

# The Role of Job Satisfaction in Mediating the Quality of Work Life Effect on Employee Performance

Rahayu Puji Suci\*, Nasharuddin Mas, Mochammad Risky

Universitas Widyagama Malang, Malang, East Java, Indonesia

## ARTICLE INFO

### Article history:

Received : 21 June 2022

Revised : 26 October 2022

Accepted : 28 November 2022

### JEL Classification:

D23, J24, J33, M12

### Key words:

Quality of work life, Job satisfaction, Employee performance

### DOI:

10.14414/jebav.v25i2.3094

## ABSTRACT

This study aims to obtain empirical evidence regarding the role of quality of work life (QWL) in increasing job satisfaction and employee performance, including the ability of job satisfaction to mediate the effect of QWL on employee performance. This study uses a quantitative approach and the method used to analyze data is SEM-PLS. Data are obtained through questionnaires which are distributed to 45 employees of the Regional Development Planning, Research and Development Agency of Batu City. The results show that high quality of work life has an effect on increasing job satisfaction and employee performance. High job satisfaction has an effect on increasing employee performance. In addition, job satisfaction mediates the effect of quality of work life on employee performance, even though the mediating role is partial. The implication of the findings of this research is the importance of the leadership of the Regional Development Planning, Research and Development Agency of Batu City in balancing the interests of the organization and the personal lives of its employees to increase the level of employee satisfaction, so that the performance of employees and the organization is getting better.

## ABSTRAK

Penelitian ini bertujuan untuk mendapatkan bukti empiris mengenai peran kualitas kehidupan dan kerja dalam meningkatkan kepuasan kerja dan kinerja karyawan, termasuk kemampuan kepuasan kerja memediasi pengaruh kualitas kehidupan dan kerja terhadap kinerja karyawan. Penelitian ini menggunakan pendekatan kuantitatif dan metode yang digunakan untuk menganalisis data adalah SEM-PLS. Data diperoleh melalui kuesioner yang dibagikan kepada 45 pegawai Badan Perencanaan Pembangunan Daerah (Bappelitbangda) Kota Batu. Hasil penelitian menunjukkan bahwa kualitas kehidupan dan kerja yang tinggi berpengaruh terhadap peningkatan kepuasan kerja dan kinerja karyawan. Kepuasan kehidupan dan kerja yang tinggi berpengaruh terhadap peningkatan kinerja karyawan. Selain itu, kepuasan kerja memediasi pengaruh kualitas kehidupan dan kerja terhadap kinerja karyawan, meskipun peran mediasi tersebut bersifat parsial. Implikasi dari temuan penelitian ini adalah pentingnya Pimpinan Badan Perencanaan Pembangunan Daerah, Penelitian dan Pengembangan (Bappelitbangda) dalam menyeimbangkan kepentingan organisasi dan kehidupan pribadi pegawainya untuk meningkatkan kepuasan pegawai sehingga kinerja karyawan dan organisasi semakin baik.

## 1. INTRODUCTION

Performance management is an ongoing process of setting goals, assessing progress, and providing guidance and feedback to ensure that each employee meets his career goals and objectives (Ramly, 2022). Improving employee performance will certainly require several things, such as high motivation, adequate competence, good leadership, and a work environment that supports employees to be able to improve their performance. Employee job

satisfaction is a factor that has the potential to affect performance (Mira, et al., 2019; Ramli, 2019; Roberts & David, 2020).

In terms of individual factors, job satisfaction is related to not only enjoyable work, but also happiness and health (Benevene et al., 2019; Satuf et al., 2018). Job satisfaction is important and needs to be considered by every employee because humans are the main factors and actors in the work process. Regardless of whether the work is technology-laden or

\* Corresponding author, email address: poppy.uwg@gmail.com

not, in the end it is humans who will make the work effective or not. Basically, job satisfaction is an individual thing because each individual has a different level of satisfaction according to the value system that applies to each individual. The more aspects that are in accordance with the wishes of the individual, the higher the level of job satisfaction will be. Conversely, the fewer desires that can be fulfilled, the lower the level of job satisfaction will be.

Efforts to understand each other are important to achieve job satisfaction. These efforts include how the organization understands the needs, desires and expectations of its employees, and how employees understand the common goals between themselves and the organization (Tansel & Gazioğlu, 2014). One factor that is thought to have the potential to influence job satisfaction is quality of work life, both at work and at home. Quality of work life (QWL) can reduce work stress (Eisapareh et al., 2020; Foy et al., 2019) and increase organizational commitment (Deery & Jago, 2015; Shabir & Gani, 2020). As a consequence, quality of work life strongly supports improving employee performance (Bataineh, 2019; Paais & Pattiruhu, 2020; Tarigan et al., 2020). Employees will work seriously when their quality of work life is fulfilled.

Several researchers have also found empirical evidence of the role of job satisfaction in mediating the effect of quality of work life on employee performance. The results of research conducted by Chinomona & Dhurup (2014) show that employee job satisfaction is able to mediate the effect of quality of work life on employee work performance. Likewise, the results of research conducted by Aruldos et al. (2020), Ruhana et al. (2019), and Yadav & Rangnekar (2014) also show that job satisfaction is significantly able to mediate the relationship between quality of work life and employee performance. According to the results of research conducted by Carmeli & Freund (2003), job satisfaction mediates the relationship between QWL and work performance. However, there are different research results about the mediating role of job satisfaction. The results of research conducted by Libertya & Azzuhri (2016) indicate that job satisfaction is not successful in mediating the relationship between quality of work life and work performance. Therefore, this study attempts to raise this issue again by focusing on the mediating role of job satisfaction on the effect of quality of work life on the performance of employees of the Regional Development Planning, Research and Development Agency (Indonesia: *Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah / Bappelitbangda*) of Batu City.

The topic of research on the performance of employees of the Regional Development Planning, Research and Development Agency is a novelty because the measurement of the employees used is not the same as that generally used in various previous studies on profit-oriented companies (Breevaart et al., 2015; Platis et al., 2015). The performance of employees of this local government agency is very different because it is related to the success in implementing local government programs and budgets.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

### Employee Performance

Employee performance is the result of work achieved by an employee in accordance with the responsibilities given. Employee performance is related to activities and tasks carried out by employees effectively and efficiently. According to Mathis et al. (2017), employee performance is the result of work, both in quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Improving employee performance is very important to achieve the goals, objectives, vision and mission of the work unit (Muwardi et al., 2020).

In general, employee performance can be seen in terms of the quality and quantity of work. Quality of work includes accuracy, thoroughness, skill, cleanliness of work results, relevance of work results without neglecting the volume of work, and perfection of tasks to skills (Suhardi, 2021). Meanwhile, the quantity of work includes the speed of work, the amount produced, and the number of activity cycles completed (Mathews & Khann, 2016; Na-Nan et al., 2018). However, the employee performance indicators in this study refer to the performance agreement in the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City (2019) which includes regional apparatus organizations with regional medium-term development plans, work plans with regional development work plans, and research and development with regional development planning and implementation.

### Quality of Work Life

Work-life balance is generally considered to be a daily effort to provide time for family and social life in addition to the demands of the workplace (Robbins & Judge, 2019). Work-life balance cannot be pursued by employees alone. This needs to be supported by companies that make policies and procedures that allow employees to have a more

balanced life (Rozaini et al., 2015). Quality of work life is a comprehensive program that covers many needs and desires (Leitão et al., 2019). Employees can clearly see the relationship between increasing their efforts and increasing their rewards and they will be motivated to work even better which in turn will increase their morale. According to Leitao et al. (2019) and Tansel & Gazioğlu (2014), there are seven indicators of quality of work life: compensation (fair and appropriate wages/salaries); working conditions (safe and healthy working conditions); capacity (there is an opportunity to use and develop self-capacity as a human being); opportunities (opportunities to progress and develop); social integration (social relations at work); legal protection (constitutionalism in the workplace); and family life (work and living space as a whole). Dhamija et al. (2019) found that 61 percent of job satisfaction is explained by the quality of work life, and a non-conducive work environment causes a negative relationship with job satisfaction.

### **Job Satisfaction**

According to Robbins & Judge (2019), job satisfaction is related to positive feelings about work resulting from an evaluation of its characteristics. Job satisfaction reflects individual satisfaction with the company in various aspects. It shows the difference between an individual's expectations or values about the job and what the company actually provides. Job satisfaction is a feeling of happiness at work (Benevene et al., 2018; Chinomona & Dhurup, 2014). Those who work always expect to get satisfaction from their place of work, and job satisfaction will affect productivity which is highly expected by the company (Sabuhari et al., 2020; Siengthai et al., 2016). For this reason, company managers need to understand what must be done to create job satisfaction for their employees. Giel & Breuer (2021) state that there are four indicators of job satisfaction: satisfaction with work (this satisfaction is achieved when an employee's work matches the interests and abilities of the employee); satisfaction with rewards (employees feel the salary or wages they receive are in accordance with their workload and are balanced with other employees working in the organization); satisfaction with colleagues (employees are satisfied with colleagues who are able to provide technical assistance and social encouragement); and promotion opportunities (opportunities to improve positions in the organizational structure).

### **Quality of Work Life (QWL) and Job Satisfaction**

Quality of work life is the quality of life at work and

outside the workplace, or at home (Ruhana, 2019; Shabir & Gani, 2020). Totawar & Nambudiri (2013) have studied the effect of quality of work life on job satisfaction, and the results show that quality of work life (QWL) has a positive and significant effect on job satisfaction. The results of research conducted by Lee et al. (2015) show that QWL dimensions such as health - safety needs and economic - family needs have a positive and significant effect on job dissatisfaction, while the dimensions of self-actualization and esteem needs, social needs, as well as knowledge and aesthetic needs have a positive and significant effect on job satisfaction. Hermawati & Mas (2017) prove that QWL has a positive and significant effect on employee performance. Zaman et al. (2022) and Zulk Arnain & Manurung (2020) prove that QWL has a positive and significant effect on job satisfaction. According to Jin et al. (2016), employees who have high active followers feel greater job satisfaction when perceptions of supervisory support are high. On the other hand, employees who have a high level of active participation feel greater job satisfaction when the performance-oriented culture is low. The results of a study conducted by Arulldoss et al. (2021) show that QWL has a positive and significant effect on job satisfaction, and job satisfaction is able to mediate quality of work life with work-life-balance. Furthermore, according to research conducted by Nanjundeswaraswamy & Beloor (2022), in general, employees of garment companies in India are dissatisfied with the quality of work life they are currently experiencing, including those related to compensation and rewards, job security, grievance handling, work environment, training and development, job nature, job satisfaction, facilities, and relations and cooperation.

**H<sub>1</sub>:** High quality of work life has an effect on increasing employee job satisfaction

### **Quality of Work Life and Employee Performance**

Quality of work life reflects pleasant conditions of a supportive workplace which can minimize employee intention to move to another company and increase employee satisfaction by guaranteeing decent rewards (Rubel & Kee, 2014). Furthermore, employees will be more motivated to perform better (Xu et al., 2022). Several researchers have examined the effect of quality of work life on employee performance. The results of research conducted by Pio (2021), Pio & Tampi (2018), and Tarigan et al. (2020) show that QWL has a positive and significant effect on employee performance. Likewise, the results of research conducted by Hermawati & Mas (2017)

show that QWL has a positive and significant effect on organizational citizenship behavior (OCB) and employee performance.

**H<sub>2</sub>:** High quality of work life has an effect on increasing employee performance

### Job Satisfaction and Employee Performance

Job satisfaction reflects individual satisfaction with the company in various aspects which include work, rewards, promotions, colleagues, and superiors. Meanwhile, performance reflects the effectiveness of employees as a whole to meet the needs set through systemic efforts. Thus, performance is the answer to the success or failure of the employee's goals that have been set. According to Indarti et al. (2017) and Siengthai et al. (2016), the higher the job satisfaction, the higher the performance will be. The results of research conducted by García-Chas et al. (2016) show that job satisfaction is stronger among engineers and affects their performance. Ramendra & Gopal (2013) find that high job satisfaction due to work experience has better performance. Barakat et al. (2015) prove that job satisfaction affects employee performance in multinational companies. However, Pawirosumarto et al. (2017) find the opposite that job satisfaction does not have a significant and positive effect on employee performance and it is not a mediating variable.

**H<sub>3</sub>:** High job satisfaction has an effect on increasing employee performance

### The Mediating Role of Job Satisfaction

Several previous empirical studies have examined the mediating role of job satisfaction. The results of research conducted by Chinomona & Dhurup (2014)

show that employee job satisfaction is significantly able to mediate the relationship between quality of work life and work performance. This is in line with the results of research conducted by Ruhana et al. (2019) that employee job satisfaction is significantly able to mediate the relationship between QWL and performance and organizational citizenship behavior. However, the results of research conducted by Libertya & Azzuhri (2016) show that job satisfaction is not successful in mediating the relationship between QWL and employee performance as well as organizational citizenship behavior. Singh (2022) found that employee commitment is able to mediate the effect of QWL on employee performance. However, the research conducted by Singh raised employee commitment as a mediating variable. Meanwhile, the mediating variable used in this study is job satisfaction.

**H<sub>4</sub>:** Job satisfaction mediates the effect of quality of work life on employee performance

### 3. RESEARCH METHOD

This study uses a quantitative approach. There are three variables analyzed: quality of work life (QWL), job satisfaction, and employee performance. The research location is the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City, which has 45 employees as a population. According to Sugiono (2018), a population that is less than 100 should all be taken as a sample. This sampling method is known as the Census Method. Thus, the research sample consists of 45 people. The data analysis method uses SEM-SmartPLS. The following is the operational definition of the variables.

**Table 1.** Operational definition of the variables

Variable	Indicator		Item
Quality of Work Life (Leitão et al., 2019)	Compensation (X <sub>11</sub> )	X <sub>111</sub>	Fair income
		X <sub>112</sub>	Appropriate workload
	Working conditions (X <sub>12</sub> )	X <sub>121</sub>	Number of working hours
		X <sub>122</sub>	Total workload
	Capacity (X <sub>13</sub> )	X <sub>131</sub>	Work autonomy
		X <sub>132</sub>	Job evaluation

Variable	Indicator		Item
Job Satisfaction (Giel & Breuer, 2021)	Opportunity (X <sub>14</sub> )	X <sub>141</sub>	Quality development
		X <sub>142</sub>	HR training
	Social integration (X <sub>15</sub> )	X <sub>151</sub>	Solidarity
		X <sub>152</sub>	Conducive work environment
	Legal protection (X <sub>16</sub> )	X <sub>161</sub>	Freedom of expression
		X <sub>162</sub>	Compliance with the rules
	Family life (X <sub>17</sub> )	X <sub>171</sub>	Undisturbed family
		X <sub>172</sub>	Availability of time for recreation
		Z <sub>111</sub>	Desirable job
	Satisfaction with job (Z <sub>11</sub> )	Z <sub>112</sub>	Jobs according to education
		Z <sub>113</sub>	Adequate facilities
		Z <sub>121</sub>	Satisfaction with base salary
		Z <sub>122</sub>	Satisfaction with benefits
	Satisfaction with rewards (Z <sub>12</sub> )	Z <sub>123</sub>	Salary according to workload
		Z <sub>131</sub>	Good family atmosphere
		Z <sub>132</sub>	Fulfillment of social needs
		Z <sub>133</sub>	Colleagues ready to help
	Satisfaction with col- leagues (Z <sub>13</sub> )	Z <sub>141</sub>	Opportunities for promotion are wide open
		Z <sub>142</sub>	Good performance gets promotion
		Z <sub>143</sub>	There is no discrimination in promotion
		Y <sub>111</sub>	Compatibility between the indicators of the regional apparatus organizational strategic plan (OPD) and the regional medium-term development plan (RPJMD)

#### 4. DATA ANALYSIS AND DISCUSSION

##### Characteristics of Respondents

The following is an explanation of the results obtained based on response characteristics which include gender, rank, education, age, and years of service.

##### Description of Respondents' Responses

The seven indicators of the quality of work life (QWL) variable produce an average score of 4.15, or high. Items with the highest responses for each indicator are fair wage / salary in the compensation indicator, number of hours worked in the working conditions indicator, work evaluation in the capacity indicator,

Quality development in the opportunity indicator, conducive work environment in the social integration indicator, freedom of expression in the legal

protection indicator, as well as the availability of time for recreation in family life indicator.

**Table 2.** Characteristics of respondents

No.	Characteristics of Respondents	Number of Respondents	Percentage (%)
Gender			
1	Male	31	69.0
2	Female	14	31.0
Rank			
2	IIc	2	4.4
3	IId	4	8.8
4	IIIa	6	13.3
5	IIIb	2	4.4
6	IIIc	5	11.1
7	IIId	23	51.1
8	IVa	2	4.4
Education			
1	Master's Degrees / S2	16	35.5
2	Bachelor's Degrees/ S1	25	55.5
3	Associate Degrees	2	4.5
4	High School	2	4.5
Age			
1	25 – 30	1	2.2
2	31 – 35	4	8.8
3	36 – 40	11	24.4
4	41 – 45	20	44.4
5	46 – 50	8	17.7
6	51 – 55	1	2.2
Years of service			
1	0 – 5	2	4.4
2	6 – 10	6	13.3
3	11 – 15	27	60.0
4	16 – 20	8	17.7
5	20 >	2	4.4

Source: Processed data, 2021

The four indicators of job satisfaction variable produce an average score of 4.14 or high. Items with the highest responses for each indicator are adequate facilities in the indicator of satisfaction with work, salary according to workload in the indicator of satisfaction with rewards, colleagues ready to help in the indicator of satisfaction with colleagues, and opportunities for promotion are wide open in the indicator of promotion opportunity.

The three indicators of performance variable produce an average score of 4.11 or high. Items with the highest responses for each indicator are the performance plan in the Regional Medium Term Development Plan (RPJMD) is based on the budget ceiling in the indicator of the Regional Apparatus Organization (OPD) with the Regional Medium Term Development Plan (RPJMD), the Regional Government Work Plan (RKPD) is based on budget ceiling in the indicator of work plan with the Regional Development Work Plan (RKPD), and the

percentage of research and development (R&D) results is according to Regional Development Planning and Implementation (PPPD) in the indicator of research and development (R&D) with Regional Development Planning and Implementation (PPPD).

### Research Instrument Test

The research instrument test is carried out using a measurement model (outer model) to determine the specification of the relationship between latent variables and their manifest variables. The testing includes convergent validity and discriminate validity, and construct reliability and validity. Table 3 presents the results of convergent validity where all indicators have a loading factor above 0.70, which means that all indicators are valid (Hair et al., 2021).

Furthermore, the results of the discriminant validity test in Table 4 show that the outer loading of each construct (bold) is higher than the cross-loading. This means that each construct measures accordingly,

which is different from other constructs. Meanwhile, the test results related to construct reliability and validity in Table 5 show that all constructs are reliable because they have Cronbach's Alpha and Composite

Reliability values greater than 0.60 and Average Variance Extracted (AVE) values exceeding 0.50 (Hair et al., 2021).

**Table 3.** Convergent validity (Outer loading)

Item	QWL (X)	Job Satisfaction (Z)	Employee Performance (Y)
X <sub>111</sub>	0.909		
X <sub>112</sub>	0.915		
X <sub>121</sub>	0.869		
X <sub>122</sub>	0.888		
X <sub>131</sub>	0.966		
X <sub>132</sub>	0.896		
X <sub>141</sub>	0.882		
X <sub>142</sub>	0.798		
X <sub>151</sub>	0.843		
X <sub>152</sub>	0.881		
X <sub>161</sub>	0.877		
X <sub>162</sub>	0.906		
X <sub>171</sub>	0.866		
X <sub>172</sub>	0.918		
Z <sub>111</sub>		0.926	
Z <sub>112</sub>		0.907	
Z <sub>113</sub>		0.944	
Z <sub>121</sub>		0.936	
Z <sub>122</sub>		0.734	
Z <sub>123</sub>		0.861	
Z <sub>131</sub>		0.922	
Z <sub>132</sub>		0.963	
Z <sub>133</sub>		0.954	
Z <sub>141</sub>		0.926	
Z <sub>142</sub>		0.890	
Z <sub>143</sub>		0.737	
Y <sub>111</sub>			0.871
Y <sub>112</sub>			0.872
Y <sub>113</sub>			0.752
Y <sub>121</sub>			0.854
Y <sub>122</sub>			0.870
Y <sub>123</sub>			0.843
Y <sub>131</sub>			0.960
Y <sub>132</sub>			0.874
Y <sub>133</sub>			0.783

Source: Processed data, 2022

**Table 4.** Discriminant validity

No.		QWL	Job satisfaction	Employee Performance
1	Quality of Work Life (QWL)	<b>0.823</b>		
2	Job satisfaction	0.548	<b>0.770</b>	
3	Employee Performance	0.567	0.565	<b>0.743</b>

Source: Processed data, 2021

**Table 5.** Construct reliability and validity

No	Variable Relations	Cronbach's Alpha	Composite Reliability	AVE	rho_A
1	Quality of Work Life (QWL)	0.972	0.976	0.742	0.976
2	Job satisfaction	0.928	0.939	0.663	0.932
3	Employee Performance	0.901	0.920	0.662	0.906

Source: Processed data, 2021

### Evaluation of Structural Model

Table 6 presents the results of the evaluation of the structural model. Employee performance has an R-square value of 0.762. According to Hair et al. (2021), an R-square value exceeding 0.70 indicates that the

model is good. This means that 76.2 percent of the variation in employee performance can be explained by the variables of quality of work life and employee job satisfaction.

**Table 6.** Structural model evaluation

No.		R-Square	The value of $Q^2 = 1 - (1 - R_1^2) \times (1 - R_2^2)$
1	Job satisfaction	0.616	The value of $Q^2 = 1 - (1 - 0.616) \times (1 - 0.762)$
2	Employee Performance	0.762	The value of $Q^2 = 1 - (0.384 \times 0.238)$
			The value of $Q^2 = 0.91$ or 91 % (Predictive Value) greater than 0.5 has fulfilled

Source: Processed data, 2021

### Hypothesis Testing Results

This study describes a model of the relationship between job satisfaction and employee performance associated with QWL (quality of work life) for employees of the Regional Development Planning, Research and Development Agency (Indonesia: *Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah / Bappelitbangda*) of Batu City. There are two discussions carried out on the results of the analysis and after testing the hypotheses. The first

is a discussion of the results of testing the indicators of each research variable consisting of QWL (quality of work life), job satisfaction, and employee performance. The second is a discussion of the results of hypothesis testing using the results of previous empirical research and related theories, whether the results of these empirical studies and theories support or contradict the results of hypothesis testing. The testing results are presented in Table 7.

**Table 7.** Hypothesis testing results

No	Relationship between Variables	Path Coefficient	t-Statistics	Sig.	Decision
1	QWL → Job satisfaction	0.785	10.847	0.000	Hypothesis 1 is accepted
2	QWL → Employee Performance	0.582	5.211	0.000	Hypothesis 2 is accepted
3	Job Satisfaction → Employee Performance	0.338	2.276	0.007	Hypothesis 3 is accepted
4	QWL → Job Satisfaction → Employee Performance	0.266	2.688	0.007	Hypothesis 4 is accepted

Source: Processed data, 2021

### The Effect of QWL (quality of work life) on Job Satisfaction

The results of testing hypothesis 1 show that QWL has a significant effect on job satisfaction. The results of the path coefficient analysis are positive, as an indication that the influence of both is unidirectional and quite strong (significant). This means that high quality of work life has an effect on increasing the job satisfaction of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. Quality of work life is defined as a workplace strategy that supports and maintains employee satisfaction with the aim of improving the working conditions of employees and employees as well as benefits for employers. Quality of work life is related to the high level of satisfaction of individuals who enjoy their work.

The results of this study support the results of various empirical studies that have been used as research references. The results of research conducted

by Totawar & Nambudiri (2013) show that the quality of work life has a positive and significant effect on job satisfaction, and the quality of work life is significantly able to mediate the relationship between organizational justice and job satisfaction. The results of research conducted by Hermawati & Mas (2017), Jin et al. (2016), Muscat & Reitsamer (2020), Zaman, et al. (2022), and Zulkarnain & Manurung (2020) also show that quality of work life has a positive and significant effect on employee job satisfaction. For government employees in the Regional Development Planning, Research and Development Agency (Indonesia: *Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah / Bappelitbangda*) of Batu City, quality of work life is a necessary factor to improve work performance. Employees demand a balance in terms of compensation, working conditions, career opportunities, social integration and family life.



### **The Effect of QWL (quality of work life) on Employee Performance**

Performance is the quality of employees in carrying out their duties. Performance is also the quality of achieving tasks, whether carried out individually or in groups. Therefore, an employee's self-awareness to succeed can be seen from the employee's performance. The results of testing hypothesis 2 show that the quality of work life has an influence on employee performance. The results of the path coefficient analysis are positive, indicating that the influence of both is unidirectional and significant. This means that high quality of work life has an effect on increasing the performance of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. The results of this study support the results of various empirical studies that have been used as research references. The results of research conducted by Pio & Tampi (2018) show that quality of work life has a positive and significant effect on job satisfaction and performance. Likewise, the results of research conducted by Pio (2022) and Tarigan et al. (2021) also show that quality of work life has a positive effect on employee performance. Employees will be more motivated to improve their performance when the local government provides a balance in terms of rewards at work, working conditions, compensation, career opportunities, social needs and family interests.

### **The Effect of Job Satisfaction on Employee Performance**

The results of testing hypothesis 3 show that job satisfaction affects employee performance. The results of the path coefficient analysis are positive, indicating that the influence of the two is unidirectional and significant. This means that high job satisfaction has an effect on increasing performance of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. The job satisfaction which is an important factor for the employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City includes satisfaction with work, rewards, promotions, and co-workers.

The results of this study support the results of various empirical studies that have been used as research references. The results of research conducted by Indarti et al. (2017) show that the higher the job satisfaction, the higher the performance. Likewise, the results of research conducted by Barakat et al. (2015), García-Chas et al. (2016) and Siengthai et al.

(2016) also show that job satisfaction positively and significantly boosts employee performance.

### **The Mediating Role of Job Satisfaction**

The results of testing hypothesis 4 show that job satisfaction has a role in mediating the effect of quality of work life on employee performance. The results of the path coefficient analysis are positive, indicating that the influence of both is unidirectional and significant. This means that job satisfaction is able to mediate the effect of quality of work life on the performance of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. Noting that the quality of work life has a significant effect on job satisfaction and job satisfaction also has a significant effect on employee performance, the mediating role of job satisfaction in the effect of quality of work life on employee performance is partial mediation. The coefficient value of the direct effect of quality of work life on performance is greater than the coefficient value of the indirect effect through job satisfaction (0.582 compared to 0.266). This means that efforts to improve employee performance are better done directly by creating a balance between company needs and employee personal needs.

The results of this study support the results of various empirical studies that have been used as research references. The results of research conducted by Aruldoss et al. (2020) and Ruhana et al. (2019) show that job satisfaction is significantly able to mediate the relationship between quality of work life and employee performance. The results of this study provide evidence that supports the novelty of this research that job satisfaction is able to mediate the effect of quality of work life on employee performance, even though the mediating role is partial.

## **5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS**

This study aims to examine the effect of quality of work life on employee performance mediated by job satisfaction in the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. The results of this study indicate that high quality of work life (QWL) has an effect on increasing the job satisfaction and performance of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City. Job satisfaction is able to mediate the effect of quality of work life on employee performance, even though the mediating role is partial. This result is supported by a number

of the highest items including conducive work environment in the quality of work life variable, adequate facilities in the job satisfaction variable, as well as a performance plan for the Regional Government Work Plan (RKPD) based on the budget ceiling in the employee performance variable. Job satisfaction is able to mediate significantly, but its mediating role is not as strong as the direct influence of quality of work life on employee performance. This research provides important evidence that the quality of work life is needed to encourage increased job satisfaction. When employees feel their work needs are met, their enthusiasm for work and innovation will increase which in turn affects the work and performance of employees. It is proven that the work environment and facilities are very important and are the items that receive the highest response.

This study contributes to local government agency leaders and literature related to human resource management. This research also provides practical implications that leaders of Regional Government Agencies need to realize the importance of quality of work life and work-life balance of employees in achieving organizational effectiveness.

The limitation of this study is that the factors used to reveal the responses of employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City to employee performance are only limited to direct factors and job satisfaction. Therefore, it is necessary to conduct broader research to reveal employee responses to the overall performance of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) of Batu City, for example by adding compensation as an independent variable. Subsequent research can also include employees of the Regional Development Planning, Research and Development Agency (*Bappelitbangda*) in various regions.

## REFERENCES

- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2020). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 18(1), 36-62.
- Barakat, L. L., Lorenz, M. P., Ramsey, J. R., & Cretoiu, S. L. (2015). Global managers. *International Journal of Emerging Markets*, 10(4), 781-800.
- Bappelitbangda Kota Batu. (2019). Keputusan Kepala Badan Perencanaan Pembangunan Penelitian dan Pengembangan Daerah Kota Batu Nomor: 180/Kep/422.201/2019 tentang Penetapan Indikator Kinerja Utama (IKU) pada Badan Perencanaan Pembangunan Penelitian dan Pengembangan Daerah Kota Batu
- Bataineh, K. A. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
- Benevene, P., Ittan, M. M., & Cortini, M. (2018). Self-esteem and happiness as predictors of school teachers' health: the mediating role of job satisfaction. *Frontiers in psychology*, 9, 933.
- Breevaart, K., Bakker, A. B., Demerouti, E., & van den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*, 30(7), 754-770.
- Chinomona, R., & Dhurup, M. (2014). The influence of the quality of working life on employee job satisfaction, job commitment and tenure intention in the SME sector in Zimbabwe. *South African Journal of Economic and Management Sciences*, 17(4), 363-378.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453-472.
- Eisapareh, K., Nazari, M., Kaveh, M. H., & Ghahremani, L. (2020). The relationship between job stress and health literacy with the quality of work life among Iranian industrial workers: The moderating role of social support. *Current Psychology*, 1-9
- Foy, T., Dwyer, R. J., Nafarrete, R., Hammoud, M. S. S., & Rockett, P. (2019). Managing job performance, social support and work-life conflict to reduce workplace stress. *International Journal of Productivity and Performance Management*, 68(6), 1018-1041.
- García-Chas, R., Neira-Fontela, E., & Varela-Neira, C. (2016). High-performance work systems and job satisfaction: a multilevel model. *Journal of Managerial Psychology*, 31(2), 451-466.
- Giel, T., & Breuer, C. (2021). The general and facet-specific job satisfaction of voluntary referees based on the model of effort-reward imbalance. *European Sport Management Quarterly*, 1-23.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hermawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and*

*Management*, 59(6), 1143-1158.

- Indarti, S., Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development*, 36(10), 1283-1293.
- Jin, M., McDonald, B., & Park, J. (2016). Followership and job satisfaction in the public sector. *International Journal of Public Sector Management*, 29(3), 218-237.
- Lee, J., Back, K. J., & Chan, E. S. W. (2015). Quality of work life and job satisfaction among frontline hotel employees: a self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27(5), 768-789.
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), 3803.
- Libertya, D. N., & Azzuhri, M. (2016). Pengaruh quality of work life (QWL) terhadap kepuasan kerja dan dampaknya terhadap organizational citizenship behavior (OCB) (Studi pada Bank Rakyat Indonesia Kantor Cabang Malang Martadinata). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 4(2), 1-9.
- Mathews, C., & Khann, I. K. (2016). Impact of work environment on performance of employees in manufacturing sector in India: Literature review. *International journal of science and research (IJSR)*, 5(4), 852-855.
- Mathis, R. L., Jackson, J. H., Valetine, S. R., & Meglich, P. A. (2017). *Human resources management* 15<sup>th</sup>. Boston: Chengage Learning.
- Mira, M., Choong, Y., & Thim, C. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786.
- Muskat, B., & Reitsamer, B. F. (2019). Quality of work life and Generation Y: How gender and organizational type moderate job satisfaction. *Personnel Review*, 49(1), 265-283.
- Muwardi, D., Saide, S., Indrajit, E., Iqbal, M., Astuti, S., & Herzavina, H. (2020). Intangible resources and institution performance: The concern of intellectual capital, employee performance, job satisfaction, and its impact on organization performance. *International Journal of Innovation Management*, 24(05), 2150009.
- Na-Nan, K., Chaiprasit, K., & Pukkeeree, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*, 35(10), 2436-2449.
- Nanjundeswaraswamy, T. S., & Beloor, V. (2022). Quality of work life of employees working in the Indian garment industry. *Research Journal of Textile and Apparel*, ahead-of-print
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan. *Management*, 59(6), 1337-1358.
- Pio, R. J. (2021). The mediation effect of quality of worklife and job satisfaction in the relationship between spiritual leadership to employee performance. *International Journal of Law and Management*, 64(1), 1-17.
- Pio, R. J., & Tampi, J. R. E. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior. *International Journal of Law and Management*, 60(2), 757-767.
- Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *PROCEDIA-Social and behavioral sciences*, 175, 480-487.
- Ramendra, S., & Gopal, D. (2013). The impact of job satisfaction, adaptive selling behaviors and customer orientation on salesperson's performance: exploring the moderating role of selling experience. *The Journal of Business and Industrial Marketing*, 28(7), 554-564.
- Ramli, A. H. (2019). Work environment, job satisfaction and employee performance in health services. *Business and Entrepreneurial Review*, 19(1), 29-42.
- Ramly, A. T. (2022). *Manajemen kinerja SDM*. Yogyakarta: Bintang Pustaka Madani.
- Robbins, S. P. & Timothy A Judge, T. A. (2019). *Organizational behavior*, 18<sup>th</sup> edition. New Jersey: Pearson Education.
- Roberts, J. A. & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702.

- Rozaini, R., Norailis, A. W., & Aida, B. (2015). Roles of organizational support in quality of work life in insurance industry. *Journal of Economics, Business and Management*, 3(8), 753-757.
- Rubel, M. R. B., & Kee, D. M. H. (2014). Quality of work life and employee performance: Antecedent and outcome of job satisfaction in Partial Least Square (PLS). *World Applied Sciences Journal*, 31(4), 456-467.
- Ruhana, I. (2019). The effect of quality of work life (QWL) on job satisfaction and organization citizenship behavior (OCB) (A study of nurse at numerous hospitals in Malang, Indonesia). *JPAS (Journal of Public Administration Studies)*, 4(2), 51-58.
- Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, 10(8), 1775-1786.
- Satuf, C., Monteiro, S., Pereira, H., Esgalhado, G., Marina Afonso, R., & Loureiro, M. (2018). The protective effect of job satisfaction in health, happiness, well-being and self-esteem. *International journal of occupational safety and ergonomics*, 24(2), 181-189.
- Shabir, S., & Gani, A. (2020). Impact of work-life balance on organizational commitment of women health-care workers: Structural modeling approach. *International Journal of Organizational Analysis*, 28(4), 917-939.
- Siengthai, S., & Pila-Ngarm, P. (2016, August). The interaction effect of job redesign and job satisfaction on employee performance. In *Evidence-based HRM: a Global Forum for Empirical Scholarship* (Vol. 4, No. 2, pp. 162-180). Emerald Group Publishing Limited.
- Singh, A. (2021). The mediating role of employee commitment between quality of work-life and job performance of the faculty. *Industrial and Commercial Training*, 54(2), 250-266.
- Sugiyono (2018). *Metode penelitian bisnis, pendekatan kuantitatif, kualitatif, kombinasi, dan R & D, penelitian evaluasi*. Bandung: Alfabeta
- Suhardi, S. (2021). Employee Performance of Life Insurance Companies: The Mediating Effect of Organizational Citizenship Behavior. *Journal of Economics, Business, and Accountancy Ventura*, 24(3), 392-407.
- Tansel, A., & Gazioğlu, Ş. (2014). Management-employee relations, firm size and job satisfaction. *International Journal of Manpower*, 35(8), 1260-1275.
- Tarigan, J., Susanto, A. R. S., Hatane, S. E., Jie, F., & Foedjiawati, F. (2020). Corporate social responsibility, job pursuit intention, quality of work life and employee performance: case study from Indonesia controversial industry. *Asia-Pacific Journal of Business Administration*, 13(2), 141-158.
- Totawar, A. K., & Nambudiri, R. (2014). Can Fairness Explain Satisfaction? Mediation of Quality of Work Life (QWL) in the Influence of Organizational Justice on Job Satisfaction. *South Asian Journal of Management*, 21(2), 101-122.
- Xu, Y., Jie, D., Wu, H., Shi, X., Badulescu, D., Akbar, S., & Badulescu, A. (2022). Reducing Employee Turnover Intentions in Tourism and Hospitality Sector: The Mediating Effect of Quality of Work Life and Intrinsic Motivation. *International Journal of Environmental Research and Public Health*, 19(18), 11222
- Yadav, M., & Rangnekar, S. (2014). Job Satisfaction as Mediator of Association between Role Clarity and Organisational Citizenship Behaviour. *Review of HRM*, 3, 156-167.
- Zaman, S., Ansari, A. H., & Chaturvedi, S. (2021). Work-life enablers for job satisfaction in healthcare: moderating role of organization type. *Industrial and Commercial Training*, 54(1), 95-122.
- Zulkarnain, D. & Manurung, A. D. R. (2020). The influences of transformational leadership, organizational citizenship behavior, and quality of work life on the job satisfaction. *Dinasti International Journal of Management Science*, 1(3), 331-346.