

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE

Retno Purwani Setyaningrum¹, Muhamad Ekhsan²

Department of Management, Faculty of Economics Business and Social Science,
Universitas Pelita Bangsa.

retno.purwani.setyaningrum@pelitabangsa.ac.id, muhamad.ekhsan@pelitabangsa.ac.id

ABSTRACT

Employee performance plays an important role in terms of organizational continuity. The success of the entire implementation of work tasks of an organization is largely determined by the existence of quality human resource management. Employee engagement should be more than just a systematic approach, it should be part of the company culture and part of the management philosophy. The purpose of this study was to determine the effect of quality of work-life on performance mediated by job satisfaction. The number of samples in this study was all employees in the production department of an electronics company in the Jababeka industrial area with a total of 72 respondents. This study has been performed using the Smart PLS analysis tool using quantitative methods. The selection is conducted via a Google Form, which completes an online survey. Data analysis techniques used in this research are R-square checks, bootstrapping, route coefficient, and some indirect effects. Results have shown that work-life quality affects employee performance, work-life quality influences job satisfaction, job satisfaction affects employee performance and job satisfaction can help mediate work-life quality on employee performance.

Keywords: Quality of Work Life, Job Satisfaction, Employee Performance.

INTRODUCTION

The successful implementation of all tasks in an organization is highly dependent on the existence of high-quality human resource management. Mathis and Jackson (2004) show that human resource management is a formal system design in an organization to ensure the effective and efficient use of talent to achieve organizational goals. Today organizations are increasingly aware of the importance of retaining employees as an important resource for the development of their organization or company. But on the other hand, employees are also creatures who have certain ideas, feelings, needs, and expectations. Therefore, it is necessary to be part of the organization to create conditions that encourage and allow employees to develop and improve their abilities and skills as well as possible, to provide the best results for the achievement of company goals (Ruhyaningtias & Hapsari, 2013). According to Mangkunegara (2016) performance is the result of the quality and quantity of work performed by an employee by following the responsibilities assigned to him. At the same time, Armstrong (2009) explained that performance is the result of work, and work is closely related to organizational strategic objectives, customer satisfaction, and contribution to the economy.

Getting good employee performance is not easy, because it is influenced by several factors, including the quality of good work-life. Cascio (2014) argued that the quality of work-life includes activities within the company that is designed to improve working and living conditions, to stimulate employee morale to achieve company goals. According to Veithzal (2004) for a company to be successful, employee engagement should not only be a systematic approach but must also become part

of the company's management culture and philosophy. The most common way to improve the quality of work and life is employee engagement. Employee engagement includes a variety of systematic methods for employees to participate in decision making and their relationship to work, tasks, and the company. By working hard to involve employees in decision making, employees will feel responsible and have a sense of belonging. About concerning the link between the quality of work and performance of workers, it is shown that there is a positive relationship between quality of life at work and performance at work, as shown by Rathamani (2013), Majumdar *et al.* (2012), Shahbazi *et al.* (2011). Workers with a good quality of work would provide employees with job satisfaction. Fatehi *et al.* (2015) demonstrate that work-life quality affects work satisfaction positively and significantly. The urge of employees to remain and survive may also be motivated by good working life quality. Another factor that can influence employee performance is work satisfaction.

Robbins (2013) emphasizes the views in his book which show that employees with high job satisfaction have a positive attitude towards their work, while employees with low job satisfaction tend to have negative attitudes towards their work. profession. According to Veithzal (2004), there are many reasons why companies pay great attention to job satisfaction, which can be classified according to the level of attention of the employee or company. First, everyone has the right to be treated fairly and with respect. This point of view is from a human perspective. Job satisfaction is an extension of good treatment. Second, in terms of interest, job satisfaction can create a behavior that affects the functioning of the company. Differences in job satisfaction between organizational units can diagnose potential problems. The level of employee job satisfaction will have an impact on employee performance. Regarding employee performance, the above statement is supported by Aftab's research (2012), and Fadlallah (2015) shows that there is a positive and important relationship between job satisfaction and employee performance. Judging from the results of previous research, there are many things related to future research. Therefore, previous research has variables related to the quality of work-life, job satisfaction, organizational commitment, and employee performance, which greatly help further research.

The object of this research is one of the leading electronics companies located in the Jababeka Cikarang industrial area. The phenomenon is related to decreased employee performance. This can be seen from the results of the 2020 average productivity which has not reached the target. Overall, this phenomenon will certainly have an impact on the influence of each company department. Based on this description, the purpose of this study was to determine the direct effect of quality of work-life on employee performance, quality of work-life on employee performance, job satisfaction with employee performance, and to determine the indirect effect of quality of work-life on employee performance through the job. satisfaction.

LITERATURE REVIEW

Employee Performance

Armstrong (2006) clarified that success is the product of actions that are closely linked, happy consumers, and contribute economically to the organization's strategic goals. Henry (2004) reports that performance is a measure of an organization's progress in fulfilling its mission and of the individual as a whole in carrying out tasks for a certain amount of time such as job standards, goals, objectives, and agreed criteria. Mathis (2015) meanwhile notes that success is simply what workers do or do not. The fact that each employee has various levels of expertise in doing his or her job is that Chen (2004) finds out about the work of an employee. Bakiev (2013) found that measuring output is a very wide-ranging phenomenon and is present in every discipline market. The product of all input and effort during the process is efficiency. Therefore, it is very important to evaluate employee efficiency to find out if a specific company meets its objectives.

Quality of Work Life

According to Gibson (2011), the concept of quality of work-life is a management philosophy that can increase the dignity and worth of all workers. Introducing organizational and cultural changes to improve employees' physical and mental health. The quality of work-life can be divided into two views, according to research by Cascio (2015): the first view is that the quality of working life is a collection of company priorities requirements and activities (such as internal promotion policies, systems). Oversight, engagement of workers, and healthy conditions of work. The second view describes the quality of working life as a perception of employees that makes their employees feel healthy, fulfilled and willing to grow and evolve like human beings. Quality of working life is a management viewpoint for individuals, staff, and organizations, according to Ivancevich *et al* (2007). Quality of work life is intended as a management concept to increase employee self-esteem, introduce changes in organizational culture and improve the physical and emotional condition of employees. With improvements and changes, employees will have the opportunity to grow and develop.

Job Satisfaction

According to Luthans (2002), the notion of satisfaction is comprehensive, includes cognition, emotion, and evaluation of responses or attitudes, and shows that satisfaction is a happy emotional state or generated by evaluating work or experience. Other positive emotions or job satisfaction are the results of employees feeling that their job provides important things. According to Armstrong (2006), job satisfaction can be defined as a person's behavior and feelings about the job they have. A positive and positive attitude towards work indicates job satisfaction. A negative and unpleasant attitude towards work indicates dissatisfaction with work. Meanwhile, according to Robbins (2017) Job satisfaction describes positive feelings about a job, which is obtained by evaluating job characteristics. People who

are happy with their work have optimistic feelings and people who are satisfied by their employers have a negative feeling.

HYPOTHESIS DEVELOPMENT

Relationship of Quality of Work Life to Performance

According to Mangkunegara (2016) performance is the result of the quality and quantity of work performed by an employee by following tasks assigned to him. Performance is influenced by several variables, one of which is the quality of work life. Some literature concludes that these two variables have a significant relationship. For example in research conducted by Rathamani (2013) entitled *The Study of the Quality of Work and Life of Employees in the Sipcot Textile Industry-Perundurai*. The study sample included 50 employees. The results showed that the quality of work-life has an effect on employee productivity in the textile industry. Similar results were obtained from the study of Majumdar *et al.* (2012) and Shahbazi *et al.* (2011), the results showed that there was a positive relationship between work quality and the performance of the head of the Esfahan University department and Eshafin Medical University. Based on the relationship between these two variables, the following hypothesis can be stated:

H1: Has a significant influence on work quality and performance.

Relationship of Quality of Work Life with work satisfaction

Rubel *et al* (2014) analyze findings that indicate that work-life quality is closely linked to employment satisfaction (supervisory behavior, wages and benefits, and work-to-life balance). These results also show that supervisors play an important role in increasing the satisfaction of workers which previous research is also supportive of. This result is consistent with previous literature, which indicates that the quality of work and job satisfaction are positive. This research, on the other hand, showed a significant positive relationship between work satisfaction and success. Research carried out by Kermansaravi *et al.* (2015) shows that the quality of work and satisfaction at the Faculty of Medicine of Zahedan University are significantly related positively. The findings then showed that dimensions of work-life efficiency had a positive impact on employee satisfaction through the research carried out by Fatehi *et al.* (2015). Also Besides, research conducted by Othman and Lieng (2009) shows that overall, quality of work and job satisfaction are closely related. Based on the relationship between the two variables, the following hypothesis can be drawn:

H2: The quality of work-life has a significant effect on job satisfaction.

The relationship between job satisfaction and employee performance

Research by Aftab (2012) shows that the correlation between employee satisfaction and employee performance is a positive one. Khan *et al.* (2011) show that it is of great importance to work satisfactorily in all aspects (such as pay, advancement, protection, work conditions, self-employment,

co-worker relations, relationships with superiors, and the nature of the work). Work-level effects. Job satisfaction and efficiency of workers. Research by Fadlallah (2015) shows that the relationship between the two is positive and meaningful. Factors of job satisfaction and efficiency of the employee. Based on the relationship between these two variables, the following hypothesis can be drawn:

H3: Job satisfaction has a significant effect on employee performance

The relationship between Quality of Work Life and employee performance is mediated by job satisfaction

The results of research conducted by Ramadhoan (2015) shows that through organizational commitment and job satisfaction as intermediate variables, there is an indirect effect of the quality of work-life on employee performance. Further research was carried out by Acheampong (2016) indicates that the organization is committed to mediating the relationship between quality of work-life and performance. Then Setiyadi (2016) research shows that variable quality of working life has a positive impact on satisfaction with the workforce. The shift in work-life quality has a positive effect on the performance of employees; variables in job satisfaction have a positive effect on employee performance; improvements in work-life quality have an indirect influence on employee performance by employment satisfaction. Based on the relationship between these two variables, the following hypothesis can be drawn:

H4: QWL has a significant effect on employee performance mediated by job satisfaction.

METHODS

Sample

The population and sample in this study were all employees of the production division of an electronic company in the Jababeka industrial area with a total of 72 respondents. Online survey via google form is a sampling technique used in this study.

Framework

Based on the theoretical evaluation and analysis of the findings of previous studies, it can be inferred that the improvement in employee performance is affected generally by different factors. The focus of this research is on working-life efficiency, job satisfaction, and performance. A research plan can be formulated as shown in Figure 1 based on this definition.

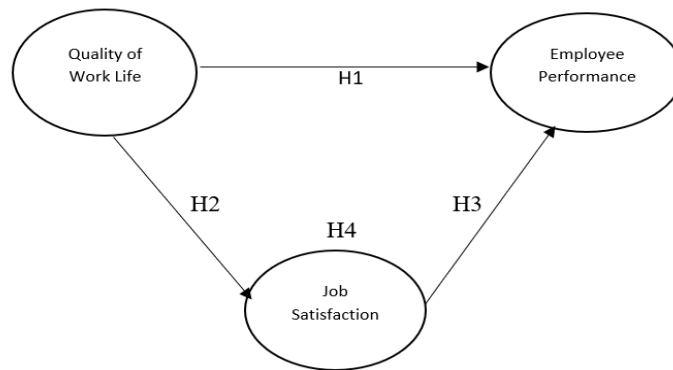


Figure 1. Framework

Operational Variables

As shown in Table 1, each variable is measured using different indicators.

Table1. Operational Variables

Variable	Indicator	Scale
Employee Performance (Dennis & Bocarnea, 2005)	Employee identification with the company	Interval 1 -5
	In-role performance	
	Creativity	
	Customer service behaviors	
	Turnover intentions	
Quality of Work Life (Zin, 2004)	Growth and development	Interval 1 -5
	Participation	
	Work environment	
	Supervision	
	Salaries and allowances	
	Work Integration	
	Social Relations	
Job Satisfaction (Veithzal & Sagala, 2004)	Content of work	Interval 1 -5
	Supervision	
	Organization and management	
	Opportunity for advancement	
	Co-workers	
	Working Conditions	

Source: researchers (2020)

RESULT AND DISCUSSION

Testing the Structural Model (Inner Model)

This test is a test of the structural model with the R-quadrant value and the R-quadrant is the product of the best results. The meaning R-squared of the employer's performance quality model for work-life is 0.890, which can explain why 89.0% of the structural variable quality of work-life and 11.0% of other variables can explain the variable of employee performance. That was not investigated. Another model of control is the vector job satisfaction with a value shown at 0.527, so 52.7% of job satisfaction consists

of depending factors, namely the quality of working life and the performance of employees. This can be seen in the table below:

Table 1. R-Square

Variable	R Square
Employee Performance	0890
Job Satisfaction	0.527

Source: Researcher (2020)

After the measuring test is carried out, path analysis is performed which determines the causal relations between exogenous and endogenous variables through the performance of a PLS smart bootstrapping test to obtain predictions from the results of the path analysis in this model.

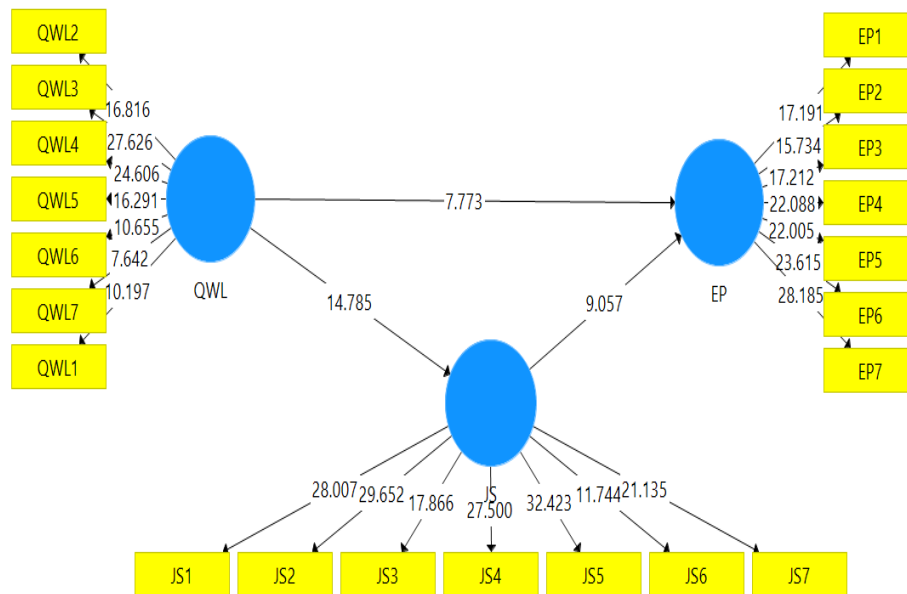


Figure 2 Bootstrapping Output

Source: Researcher (2020)

For further information see Table 2 path coefficient describing the T value and P-value coefficient as a reference for the causal relationship in this model.

Table 2. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Quality of Work Life-> Employee Performance	0.471	0.473	0.061	7,773	0.000
Quality of Work Life -> Job Satisfaction	0.726	0.729	0.049	14,785	0.000
Job Satisfaction -> Employee Performance	0.544	0.543	0.060	9,057	0.000

Source: Researcher (2020)

Based on table 2 the path coefficient explains the direct effect, then table 3 specifically indirectly explains the indirect effect.

Table 3. *Specific Indirect Effects*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDE)	P Values
Quality of Work Life - > Job Satisfaction-> Employee Performance	0.395	0.395	0.049	8,106	0.000

Source: Researcher (2020)

The Quality of Work Life variable has a positive and significant influence on the employee performance variable. Based on the results of these studies, supports the research conducted by Rathamani(2013)There are several similarities and differences between the author's research results with previous research. Similarities exist in the use of the quality of work-life variables and their impact on employee performance. Quality of work life is intended as a management philosophy in increasing employee self-esteem, introducing changes in organizational culture, and improving the physical and emotional state of employees. With the increase in changes and improvements, employees will have the opportunity to grow and develop.

The Quality of Work Life variable has a positive and significant effect on the job satisfaction variable. Based on the results of these studies, in line with the research of Kermansaravi *et al.* (2015) which indicates that there is a significant and positive correlation between the quality of work-life and job satisfaction. companies need to pay attention to the importance of job satisfaction felt by employees so that they do not trigger losses that will be experienced by the company. Besides, companies need to further improve some components of job satisfaction, especially with items that get a moderate assessment, including, if employees feel that they have worked hard but don't get recognition for their work, then this will reduce the level of employee job satisfaction and still lack implementation of policies. policies from the organization that has not been going well so that some of these things need to be the attention of the organization.

The work satisfaction variable has a positive and essential effect on the output variables of employees. The findings of the analysis are consistent with Robbins (2017) of their work. The satisfaction with their work describes optimistic feelings. A person who is extremely pleased with his work has good feelings while a person with a low degree of satisfaction has bad feelings. If the organization wants the performance of its organizational members to increase, it must also try to increase the job satisfaction of its organizational members. The components that represent job

satisfaction variables such as independence, responsibility, recognition, and the utilization of overall abilities can contribute to employee job satisfaction.

The Quality of Work Life variable has a positive and significant influence on the employee performance variable through the mediation of job satisfaction. The results of this study are not in line with the results of previous studies conducted by Pamungkas (2016) which shows that job satisfaction does not affect mediating the quality of work-life on performance. Given the importance of improving performance for the company, therefore, the company is expected to be able to better find out what factors can improve the performance of its employees by analyzing what employees need, both from the job site and the need for a certain material or social rewards that are needed. expected by employees.

CONCLUSION

Employee success depends on the quality of work life. Work-life quality determines work satisfaction. Job success affects satisfaction. Job satisfaction can mediate an impact on employee performance of work-life quality. If the organization wants employee performance to increase, then companies need to increase the job satisfaction of their organizational members. The components that represent job satisfaction variables such as independence, responsibility, recognition, and utilization of overall abilities can contribute to employee job satisfaction and will have an impact on optimal employee performance if these components are properly maintained and managed. Suggestions that can be given to companies are to provide opportunities for employees to be able to involve employees in decision making, so that employees feel valued by their existence, and learn to develop their abilities to solve problems in their organization so that employees will be encouraged to improve their performance in the organization.

REFERENCES

- Acheampong, A., Muhammed, M. A., & Agyapong, K. (2016). Perceived Quality of Work Life and Work Performance among University Academic Staff. *International Journal of Current Research and Academic Review*, 4(4), 1–13.
- Aftab, H. (2012). A Study of Job Satisfaction and IT's Impact on the Performance in the Banking Industry of Pakistan. *International Journal of Business and Social Science*, 3(19).
- Armstrong, M. (2009). *Armstrong's handbook of human resource management practice*. Kogan Page.
- Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.
- Bakiev, E. (2013). The influence of interpersonal trust and organizational commitment on perceived organizational performance. *Journal of Applied Economics and Business Research*, 3(3), 166–180.
- Cascio, W. F. (2014). Leveraging employer branding, performance management and human resource development to enhance employee retention. *Human Resource Development International*. <https://doi.org/10.1080/13678868.2014.886443>
- Cascio, W. F. (2015). *Managing human resources*. McGraw-Hill New York.
- Chen, L. Y. (2004). *Examining the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan*.

- Dennis, R. S., & Bocarnea, M. (2005). Development of the servant leadership assessment instrument. *Leadership & Organization Development Journal*, 26(8), 600–615. <https://doi.org/10.1108/01437730510633692>
- Ekhsan, M. (2019). The influence job satisfaction and organizational commitment on employee turnover intention. *Journal of Business, Management, and Accounting*, 1(1), 48-55.
- Fadlallah, A. W. A. (2015). Impact of job satisfaction on employees performance an application on faculty of science and humanity studies university of Salman Bin Abdul-Aziz-Al Aflaj. *International Journal of Innovation and Research in Educational Sciences*, 2(1), 26–32.
- Fatehi, B., Karimi, A., Pour, E. G., Pour, K. A., & Azizi, B. (2015). Impact of quality of work life on job satisfaction. *International Journal of Sport Studies*, 5(1), 79–86.
- Gibson, J., Ivancevich, J., & Konopaske, R. (2011). *Organizations: Behavior, structure, processes*. McGraw-Hill Higher Education.
- Henry, S. (2004). Manajemen Sumber daya manusia. *Yogyakarta: STIE YKPN*.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2007). *Perilaku & manajemen organisasi*. Erlangga: Jakarta.
- Kermansaravi, F., Navidian, A., Rigi, S. N., & Yaghoubinia, F. (2015). The relationship between quality of work life and job satisfaction of faculty members in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 7(2), 228.
- Khan, A. H., Ahmad, I., Aleem, M., & Hamed, W. (2011). Impact of job satisfaction on employee performance: an empirical study of autonomous medical institutions of Pakistan. *International Journal of Management and Innovation*, 3(2), 1.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 695–706.
- Majumdar, M. N., Dawn, D., & Dutta, A. (2012). Impact Of Quality Work-Life On Job Performance: A Case Study On Indian Telecom Sector. *International Journal of Arts & Sciences*, 5(6), 655.
- Mangkunegara, A. A. A. P. (2016). *Manajemen sumber daya manusia perusahaan*. PT. Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2004). *Human resource management: international Student Edition*. South-Western. Thomson.
- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2015). *Human resource management: Essential perspectives*. Cengage Learning.
- Othman, A., & Mok, C. L. (2009). *Relationship between quality of work life (QWL) and job satisfaction: A case Study of enterprise “XYZ” in malacca*.
- Pamungkas, Y. (2016). Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Dengan Kepuasan Dan Disiplin Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Bps Provinsi DI Yogyakarta). *JBTI: Jurnal Bisnis: Teori Dan Implementasi*, 7(2), 221–250.
- Ramadhan, R. (2015). Kualitas Kehidupan Kerja terhadap Kinerja Karyawan melalui Komitmen Organisasi dan Kepuasan Kerja sebagai Variabel antara (Intervening Variable). *JEPE: Jurnal Ekonomi Pembangunan*, 13(2), 199–217.
- Rathamani, P., & Ramchandra, R. (2013). A study on quality of work life of employees in textile industry–Sipcot, Perundurai. *J Business & Manage*, 8(3), 54–59.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*, Seventeenth Edition, Global Edition. Pearson Education Limited.
- Robbins, S. P., Judge, T., & Langton, N. (2013). *Fundamentals of organizational behaviour*. W. Ross MacDonald School Resource Services Library.
- 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.
- Ruhyaningtias, R., & Hapsari, I. I. (2013). PENGARUH KUALITAS KEHIDUPAN KERJA TERHADAP KOMITMEN ORGANISASI PADA KARYAWAN. *JPPP-Jurnal Penelitian Dan Pengukuran Psikologi*, 2(2), 100–111.
- Setiyadi, Y. W., Wartini, S., & Wijayanto, A. (2016). Pengaruh Kualitas Kehidupan Kerja Terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Management Analysis Journal*, 5(4).

- Shahbazi, B., Shokrzadeh, S., Bejani, H., Malekinia, E., & Ghoroneh, D. (2011). A survey of relationship between the quality of work life and performance of Department Chairpersons of Esfahan University and Esfahan Medical Science University. *Procedia-Social and Behavioral Sciences*, 30, 1555–1560.
- Veithzal, R., & Sagala, E. J. (2004). Manajemen sumber daya manusia untuk perusahaan. *Jakarta: PT Raja Grafindo Persada*.
- Zin, R. M. (2004). Perception of professional engineers toward quality of worklife and organizational commitment: A case study. *Gadjah Mada International Journal of Business*, 6(3), 323–334.