
The Effect of Quality Of Work Life on Employee Performance Through Job Satisfaction at the Bantaeng MSME Cooperative and Trade Office

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Abstract: *This study aims to analyze the influence of quality of work life on performance through employee job satisfaction, both directly and indirectly. The method of this research is quantitative. This research was conducted on employees at the Bantaeng MSME Cooperative and Trade Office as many as 100 respondents using the purposive sampling technique. The data collected by questionnaire was then analyzed by the Path Analysis method using the SPSS 23 application. While the hypothesis test uses the t-test and to test the direct and indirect influence of the quality of work life variable, on performance through job satisfaction using the sobel test. From the results of the study, conclusions were drawn. (1) There is a positive and significant influence between the quality of work life variable on job satisfaction at the Bantaeng MSME Cooperative and Trade Office. (2) There is a positive and significant influence between the quality of work life variable on employee performance at the Bantaeng MSME Cooperative and Trade Office. (3) There is a positive and significant influence between job satisfaction variables on employee performance at the Bantaeng MSME Cooperative and Trade Office. (4) For the indirect influence, the variable quality of work life on employee performance through job satisfaction at the Bantaeng MSME Cooperative and Trade Office "is accepted.*

Keywords: Quality Of Work Life; Job Satisfaction; Performance

A. Introduction

To achieve organizational goals, employees who have high abilities, good quality and are expected to be able to complete work optimally in a solid team. Employees who have a strong commitment to their organization are a capital in achieving organizational goals, so as to provide maximum benefits for the organization.

Employees who feel job satisfaction will show positive behavior. The development of resource practices that reflect the quality of work life will encourage the creation of high job satisfaction. Job satisfaction is very important for individual workers and the organizations where workers work. One of the goals of Quality of Work

Life is to increase employee job satisfaction with their work. Therefore, knowing the Quality of Work Life is expected to provide an overview of the level of employee satisfaction.

The quality of work life is the main issue that deserves the attention of an agency or organization, this refers to the idea that the quality of work life is seen as able to increase the role and contribution of employees to the agency or organization. The quality of work life can be interpreted as the degree of fulfillment of human needs in a work environment. If human needs have been met, then organizational productivity can increase, this is in line with Bernardin and Russel (2013) who said that the quality of work



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life is related to the level of satisfaction, motivation, involvement, and personal commitment experienced in relation to their life at work

B. Materials and Methods

1. Quality Work Of Life

Quality of Work Life is a condition in which workers have a sense of security and satisfaction at work because they are in a pleasant position and are treated in accordance with their dignity and dignity as human beings (Nawawi, 2011).

Schemerhorn, et.al. (2012) defines the quality of work life as the overall quality of the human experience in the workplace. Werther & Davis (2006) emphasized that the *Quality of Work Life* is the existence of good supervision, working conditions, namely the existence of good supervision, good working conditions, decent salaries and the existence of challenges and rewards in carrying out a job.

Organizations or agencies can emphasize the best performance produced by improving the quality of work life of their employees. *Quality of Work Life* is a program that includes ways to improve the quality of work life by creating better employees (Nawawi, 2011).

Competency analysis is compiled because it has the goal of developing a career, but the determination of the level of competence is needed to determine the effectiveness of the expected level of performance. According to Edison et al (2016:17) in Yunus (2018) Competence is an individual skill to do his job properly and correctly and have basic knowledge in matters related to the discourse of knowledge, skills and attitudes According to Srinivas R. Kandula (2013:6) and Oemar (2015), competencies are divided into two categories, namely basic competencies (*threshold competencies*), and *differentiating competencies*. Basic competencies (*Threshold Competencies*) mean the main characteristics (generally including basic reading skills) that must be present in a person in order to be able to perform their duties. In addition, *differentiating*

competencies are different components of individuals whose high and low performance are similar to traits, motives and self-image or concept.

According to Luthans (2011), the quality of work life refers more to the overall work climate or culture. Quality of work life can be described as the impact of human and organizational effectiveness combined with an emphasis on participation in problem-solving and decision-making. There is strong evidence that employees who are truly empowered and work in a participatory problem-solving framework are more committed to the organization and to their unions. There is also recent research evidence that states that high quality of work life involvement has a positive impact on employee turnover and productivity, even across cultures.

From several opinions formulated by experts regarding the definition of quality of work life, it can be formulated that the quality of work life is a management perspective on people, workers and organizations. Meanwhile, in this study, the quality of work life is defined as a set of employee perceptions regarding the sense of security at work, job satisfaction, and conditions to grow and develop as human beings who aim to improve the quality of employees

2. Job Satisfaction

According to Kreitner and Kinicki (2014), job satisfaction is an effectiveness or emotional response to various aspects of work. Davis (2010) describes job satisfaction as a set of employees' feelings about whether or not their job is enjoyable. According to Robbins and Judge (2013), job satisfaction is a general attitude toward a person's job that shows the difference between the amount of rewards workers receive and the amount they believe they should receive According to Kreitner and Kinicki (2014), job satisfaction is an effectiveness or emotional response to various aspects of work. Davis (2010) describes job satisfaction as a set of employees' feelings about whether or not their job is enjoyable. According to Robbins and Judge (2013), job satisfaction is a general attitude toward a person's work that shows the difference

between the amount of awards workers receive and the amount they believe they should receive."

Handoko (2012) stated that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his or her job,

From several opinions formulated by experts regarding the definition of job satisfaction, it can be formulated that job satisfaction is a positive attitude of the workforce including feelings and behaviors towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job.

3. Performance

Job *performance* is a record of results or outputs produced from a certain job function or certain activity in a certain period of time (Gomes, 2013).

Performance according to Gomes (2013) employee performance as an expression such as output, efficiency and effectiveness is often associated with productivity. Performance according to Simamora (2012) that in order to achieve the organization to function effectively and in accordance with the organization's goals, the organization must have good employee performance, namely by carrying out its duties in a reliable way. According to Mangkunegara (2011), performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance according to Mathis and Jackson (2011) is what employees do or do not do.

Based on several expert opinions, it can be concluded that employee performance is defined as the result of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them

4. Research Methods

Research design and approach

The design of this research is a survey, namely analyzing facts and data that support the information needed to support the discussion of

research, in solving and answering the main problems raised, namely the influence of *quality of work life* on employee performance through job satisfaction at the Bantaeng MSME Cooperative and Trade Office.

The approach of this research is a quantitative approach. Quantitative research approaches are methods to test certain theories by examining the relationship between variables

Location and Time of Research

This research was conducted on employees at the Bantaeng Regency MSME Cooperative and Trade Office, South Sulawesi in 2024

Population and Sample

Population is something that consists of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2013). The subject of the research that will be used as a population is 100 employees at the Bantaeng Regency Health Office. The sampling technique used in this study is *purposive sampling*, which is sampling based on certain considerations or criteria in accordance with the research objectives (Cooper and Emory, 2004)

C. Result and Discussion

1. Validity and Reliability Test

Table 2 Valid Test Results of Questionnaire

Variable	Indicators	r calculate	r table	Information
Quality Of Work Life (X1)	X1.1	0,718	0,195	Valid
	X1.2	0,735	0,195	Valid
	X1.3	0,794	0,195	Valid
	X1.4	0,720	0,195	Valid
	X1.5	0,808	0,195	Valid
Satisfaction Work (x2)	Y11	0,879	0,195	Valid
	Y12	0,719	0,195	Valid
	Y13	0,750	0,195	Valid
	Y14	0,880	0,195	Valid
	Y15	0,687	0,195	Valid
Performance (Y1)	Y21	0,745	0,195	Valid
	Y22	0,581	0,195	Valid
	Y23	0,786	0,195	Valid
	Y24	0,825	0,195	Valid
	Y25	0,692	0,195	Valid

2. Reliability Test

Table 1 Questionnaire Reliability Test Results

Variable	Alpha Cronbach	Reliability Standards	Information
Quality of Work Life (X1)	0,809	0,60	Reliable
Job Satisfaction (Y1)	0,848	0,60	Reliable
Employee performance (Y2)	0,747	0,60	Reliable

In table 4.2, the results of the reliability test using the Cronbach's Alpha technique can be seen that the value of the reliability coefficient measured is ≥ 0.60 . Based on the results of data processing in the reliability test, the reliability coefficient value (Cronbach's Alpha) for the Quality of Work Life (X1) variable was obtained at 0.809; the Job Satisfaction variable (Y1) is 0.845; and the Employee Performance variable (Y2) of 0.749. Because all Cronbach's Alpha values of each variable are above the threshold (cut off point) of 0.60, it can be concluded that all variables have an acceptable level of reliability.

Model I Path Coefficient

To determine the partial (individual) influence of Quality of Work Life on Job Satisfaction is presented in the following table:

Table 3 Results of Substructure 2 Determination Test**Model Summary b**

Coefficientsa								
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	1.496	1.437		1.043	.300		
	Quality of work Life	.924	.065	.820	14.168	.000	1.000	1.000

Based on table 4.3 above, it can be seen that the significance value for the Quality of Work Life

variable on Job Satisfaction is 0.000, because the significance value is less than

0.05 means that the Quality of Work Life variable (X₁) has a positive and significant influence on Job Satisfaction (Y₁)

Determination Coefficient (R Square) Testing Substructure 1

The price of the correlation of determination or R square as described in Table 4.13 below:

Model Summary b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 A	.672	.669	1.872

Based on the calculation results, the price of the correlation coefficient with the value of R square is 0.672. The price of the determination coefficient (R²) which shows that the contribution of Quality of Work Life determination to Job Satisfaction is 67.2%. While the remaining 32.9% is the influence of other factors that are not included in this model. Meanwhile, the magnitude of the path coefficient for other variables outside the study is $(p_{Y \cdot 1}) = \sqrt{1 - R^2} = \sqrt{1 - 0.672} = 0.572$.

Model II Path Coefficient

To find out the partial (individual) influence of Quality of Work Life, Job Satisfaction, on employee performance is presented in the table

Table 4.5 Results of Sub-structure Path Analysis 2

Coefficientsa								
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	1.338	1.272		1.052	.296		
	Quality of work Life	.540	.100	.491	5.384	.000	.328	3.048
	Job Satisfaction	.397	.089	.407	4.467	.000	.328	3.048

Based on table 4.14 above, it can be seen that the significance value for the Quality of Work Life

variable on employee performance is 0.000, the significance value for the Job Satisfaction variable on employee performance is 0.000 because the significance value is less than 0.05 means that the Quality of Work Life (X_1), Job Satisfaction (Y_1) variables have a positive and significant influence on employee performance (Y_2)

Determination Coefficient (R Square) Testing Substructure 2

The price of the determination correlation or R square as outlined in Table 4.15 below

Results of Substructure Determination Test 2

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857a	.736	.730	1.649

Based on the results of the calculation, the price of the correlation coefficient with the value of R square is 0.736 The price of the determination coefficient (R^2) which shows that the contribution of the determination of Quality of Work Life, Job Satisfaction to Employee Performance is 73.5%. While the remaining 26.5% is the influence of other factors that are not included in this model.

Meanwhile, the magnitude of the path coefficient for other variables outside the study is as follows: $(p_{Ye2}) = \sqrt{1 - R^2} = \sqrt{1 - 0.735} = 0.514$

The Effect of Quality of Work Life on Employee Performance

Based on the results of SPSS output, the quality of work life was declared to have a positive (0.491) and significant ($p < 0.05$) effect on the performance of employees at the Bantaeng MSME Cooperative and Trade Office. This can be interpreted that every 1% increase in the value of quality of work life, the value of employee performance will also increase by 49%.

From these results, it is also stated that hypothesis 1 (H_1) which states that *Quality of Work Life* has a Positive and Significant Effect on Employee Performance at the Bantaeng MSME Cooperative and Trade Office is "accepted". This proves that the better the quality of work life, the better the performance produced by employees. The relationship between employees and the company is the dominant thing, so the company must pay special attention to human resource management

The Effect of Job Satisfaction on Performance

Based on the results of SPSS output, job satisfaction was declared to have a positive effect (0.408) and significant ($p < 0.05$) on the performance of employees at the Bantaeng MSME Cooperative and Trade Office. This can be interpreted that every increase in job satisfaction value by 1%, the employee's performance value will also increase by 41%.

From these results, it is also stated that hypothesis 1 (H_1) which states that *Quality of Work Life* has a Positive and Significant Effect on Employee Performance at the Bantaeng MSME Cooperative and Trade Office is "accepted". This indicates that the higher the employee's job satisfaction, the better the employee will show his or her best performance

The Effect of Quality of Work Life on Employee Performance through Job Satisfaction

The results of the sobel test of the indirect influence of quality of work life on employee performance through job satisfaction at the Bantaeng MSME Cooperative and Trade Office Office are 4,294 and the value is greater than t table. Thus hypothesis 6 is "accepted". The results of the study are supported by research conducted from Titik Nurbiyati (2014), the results of the study show that there is an indirect influence of quality of work life on employee performance through job satisfaction

D. Conclusion

Based on the results of the analysis of research data and discussions that have been presented previously, it can be concluded that a good and high Quality of Work Life will have an impact on increasing Job Satisfaction. This can be indicated by the high and good Quality of Work Life that every employee has will be able to provide encouragement for employees to carry out their duties well. In addition, the Job Satisfaction of an employee can have a real influence in improving the performance of employees, so that employee Job Satisfaction needs to be managed properly in order to improve the performance of employees

In addition, the Quality of Work Life and Job Satisfaction that are well regulated will affect

employee performance This indicates that a well-managed Job Satisfaction can improve employee performance in carrying out their duties

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