

The Determinant Factors Of Work Life Quality And Employee Performance : Motivation And Job Satisfaction

Muktiatun, Agus Dwi Sasono, Asrining Yushhinta

Narotama University, Surabaya Indonesia.

Muktiatun.zahra19@gmail.com: samagus93@gmail.com

Joko Suyono

Narotama University, Surabaya, Indonesia

Universitas Airlangga, Surabaya, Indonesia

Damarsari Ratnasahara Elisabeth

Sekolah Tinggi Ilmu Ekonomi Mahardika, Surabaya Indonesia

damarsariarizona@gmail.com

Corresponding Author: Joko Suyono (joko.suyono@narotama.ac.id)

joko.suyono-2016@feb.unair.ac.id

ABSTRACT

This study aims to determine the effect of work motivation and job satisfaction on the quality of work life and employee performance of PT Lily Mango Surabaya. The research method used is quantitative. The research data were collected using a questionnaire distributed to the respondents. The population in this study were employees of PT Lily Mango with a total of 60 respondents. The data analysis technique used PLS with SmartPLS 3 software. The results of this study indicate that work motivation has a positive and significant effect on the quality of work life. Motivation work has a positive influence and significant to the performance of the employee. Job satisfaction has a positive and significant effect on the quality of work life. Job satisfaction has a positive and significant effect on employee performance. The quality of work life has a positive and significant effect on employee performance. Work motivation has a positive and significant indirect effect on employee performance through the quality of work life. Job satisfaction has a positive and significant indirect effect on employee performance through the quality of work life. It can be concluded that simultaneously the research results can show the direct or indirect effect of a variable.

Keywords

Work Motivation, Job Satisfaction, Quality of Work Life, and Employee Performance

1. Introduction

Along with the times, the role of human resources is very important, this is because the main function as a subject is in managing other resources so that they have more benefits. Human resource management is the strategic area of the organization. Human resource management should be seen as an extension of the traditional view of managing people effectively and requires knowledge of human behavior and the ability to manage it Soejipto, (2002) . The existence of motivation and job satisfaction for employees, can provide good performance and quality for employees in the process of achieving company goals, each company has a different view in achieving its organizational goals. Lack of motivation or encouragement to employees will result in a lack of enthusiasm in doing their work.

Employees who work will also have a bad chance to leave or resign from the company because there is no motivation or satisfaction at work. Motivation is an impulse that arises in a person to take action because he wants to achieve the desired goal Sofiyah Eka Alfiyah, (2016b) . PT Lily Mango is a company engaged in the trading and service business located in Surabaya and was founded in 2012. PT Lily Mango has 150 employees consisting of 100 permanent employees and 50 non-permanent employees. The research was conducted on the grounds that there were problems found in the field. The level of performance and quality of work life of employees has decreased due to the motivation and job satisfaction given, with an indication of lack of management in the company, an increase in workload, a narrow target time for work completion, strong supervisor intervention, and no increase in compensation.

Based on the above background , the writer wants to discuss and examine the problem by taking the title " The Determinant Factors Of Work Life Quality And Employee Performance : Motivation And Job Satisfaction" with the aim of analyzing 1) whether work motivation has a significant influence on quality work life, 2) Does work motivation have a significant influence on employee performance, 3) Does job satisfaction have a significant effect on the quality of work life, 4) Does job satisfaction have a significant effect on employee performance, 5) Does the quality of work life have a significant influence on employee performance , 6) Does work motivation have a significant effect on employee performance through the quality of work life, 7) Does job satisfaction have a significant effect on employee performance through the quality of work life .

2. Literature Review & Hypothesis

2.1 Work Motivation

Work motivation is a condition or energy that moves employees who are directed or aimed at achieving company organizational goals (Mangkunegara, 2009) . The purpose of work motivation according to (Hasibuan, 2016) is to increase employee morale and job satisfaction, increase employee work productivity, maintain employee stability, increase employee discipline, make employee procurement effective, create a good working atmosphere and relationship, increase loyalty, creativity and participation. employees, increasing the level of employee welfare, enhancing the sense of responsibility of employees towards their duties, increasing the efficiency of using tools and raw materials.

According to Mangkunegara, (2009) work motivation indicators include:

- a) Responsibility
- b) Job performance
- c) Opportunities for advancement
- d) Recognition of performance
- e) Challenging work.

2.2 Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work (Handoko. TH, 2009) . Job satisfaction is the key to driving morale, discipline, and employee performance in supporting the realization of company goals (Hasibuan SP Malayu, 2014) .

According to Emron Edison, et al. (2017) job satisfaction indicators include: a) Wages, b) Job, c) Promotion opportunities, d) Supervisors, e) Colleagues.

2.3 Quality of Work Life

According to Mangkuprawira, (2011) the quality of work life is the level of satisfaction, motivation, involvement and experience of individual commitments regarding their lives at work. The quality of work life is the employee's perception of the condition of well-being, both physically and mentally at work (Cascio W., 2016) .

Indicators of the quality of work life according to Cascio W., (2016) include:

- a) Employee Engagement
- b) Balanced compensation
- c) A sense of pride in the company
- d) Safety of the work environment
- e) Welfare
- f) Career Development
- g) Problem solving, and
- h) Communication

2.4 Employee Performance

Employee performance is the result of work and work behavior that has been achieved in completing assigned tasks and responsibilities in a certain period of time (Kasmir, 2016). Performance is a manifestation of the work performed by employees which is usually used as a basis for evaluating employees or organizations (Hasibuan SP Malayu, 2003). It can be concluded that employee performance is the work achieved by a person or group of people in an organization or company in quality and quantity in a certain period which reflects how well a person or group meets the requirements of a job in an effort to achieve organizational or company goals.

The factors that effect performance according to Kasmir (2016) are ability, expertise, knowledge, work design, personality, work motivation, leadership and leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline.

According to Robbins & Coutler, (2016) performance can be measured by indicators, including :

- a) Quality
- b) Quantity
- c) Punctuality of time
- d) Effectiveness
- e) Independence
- f) work commitments

2.5 Conceptual Framework

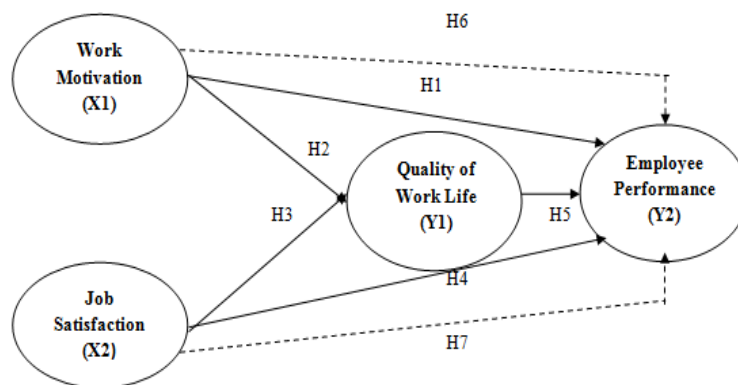


Figure 1. Conceptual Framework

2.6 Hypothesis

From the explanations and theories that have been stated above, several hypotheses can be made as follows:

- H1 : Work motivation has a significant influence on the quality of work life.
- H2 : Work Motivation has a significant influence on Employee Performance.
- H3 : Job Satisfaction has a significant influence on the Quality of Work Life
- H4 : Job Satisfaction has a significant influence on Employee Performance
- H5: The quality of work life has a significant influence on employee performance
- H6: Work motivation has a significant effect on employee performance through quality of work life
- H7: Job satisfaction has a significant influence on employee performance through quality of Work Life.

3. Methodology

Research using quantitative methods, namely methods based on the philosophy of positivism, are used to examine the population data collection using research instruments, data analysis that is quantitative statistics, and has the aim of testing the predetermined hypothesis. The variables of this study consisted of exogenous variables (independent variables), namely work motivation and job satisfaction. And endogenous variables (dependent variable), namely the

quality of work life and employee performance. The population in this study were 60 employees who worked at PT Lily Mango. The data analysis techniques using PLS with SmartPLS 3 software.

4. Results And Discussion

4.1 Outer Model

The outer model consists of Convergent Validity (Outer Loading), Discriminant Validity (Cross Loading), and Composite Reliability. An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for the initial stage of developing a measurement scale the loading value of 0.50 to 0.60 is considered sufficient (Ghozali, 2008) . In this study using a loading factor limit of 0.50.

Table 1. Convergent Validity (Outer Loading)

	Work motivation (X1)	Job Satisfaction (X2)	Quality of Work Life (Y1)	Employee Performance (Y2)
X1.1	0.888			
X1.2	0.869			
X1.3	0.782			
X1.4	0.847			
X2.1		0.840		
X2.2		0.875		
X2.3		0.883		
Y1.1			0.888	
Y1.2			0.894	
Y2.1				0.845
Y2.2				0.806
Y2.3				0.902

The results of table 1 show that the value of the outer model value between the construct and the latent variable meets the requirements of convergent validity (outer loading) because the loading factor value is not below the loading limit factor value of 0.50.

Table.2 Discriminant Validity (Cross Loading)

	Work Motivation (X1)	Job Satisfaction (X2)	Quality of Work Life (Y1)	Employee Performance (Y2)
X1.1	0.888	0.722	0.761	0.799
X1.2	0.869	0.720	0.728	0.792
X1.3	0.782	0.720	0.763	0.736
X1.4	0.847	0.739	0.675	0.739
X2.1	0.651	0.840	0.747	0.754
X2.2	0.797	0.875	0.726	0.781
X2.3	0.775	0.883	0.705	0.787
Y1.1	0.802	0.755	0.888	0.767
Y1.2	0.741	0.740	0.894	0.852
Y2.1	0.771	0.784	0.767	0.845
Y2.2	0.673	0.725	0.730	0.806
Y2.3	0.862	0.776	0.824	0.902

Result Table. 2 shows that the loading factor value for each indicator of each latent construct has a greater value than the others. This shows that constructs latent have size on their block is better than the other .

Table 3 . Composite Reliability and Average Variance Extracted (AVE)

	Composite Reliability	Average Variance Extracted (AVE)
Work Motivation (X1)	0.910	0.718
Job Satisfaction (X2)	0.900	0.750
Quality of Work Life (Y1)	0.885	0.794
Employee Performance (Y2)	0.888	0.726

The results of the table show that all constructs in this study have met the criteria for being reliable. This can be seen from the results of the value obtained from the composite reliability already above 0.70 and the AVE value is already above 0.50.

4.2 Model Inner

Inner model testing is carried out to ensure that the model built is robust and accurate .

Table.4 R-Square Adjusted

	R-Square	R-Square Adjusted
Quality of Work Life (Y1)	0.784	0.777
Employee Performance (Y2)	0.905	0.900

On the table. 4 above R-Adjusted, the quality of work life variable is 0.777, this result shows that the independent variables of work motivation and job satisfaction contribute 77.7% to the quality of work life and the remaining 22.3% is influenced by factors from other variables, for the employee performance variable R-Adjusted is 0.900. These results indicate that the independent variables work motivation and job satisfaction contribute 90% and the remaining 10% is influenced by other factors.

4.3 Hypothesis

Testing in this study was carried out by testing Bootstrapin. PLS does not assume normal distribution data, instead it relies on a non-parametric bootstrap procedure to test the significance of its coefficient (Ghozali, 2008) . In hypothesis testing, data must meet the criteria, and the hypothesis is said to be accepted if the t-statistical value is greater than the t-table (1.67) and if the p-value is less than 0.05 and vice versa. The output of SmartPLS is as follows:

1. Direct Effect

Table 5 . Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistic (IO / STDEVI)	P-Values
Work Motivation (X1) -> Quality of Work Life (Y1)	0.550	0.522	0.164	3,352	0.000
Work Motivation (X1) -> Employee Performance (Y2)	0.318	0.321	0.078	4,049	0.000
Job Satisfaction (X2) -> Quality of Work Life (Y1)	0.368	0.396	0.165	2,228	0.013
Job Satisfaction (X2) -> Employee Performance (Y2)	0.304	0.302	0.084	3,626	0.000
Quality of Work Life (Y1) -> Employee Performance (Y2)	0.379	0.379	0.088	4,306	0.000

Hypothesis 1 : Effect of Work Motivation on Quality of Work Life

Based on the results of the analysis, it can be seen that work motivation has a positive and significant effect on the quality of work life with a p-value of $0.000 < 0.050$ and a t-statistic $> t$ -table value of $3.352 > 1.67$. This shows that the motivation given to employees will create good quality work by providing opportunities for employees to be involved in a positive role and behavior, having responsibilities in the company. In improving employee performance, great motivation is needed in order to be able to move employees to work hard and have good quality work without feeling burdened by the work that has been assigned (Haridiana Iswandani, 2016).

Hypothesis 2: Effect of Work Motivation on Employee Performance

Based on the results of the analysis, it can be seen that work motivation has a positive and significant effect on employee performance with a p-value of $0.000 < 0.050$ and a t-statistic $> t$ -table value of $4.049 > 1.67$. Motivation is giving encouragement to employees to be able to work hard in achieving the expected goals and be able to improve company performance. A positive mental attitude of employees towards work situations can strengthen their work motivation to achieve maximum performance.

Hypothesis 3 : Effect of Job Satisfaction on Quality of Work Life

Based on the results of the analysis, it can be seen that job satisfaction has a positive and significant effect on the quality of work life with a p-value of $0.013 < 0.050$ and a t-statistic $> t$ -table value of $2.228 > 1.67$. Job satisfaction is an attitude that employees have towards various aspects of the work being carried out, a person will have good work productivity and work quality if the employee gets high satisfaction at his job.

Hypothesis 4 : Effect of Job Satisfaction on Employee Performance

Based on the results of the analysis, it can be seen that job satisfaction has a positive and significant effect on employee performance with a p-value of $0.000 < 0.050$ and a t-statistic $> t$ -table value of $3.626 > 1.67$. This shows that the more satisfied the employees are with what the company has given, the better the work performance and results shown will be (Sari & Susilo, 2018). Employees feel comfortable, valued, have the opportunity to develop themselves, are automatically able to show good work performance for the work done.

Hypothesis 5 : Effect of Quality of Work Life on Employee Performance

Based on the results of the analysis, it can be seen that the quality of work life has a positive and significant effect on employee performance with a p-value of $0.000 < 0.050$ and a value of t-statistic $> t$ -table, namely $4.306 > 1.67$.

This shows that a positive work atmosphere will improve the quality of work life that is conducive to the achievement of company goals in improving performance. This condition can be based on that the quality of a person's work life is related to the behavior of company management, both inside and outside of work. Anugrahini Irawati, (2015) states that efforts to improve the quality of a person's work life provide widespread prejudice and will have an impact on improving employee performance.

2. Indirect Effect

Tabel 6 . Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistic (IO / STDEVI)	P-Values
Work Motivation (X1) -> Quality of Work Life (Y1) -> Employee Performance (Y2)	0.209	0.197	0.076	2,743	0.003
Job Satisfaction (X 2) -> Quality of Work Life (Y1) -> Employee Performance (Y2)	0.140	0.151	0.075	1,857	0.032

Hypothesis 6 : Effect of Work Motivation on Employee Performance through Quality of Work Life.

Based on the results of the analysis, it can be seen that work motivation has a positive and significant indirect effect on employee performance through the quality of work life with a p-value of $0.003 < 0.050$ and a t-statistic > t-table value of $2.743 > 1.67$.

Good motivation will encourage employees to achieve a goal, so that motivation can improve employee performance in the company. Most of the things that companies should do is to motivate and provide opportunities for employees to participate and be involved in determining the way they work, communicate well and behave positively to the achievement of corporate objectives. Discipline work is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to raise awareness and willingness to meet all the regulations of the company (Veithzal Rival, 2014)

Hypothesis 7 : Effect of Job Satisfaction on Employee Performance through Quality of Work Life.

Based on the results of the analysis, it can be seen that job satisfaction has a positive and significant indirect effect on employee performance through the quality of work life with a p-value of $0.032 < 0.050$ and a t-statistic > t-table value of $1.857 > 1.67$. This shows that the job satisfaction obtained by a person will increase performance in the presence of good quality work. The existence of quality work fosters the desire of employees to stay and survive in the organization by showing their satisfaction with the company's treatment of themselves (Noor Arifin, 2012). Satisfaction can be seen as a positive statement that can foster a person's enthusiasm for achieving good performance.

5. Conclusion And Suggestion

The conclusions from the results of this study are as follows:

- 1) Work motivation has a positive and significant effect on the quality of work life with a p-value of $0.000 < 0.050$ and a t-statistic > t-table value of $4.049 > 1.67$. This shows that the motivation given to employees will create good quality work by providing opportunities for employees to be involved in a positive role and behave and have responsibility in the company.
- 2) Work motivation has a positive and significant effect on the quality of employee performance with a p-value of $0.000 < 0.050$ and a t-statistic > t-table value of $4.049 > 1.67$. This shows that the positive mental attitude of employees towards work situations can strengthen their work motivation to achieve maximum performance.
- 3) Job satisfaction has a positive and significant influence on the quality of work life with a p-value of $0.013 < 0.050$ and a t-statistic > t-table value of $2.228 > 1.67$. Someone will have good work productivity and quality of work if employees get high satisfaction with their work.
- 4) Job satisfaction has a positive and significant effect on employee performance with a p-value of $0.000 < 0.050$ and a t-statistic > t-table value of $3.626 > 1.67$. The more satisfied the employees are with what the company has given, the better the work performance and work results are shown and the performance will increase.
- 5) The quality of work life has a positive and significant effect on employee performance with a p-value of $0.000 < 0.050$ and a t-statistic > t-table value of $4.306 > 1.67$. This shows that a positive work atmosphere will improve the quality of work life that is conducive to the achievement of company goals in improving performance.
- 6) Work motivation has a positive and significant indirect effect on employee performance through the quality of work life with a p-value of $0.003 < 0.050$ and a t-statistic > t-table value of $2.743 > 1.67$. Most of the efforts that the company must do is to motivate and provide opportunities for employees to play a role and be involved in determining how they work, communicate well and behave positively for the achievement of company goals.
- 7) Job satisfaction has a positive and significant indirect effect on employee performance through the quality of work life with a p-value of $0.032 < 0.050$ and a t-statistic > t-table value of $1.857 > 1.67$. This shows that the job satisfaction obtained by a person will increase performance in the presence of good quality work.

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Biographies

Muktiatun is a Master of Management Student at Narotama University, Surabaya Indonesia, majoring in human resource management..

Agus Dwi Sasono is a Lecturer of Master of Management Program of Narotama University, Surabaya, Indonesia.

Asrining Yushinta is a Master of Management Student at Narotama University, Surabaya Indonesia, majoring in human resource management. She work as Administration Officer at PT. Optima Valve in Surabaya, Indonesia.

Joko Suyono is a lecturer at Narotama University, Surabaya, Indonesia. He is also as Head of Master of Management at Narotama University, Surabaya, Indonesia. He got bachelor degree in business administration and also accounting, he got master degree in industrial management and also in marketing management, and he got doctoral degree in business administration. Prior becoming a lecturer, he is a practitioner as senior manager in some multinational corporation such as Stanley Works Indonesia (USA Company), Ericsson Indonesia (European Company) and Lotus Indah Textile Industries, a multinational company in the textile, spun yarns.

Damarsari Ratnasahara Elisabeth is a lecturer at Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia. She is a teacher in the field of management. She got bachelor degree in industrial management and master degree in human resource management.

