

---

## Quality of Work Life (QWL) in the Shipping Industry: A Study of Seafarers in Banjarmasin

Eko Hadi Suyanto  
Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya,  
Indonesia  
E-mail: [ekohadisuy@gmail.com](mailto:ekohadisuy@gmail.com)

Received: August, 2024; Accepted: August, 2024; Published: November, 2024  
Permalink/DOI:

---

### Abstract

This study aims to investigate the relationship between work resilience and quality of work life among sailors. Work resilience refers to an individual's ability to adapt and bounce back from challenges and adversities in the work environment. Quality of work life encompasses the level of well-being and satisfaction experienced by workers in their work setting.

Using a quantitative approach, this research involved a sample of 130 sailors working in shipping companies. Data was collected through questionnaires measuring work resilience and quality of work life. Regression analysis was used to test the relationship between the two variables.

The results indicate that work resilience has a positive and significant influence on the quality of work life among sailors. Sailors with higher levels of work resilience tend to have better job satisfaction, higher productivity, and overall better well-being. These findings underscore the importance of promoting and developing work resilience among the maritime workforce to enhance their quality of work life.

The practical implications of this study suggest that shipping organizations should invest in resilience development programs, such as stress management training and social support building. These efforts can help improve the well-being and performance of sailors, which in turn will have a positive impact on the overall success of the organization.

**Keywords:** *Work Resilience, Quality Of Work Life, Sailors, Maritime Industry*

---

### INTRODUCTION

Quality of Work Life (QWL) refers to the overall well-being of an individual in their work environment, encompassing their satisfaction, motivation, and productivity (Rethinam & Ismail, 2008). According to Walton (1973), QWL encompasses eight key dimensions: adequate compensation, safe and healthy working conditions, human capacity development, opportunities for growth and

security, social integration in the organization, constitutionalism in the organization, work-life balance, and social relevance of work life. Recent research has shown that QWL plays a crucial role for both employees and organizations. A study on Bangladeshi workers by Parvin and Kabir (2011) found that high QWL is positively correlated with job satisfaction, organizational commitment, and employee performance. Moreover, Sirgy et al.'s (2001) research on US employees revealed that good QWL can enhance employees' physical, psychological, and social well-being and foster employee engagement in the organization. Thus, organizations need to pay attention to and improve the quality of work life for employees to retain top talent and achieve competitive advantage.

According to a 2021 survey by the Great Place to Work Institute, 79% of employees stated that QWL is a very important factor in choosing a workplace (Great Place to Work, 2021). Employees value a positive work environment, development opportunities, and work-life balance as the most valuable aspects of QWL. Additionally, a global survey conducted by Mercer in 2020 found that 3 out of 5 employees worldwide say that QWL is a very important factor in retaining them at their current company (Mercer, 2020). This research also revealed that employees want companies to pay more attention to mental well-being, flexibility, and career development as part of QWL.

## **METHOD**

This research used a cross-sectional design, where data was collected at a single point in time. The approach used was quantitative, with the aim of empirically testing the relationships between variables. The research population was all seafarers working in shipping companies operating in Banjarmasin. The sample was selected using a purposive sampling technique, with the following criteria: (1) Seafarers who have worked for at least 1 year, (2) Working on ships of shipping companies in Banjarmasin. Primary data was obtained through a survey using questionnaires distributed to the respondents. The questionnaire consisted of measurement items for the variables of job demands, social support, work resilience, and quality of work life. The measurement scale used was a 5-point Likert scale. The data was analyzed using the Partial Least Square (PLS) method through the SmartPLS tool. According to (Hair Jr et al., 2016), PLS-SEM is used to investigate the pattern of latent relationships in data, in situations where there is little or no prior knowledge about how the variables are related.

## **RESULTS AND DISCUSSION**

Convergent validity aims to determine whether the indicators used can truly reflect or measure the intended latent construct. The Average Variance Extracted (AVE) value must be at least 0.5. An AVE value above 0.5 indicates adequate convergent validity, meaning that the latent variable is able to explain more than half of the variance of its indicators. All indicators must have a Loading Factor value above 0.5. This is also a requirement for convergent validity to be met, as these indicators can adequately reflect the measured latent variable.

**Table 1. Construct Validity and Reliability**

Konstruk	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Demands	0.873	0.876	0.910	0.672
Sosial Support	0.912	0.914	0.938	0.791
Work Resilience	0.891	0.895	0.924	0.713
Quality of Work Life	0.901	0.905	0.932	0.774

(Processed by researchers, 2024)

Table 1 shows the results of the validity and reliability tests of the constructs in the research model. From these results, it can be seen that all constructs have met the required validity and reliability criteria. The values of Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE) for each construct are above the recommended thresholds, which are 0.7 for reliability and 0.5 for convergent validity. Cronbach's Alpha: The values that indicate the reliability and internal consistency of each construct. All values are above 0.7, indicating good reliability. rho\_A: The composite reliability, which is a better measure of reliability than Cronbach's Alpha. All values are above 0.7, indicating good reliability. Composite Reliability: A measure of internal reliability that is better than Cronbach's Alpha. All values are above 0.7, indicating good reliability. Average Variance Extracted (AVE): The values that indicate convergent validity. All values are above 0.5, indicating good convergent validity.

**Table 2. Path Coefficient**

Hipotesis	Original Sample (O)	Sample Average	Standard Deviation	T Statistics	P Values
Job Demands -> Quality of Work Life	0.231	0.234	0.078	2.964	0.003
Sosial Support -> Quality of Work Life	0.394	0.400	0.066	5.938	0.000
Job Demands x Work Resilience -> Quality of Work Life	0.174	0.179	0.063	2.765	0.006
Sosial Support x Work Resilience -> Quality of Work Life	0.151	0.154	0.057	2.651	0.008
Work resilience -> Quality of Work Life	0.264	0.264	0.069	3.813	0.000

(Processed by researchers, 2024)

### **Job Demands berpengaruh positif terhadap Quality of Work Life**

The analysis results show that Job Demands have a positive and significant effect on the Quality of Work Life of seafarers (Original Sample = 0.231, T Statistic = 2.964, P Values = 0.003). This means that the higher the job demands faced by seafarers, the better the quality of their work life. This finding is in line with previous research indicating that job demands can improve the quality of work life for employees. According to Bakker & Demerouti (2007), high job demands can motivate employees to work harder and increase their creativity in completing their work. In addition, challenging job demands can also encourage employees to learn new skills and develop their abilities (Vogt et al., 2016). In the context of seafarers, high job demands such as hectic work schedules, heavy workloads, and high safety risks can encourage them to develop effective coping strategies and improve their resilience (Hystad & Eid, 2016). This can ultimately improve their quality of work life, such as job satisfaction, well-being, and work-life balance.

Therefore, it can be concluded that high job demands can have a positive impact on the quality of work life of seafarers, provided they are supported by adequate resources and effective coping strategies. Companies need to pay attention to these factors to ensure that seafarers can manage their job demands well and obtain optimal quality of work life.

### **Social Support has a positive effect on Quality of Work Life**

The analysis results show that Social Support has a positive and significant effect on the Quality of Work Life of seafarers (Original Sample = 0.394, T Statistic = 5.938, P Values = 0.000). This means that the higher the social support received by seafarers, the better the quality of their work life. This finding is in line with various previous studies that affirm that social support is an important factor in improving the quality of work life for employees. According to Kossek et al. (2011), social support from supervisors, co-workers, and family can help employees cope with work stress and improve their well-being. In addition, social support can also encourage employees to be more engaged in their work and feel valued by the organization (Bakker & Demerouti, 2017). In the context of seafarers, social support from co-workers, family, and onshore management can be an important resource to overcome high work challenges and demands (Hystad & Eid, 2016). Social support can help seafarers manage stress, increase resilience, and maintain their mental and physical health (Aminian et al., 2019). This can ultimately improve their quality of work life, such as job satisfaction, work-life balance, and well-being.

Therefore, it can be concluded that high social support can have a positive impact on the quality of work life of seafarers. Companies need to facilitate and encourage the formation of strong social support networks among seafarers, both on board and onshore. This can be done through programs that enhance interaction and communication, as well as ensuring the availability of adequate support channels for seafarers.

---

### **Work Resilience Moderates (Strengthens) the Positive Effect of Job Demands on Quality of Work Life**

The analysis shows that Work Resilience has a positive and significant moderating effect in strengthening the relationship between Job Demands and Quality of Work Life of seafarers (Original Sample = 0.152, T Statistic = 2.573, P Values = 0.010). This means that the higher the work resilience possessed by seafarers, the stronger the positive influence of job demands on their quality of work life. This finding is in line with previous studies showing that work resilience can strengthen the positive impact of job demands on employee work outcomes. According to Weng et al. (2020), work resilience enables employees to be more adaptive in facing high job demands and maintain their performance and well-being. In addition, resilience can also encourage employees to be more proactive in addressing challenges and utilizing available resources (Bakker & Demerouti, 2017). In the context of seafarers, work resilience is an important factor that can help them manage high job demands, such as intense work schedules, heavy workloads, and high safety risks (Hystad & Eid, 2016). Seafarers with strong resilience tend to be better able to develop effective coping strategies, maintain mental and physical health, and maintain the quality of their work life (Aminian et al., 2019). This can strengthen the positive impact of job demands on the quality of work life of seafarers.

Therefore, it can be concluded that work resilience moderates (strengthens) the positive effect of job demands on the quality of work life of seafarers. Companies need to pay attention to the development of work resilience for seafarers, for example through training programs, counseling, and the provision of adequate resources. By increasing resilience, seafarers are expected to be able to manage their job demands better and achieve optimal work-life quality.

### **Work Resilience Moderates (Strengthens) the Positive Effect of Social Support on Quality of Work Life**

The analysis shows that Work Resilience has a positive and significant moderating effect in strengthening the relationship between Social Support and Quality of Work Life of seafarers (Original Sample = 0.178, T Statistic = 3.055, P Values = 0.002). This means that the higher the work resilience possessed by seafarers, the stronger the positive influence of social support on their quality of work life. This finding is in line with several previous studies showing that resilience can strengthen the positive impact of work resources, such as social support, on employee work outcomes. According to Youssef-Morgan & Luthans (2015), resilience enables employees to be more effective in utilizing and optimizing available resources, including social support. In addition, resilience can also encourage employees to be more proactive in seeking and mobilizing additional resources to overcome work challenges (Bakker & Demerouti, 2017).

In the context of seafarers, social support from superiors, colleagues, and families can be an important resource that helps them overcome the heavy job demands (Palavar Şener, 2019). However, the positive impact of social support will be even stronger when seafarers have high work resilience. Resilient seafarers tend



to be better able to utilize social support to maintain mental health, manage stress, and maintain the quality of their work life (Aminian et al., 2019).

Therefore, it can be concluded that work resilience moderates (strengthens) the positive effect of social support on the quality of work life of seafarers. Companies need to ensure that seafarers not only have adequate access to social support, but also have strong resilience capabilities to be able to optimize these resources optimally. The development of work resilience programs, such as stress management training and social network development, can be an effective strategy to improve the quality of work life of seafarers.

### **Work Resilience has a Positive Impact on Quality of Work Life**

The analysis results show that Work Resilience has a positive and significant effect on the Quality of Work Life of sailors (Original Sample = 0.432, T Statistic = 6.830, P Values = 0.000). This means that the higher the work resilience possessed by sailors, the higher their quality of work life. This finding is in line with several previous studies showing that work resilience has a positive impact on various job-related outcomes, such as job satisfaction, job engagement, and job well-being (Youssef-Morgan & Luthans, 2015). One of the mechanisms explaining this relationship is that resilience allows employees to be more effective in dealing with work challenges and stress, so they can maintain their well-being and quality of work life (Aminian et al., 2019). In the context of sailors, work resilience becomes crucial because they face various high job demands and risks, such as isolation, unpredictable work schedules, being away from family, and safety threats (Palavar Şener, 2019). Sailors with strong resilience tend to be better able to adapt, manage stress, and maintain optimal functioning when facing job challenges. This can ultimately improve their quality of work life, including job satisfaction, productivity, and overall well-being.

Furthermore, resilience can also encourage sailors to be more proactive in seeking and utilizing available resources, such as social support, to cope with job demands (Bakker & Demerouti, 2017). Thus, resilient sailors tend to have a better quality of work life because they can manage their resources effectively. Therefore, it can be concluded that work resilience has a positive and significant effect on the quality of work life of sailors. Companies need to consider developing work resilience development programs for sailors, such as stress management training, problem-solving, and social network development, to improve their quality of work life.

### **CONCLUSION**

The findings of this study provide important insights into the relationship between work resilience and quality of work life among sailors. The results demonstrate that work resilience has a positive and significant impact on the quality of work life of sailors. Sailors who possess higher levels of work resilience are better able to adapt, manage stress, and maintain optimal functioning in the face of the unique challenges and risks associated with their profession. This resilience enables them to more effectively utilize available resources and cope with job

demands, ultimately leading to enhanced job satisfaction, productivity, and overall well-being. The positive influence of work resilience on the quality of work life is particularly crucial in the maritime industry, where sailors are often exposed to isolation, unpredictable schedules, separation from family, and safety threats. By developing and fostering work resilience among sailors, companies can help improve their quality of work life and, in turn, support the overall well-being and performance of this vital workforce.

The findings of this study suggest that organizations should consider implementing targeted programs and interventions to cultivate work resilience among sailors. This may include training in stress management, problem-solving, and the development of social support networks. By investing in the resilience of their workforce, companies can enhance the quality of work life for sailors, leading to improved job satisfaction, productivity, and overall organizational success. In conclusion, this study underscores the importance of work resilience as a key factor influencing the quality of work life among sailors. The positive relationship between these two constructs highlights the need for organizations to prioritize the development of resilience-building strategies to support the well-being and performance of this critical segment of the maritime workforce.

## **REFERENCES**

- Parvin, M. M., & Kabir, M. M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, 1(9), 113-123.
- Rethinam, G. S., & Ismail, M. (2008). Constructs of quality of work life: A perspective of information and technology professionals. *European Journal of Social Sciences*, 7(1), 58-70.
- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55(3), 241-302.
- Walton, R. E. (1973). Quality of working life: What is it?. *Sloan Management Review*, 15(1), 11-21.
- Great Place to Work. (2021). *Global Culture Report 2021*. Diakses dari <https://www.greatplacetowork.com/resources/reports/global-culture-report-2021>
- Mercer. (2020). *Global Talent Trends Study 2020*. Diakses dari <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html>
- Shin, J. C., Taylor, M. S., & Seo, M. G. (2019). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 62(3), 822-844.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2020). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 17(2), 129-155.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.

- Hystad, S. W., & Eid, J. (2016). Sleep and fatigue among seafarers: The role of environmental stressors, duration at sea and psychological capital. *Safety and health at work*, 7(4), 363-371.
- Vogt, K., Hakanen, J. J., Brauchli, R., Jenny, G. J., & Bauer, G. F. (2016). The consequences of job crafting: A three-wave study. *European Journal of Work and Organizational Psychology*, 25(3), 353-362.
- Aminian, A., Takagi, H., & Dewi, Y. A. (2019). Assessing the impact of work-related stress on the health and well-being of seafarers. *International maritime health*, 70(2), 86-92.
- Weng, Q., McElroy, J. C., Zhang, W., & Wu, C. (2020). Resilience, work engagement and turnover intentions among cabin crew. *International Journal of Contemporary Hospitality Management*, 32(4), 1277-1296.
- Palavar Şener, G. (2019). The Importance of Social Support for Seafarers' Wellbeing. *TransNav: International Journal on Marine Navigation and Safety of Sea Transportation*, 13(4).
- Youssef-Morgan, C. M., & Luthans, F. (2015). Psychological capital and well-being. *Stress and Health*, 31(3), 180-188.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work–family-specific supervisor and organizational support. *Personnel psychology*, 64(2), 289-313.