Demands**
- ✓ Set priorities
- ✓ Focus
- ✓ Reengineer
- ✓ **Increase Resources**
- ✓ Control
- ✓ Commitment
- ✓ Challenging work
- ✓ Collaboration/teamwork
- ✓ Culture of fun in work setting
- ✓ Compensation: shared gains
- ✓ Communication
- ✓ Concerns for individuals and due process
- ✓ Computers and other technology
- ✓ Competence: training and development
- ✓ **Turn Demands into Resources**
- ✓ Exit interviews
- ✓ New manager assimilation
- ✓ Consider the impact of company policies on extended employee personal relationships
- ✓ Manage redeployment



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