

INTISARI

Penelitian ini mengeksplorasi implementasi *Quality of Work Life* (QWL) di era digital melalui studi fenomenologis pada mitra di Berijalan Office. Berbeda dengan studi QWL sebelumnya yang didominasi penelitian kuantitatif dalam konteks kepegawaian tradisional, penelitian ini mengisi kesenjangan dengan menelaah QWL dalam organisasi digital dengan model kepegawaian non-tradisional. Melalui wawancara mendalam dengan enam informan dan analisis data tiga tahap (*open, axial, dan selective coding*), penelitian mengungkapkan tujuh tema utama implementasi QWL: gamifikasi kinerja, digitalisasi sistem kerja, fleksibilitas berbasis aplikasi, kepemimpinan digital-humanis, program pengembangan karir, integrasi sosial, dan keamanan psikologis.

Penelitian mengidentifikasi lima kendala implementasi: keterbatasan kapasitas program pengembangan, kesulitan adaptasi komunikasi, monotonitas tugas, keterbatasan fasilitas fisik, dan ketidakstabilan sistem digital. Faktor kesuksesan meliputi gamifikasi kinerja terstruktur, fleksibilitas kerja berbasis aplikasi, pendekatan kepemimpinan humanis, program "*Adventurous Career*", integrasi teknologi ramah pengguna, program kesejahteraan holistik, fasilitas modern, sistem dukungan responsif, program integrasi sosial, dan dukungan emosional komprehensif.

Mitra Berijalan Office memaknai QWL yang mereka alami sebagai pengalaman transformatif dengan tingkat kepuasan rata-rata 9 dari 10, dengan keterikatan emosional dipengaruhi oleh inklusivitas program QWL yang memberikan akses setara meskipun bukan karyawan tetap. Penelitian menyimpulkan implementasi QWL efektif memerlukan pendekatan adaptif yang menyeimbangkan teknologi dengan nilai kemanusiaan. Kontribusi penelitian mencakup perluasan literatur QWL dengan perspektif digitalisasi-humanis, demonstrasi nilai pendekatan kualitatif, dan rekomendasi praktis untuk mengatasi kendala implementasi.

Kata Kunci: Kualitas Kehidupan Kerja, Organisasi Digital, Kepegawaian Non-Tradisional, Fenomenologi, Pengalaman Kerja

ABSTRACT

This study explores Quality of Work Life (QWL) implementation in the digital era through a phenomenological study of partners at Berijalan Office. Unlike previous predominantly quantitative QWL studies in traditional employment contexts, this research addresses a gap by examining QWL in digital organizations with non-traditional employment models. Through in-depth interviews with six informants and three-stage data analysis (open, axial, and selective coding), the research reveals seven key implementation themes: performance gamification, work system digitalization, application-based flexibility, digital-humanist leadership, career development programs, social integration, and psychological safety.

The study identifies five implementation challenges: limited development program capacity, communication adaptation difficulties, task monotony, physical facility limitations, and digital system instability. Success factors include structured performance gamification, application-based work flexibility, humanistic leadership approaches, the "*Adventurous Career*" program, user-friendly technology integration, holistic welfare programs, modern facilities, responsive support systems, social integration programs, and comprehensive emotional support.

Partners interpret QWL as a transformative experience with an average satisfaction rating of 9 out of 10, with emotional attachment influenced by the inclusivity of QWL programs providing equal access despite non-permanent status. The research concludes that effective QWL implementation requires an adaptive approach balancing technology with human values. Contributions include extending QWL literature with digitalization-humanistic perspectives, demonstrating the value of qualitative approaches, and providing practical recommendations for addressing implementation challenges.

Keywords: Quality of Work Life, Digital Organization, Non-Traditional Employment, Phenomenology, Work Experience