



## The influence of quality of work life and job satisfaction on job performance in BAPPEDA of Bengkulu province

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### ABSTRACT

This study aims to examine the effect of quality of work life and job satisfaction on job performance at BAPPEDA. This research uses quantitative methods with a survey design. The research sample amounted to 74 employees of Bappeda Bengkulu Province. Data were collected using a questionnaire adapted from indicators of quality of work life, job satisfaction, and job performance. Data were analyzed using multiple linear regression analysis. The results showed that quality of work life and job satisfaction have a positive and significant effect on job performance in Bappeda Bengkulu Province. The coefficient of determination ( $R^2$ ) shows that 58.9% of job performance variance can be explained by the quality of work life and job satisfaction variables. This means that the higher the quality of work life and job satisfaction of employees, the higher their job performance.

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## 1. INTRODUCTION

BAPPEDA Bengkulu Province is a government institution responsible for regional planning and development. As an institution that has an important role in formulating development policies, employee performance at BAPPEDA Bengkulu Province is a key factor in achieving the development goals that have been set. Competent and productive human resources are one of the important assets for organizations, including BAPPEDA Bengkulu Province. Quality of work life and job satisfaction are factors that can influence job performance.

Quality of Work Life (QWL) is a concept that encompasses working conditions that include physical, psychological, and social aspects that affect employees' quality of work life. Some of the factors that can influence QWL include recognition of work results, adequate pay, career development opportunities, social support, and work-life balance. Improving QWL at BAPPEDA Bengkulu Province can potentially improve employee Job Performance by creating a more positive and motivating work environment.

In addition, Job Satisfaction is also an important factor related to Job Performance. Job Satisfaction includes the level of satisfaction employees have with their jobs, including factors such as adequate pay, recognition for work results, a positive work environment, and career development opportunities. Employees who are satisfied with

their jobs tend to have higher motivation, strong organizational commitment, and better performance. Therefore, it is important to pay attention to the level of Job Satisfaction at BAPPEDA Bengkulu Province in order to improve employee Job Performance.

A number of previous studies have been conducted in the fields of Quality of Work Life, Job Satisfaction, and Job Performance. Some studies such as (Arif et al., 2020) show a positive relationship between Quality of Work Life and Job Performance, where good Quality of Work Life conditions can improve Job Performance. (Andi Suci Anggriani & Tiarapuspa, 2023) also shows that high Job Satisfaction is associated with better Job Performance.

This study aims to identify the effect of Quality of Work Life and Job Satisfaction on Job Performance in BAPPEDA Bengkulu Province. Thus the results of this study are expected to make practical and theoretical contributions. Practically, the results of this study can help the management of BAPPEDA Bengkulu Province in identifying factors that can improve employee performance. By improving the Quality of Work Life and paying attention to employee job satisfaction, organizations can maximize employee potential and achieve regional development goals. Theoretically, this research can provide additional insights in the field of human resource management and provide a basis for further research on the relationship between Quality of Work Life, Job Satisfaction, and Job Performance.

The benefit of this research is that it can contribute to academic knowledge by adding to existing literature regarding the relationship between quality of work life, job satisfaction, and work performance, thereby enriching understanding of organizational behavior and human resource management. This research can serve as a foundation for future research efforts, providing a framework for further exploration of the factors influencing job performance in public sector organizations, thereby inspiring and guiding future academic inquiry. The results of this research can provide input for the development of policies aimed at improving the work environment and employee satisfaction in government planning institutions, potentially leading to positive changes in organizational culture and performance.

Job Performance is a concept that describes the level of success of a person in carrying out the duties and responsibilities assigned to him. Job Performance can be influenced by various factors, such as ability, motivation, support, and work environment. (CAMPBELL et al., 1990) define Job Performance as the behavior shown and performance delivered by individuals in the context of their work. Job Performance consists of three dimensions, namely task performance, contextual performance, and adaptive performance. (Motowidlo & Beier, 2010) states that Job Performance is defined as a value concept that the organization expects to be an individual behavior in order to carry out tasks according to standards. Job Performance refers to organizational values which can be goals, mission, vision, or other values.

Job performance is influenced by various factors, both from within the employee and from the work environment. According to (Matheswaran & Nithya, 2018) there are three groups of factors that affect job performance, namely individual factors, job-related factors, and organizational factors. Individual factors are factors related to the personal characteristics of employees, such as age, gender, education, experience, personality, motivation, competence, and health. Job-related factors are factors related to the design and environment of the job itself, such as tasks, responsibilities, authority, role clarity, feedback, development opportunities, workload, work variety, and work safety. Organizational factors are factors related to the system and culture of the organization where employees work, such as organizational structure, leadership style, organizational climate, communication, rewards, justice, conflict, and organizational commitment.

The indicators for measuring job performance according to (Viswesvaran, 1993) are overall job performance, job performance of productivity, effort, job knowledge,

interpersonal competence, administrative competence, quality, communication competence, leadership, and compliance.

Quality of Work Life (QWL) is one of the important concepts in human resource management. QWL is concerned with employees' perceptions of their physical and mental well-being at work. QWL also reflects employees' level of satisfaction, motivation, engagement, and commitment to the organization. QWL can be influenced by various factors, such as compensation, work environment, job design, development opportunities, social integration, and social relevance.

According to Lau & Bruce in (Considine & Callus, 2002) QWL is "the extent to which employees can enhance their personal lives through their work environment and experiences" while according to Wayne (1992) in Usman (2009), QWL is "the degree to which the work environment is perceived by employees as conducive for achieving personal goals and enhancing self-esteem".

The indicators for measuring Quality Of Work Life according to Porkiani (Lubis, 2019) are job security, justice and equality, compensation and benefits, improving skills and opportunities, and employee participation in decision-making.

Job Satisfaction is employees' attitudes, feelings, and reactions to their jobs and work environment, which are influenced by various factors such as rewards, physical and psychological conditions, social relationships, and compatibility with their expectations and goals. Job Satisfaction can impact employee productivity, loyalty, and performance, as well as general organizational goals.

According to Anoraga (2009), Job Satisfaction is a positive attitude that includes healthy self-adjustment of employees to work conditions and situations, including wages, social conditions, physical conditions, and psychological conditions while according to (Robbins & Judge, 2012) Job Satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. Someone with a high level of Job Satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job.

The indicators to measure Job Satisfaction according to Smith, Kendall & Hulin (in Luthans, 2006) are work itself, supervision, coworkers, promotion, and pay. Quality of work life is the degree of conformity between the needs and expectations of employees and the working conditions and results they experience. Based on research by (Vanesia, 2021) (Putra et al., 2021), it states that quality of work life has a positive effect on job performance. Likewise with research conducted by (Arif et al., 2020)(Giarto, 2018)(Noor Arifin, 2012) H1: There is a significant positive influence between quality of work life on job performance.

Job satisfaction is someone who is satisfied with their job will experience favorable psychological development for themselves, so they will be more motivated to make maximum contributions to achieve the company's vision and mission. Several studies (Hartanti, 2019), (Loan, 2020), (Nurrohmat & Lestari, 2016) and (Andrejić et al., 2022) confirmed that job satisfaction has a positive and significant impact on job performance. H2: There is a significant positive influence between job satisfaction and job performance

## 2. RESEARCH METHOD

The research method used in this research is the quantitative method. The population of this study was all employees at BAPPEDA Bengkulu Province. The research sample was determined by purposive sampling technique. The number of samples to be used is 74 employees in BAPPEDA. Data is collected by distributing questionnaires. The questionnaire will consist of three parts: Quality of Work Life, Job Satisfaction, and Job Performance. A Likert scale will be used to measure the level of agreement or disagreement of respondents to the statements in the questionnaire. The collected data

will be processed and analyzed using SPSS software. Multiple linear regression analysis will be used to test the relationship between Quality of Work Life, Job Satisfaction, and Job Performance. Statistical testing includes data quality testing, classical assumption testing, and regression testing.

The multiple linear regression model used is

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e \quad (1)$$

Description:

Y : Job Performance

$\beta_0$  : constant

$X_1$  : Quality Of Work Life (QWL)

$X_2$  : Job Satisfaction

e : error term

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Data Quality Test

##### a. Validity Test

One way to measure the quality of data collected by research instruments is to conduct a validity test. The validity test aims to assess how valid or appropriate the data obtained is with the research objectives. One method of validity testing that is often used is to calculate the correlation coefficient between the item score and the total score. This correlation coefficient is called the r count. The calculated r value is then compared with the r table value which is determined based on the number of samples (N) and the level of significance ( $\alpha$ ). The formula for finding the r table is  $df = N-2$ , where df is the degree of freedom. In this study, the number of samples was 74, so  $df = 74-2 = 72$ . With a significance level of 0.05, the r table value is 0.2278. If the calculated r-value is greater than the r table, then the data is valid; if the calculated r-value is smaller or equal to the r table, then the data is invalid and needs to be revised or deleted.

Table 1. Validity Test Results

Variables	Item	R count	R table	Description
<i>Job Performance (Y)</i>	Y.1	0.742	0.2287	Valid
	Y.2	0.854	0.2287	Valid
	Y.3	0.709	0.2287	Valid
	Y.4	0.751	0.2287	Valid
	Y.5	0.821	0.2287	Valid
	Y.6	0.812	0.2287	Valid
	Y.7	0.896	0.2287	Valid
	Y.8	0.911	0.2287	Valid
	Y.9	0.761	0.2287	Valid
	Y.10	0.874	0.2287	Valid
<i>Quality Of Work Life (X1)</i>	X1.1	0.533	0.2287	Valid
	X1.2	0.513	0.2287	Valid
	X1.3	0.759	0.2287	Valid
	X1.4	0.820	0.2287	Valid
	X1.5	0.732	0.2287	Valid
<i>Job Satisfaction (X2)</i>	X2.1	0.775	0.2287	Valid
	X2.2	0.673	0.2287	Valid
	X2.3	0.895	0.2287	Valid
	X2.4	0.807	0.2287	Valid
	X2.5	0.705	0.2287	Valid

Source: Data processing, 2023

Based on the data shown in Table 1, we can see that the calculated  $r$  value for *job performance*, *quality of work life*, and *job satisfaction* variables is higher than the  $r$  table value. This means that the indicators or questionnaires used in this study have good validity.

#### b. Reliability Test

Reliability testing is one of the important steps in the quantitative research process, which aims to measure the consistency or reliability of a research instrument. Reliability shows how much variation in measurement results is caused by random factors, such as measurement errors, environmental conditions, or respondent conditions. The smaller the variation in measurement results, the higher the reliability of the instrument. One method that is often used to test instrument reliability is Cronbach's alpha. A Cronbach's alpha value greater than 0.60 indicates that the measuring instrument is reliable, while a Cronbach's alpha value smaller than 0.60 indicates that the measuring instrument is not reliable.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Reliability Standard	Description
Job Performance	0.942	0.60	Reliable
Quality Of Work-Life	0.695	0.60	Reliable
Job Satisfaction	0.821	0.60	Reliable

Source: Data processing, 2023

Based on the data shown in Table 2, it can be seen that Cronbach's Alpha value for job performance, quality of work life, and job satisfaction variables is greater than the reliability standard. This means that the indicators or questionnaires used in this study are reliable.

### 3.2 Classical Assumption Test

#### a. Normality test

Normality testing is one of the important steps in statistical analysis, as many methods assume that the data used is normally distributed. One way to test data normality is to use the Kolmogorov-Smirnov (K-S) test.

Table 3. Normality Test Results

Unstandardized Residual	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
	.167	80	.000

Source: Data processing, 2023

From the table shown, we can see that the Asymp.Sig has a value of 0.200 which is greater than alpha 0.05 ( $0.200 > 0.05$ ). This means that the data has a normal distribution based on the Kolmogorov-Smirnov test.

#### b. Multicollinearity test

The Multicollinearity test is a test conducted to determine whether there is a high correlation between the independent variables in the regression model. A high correlation between independent variables can cause the regression coefficient to be unstable and insignificant. One way to test for multicollinearity is to use the VIF (variance inflation factor) measurement.

VIF is a measure of how much the variance of regression coefficients is affected by multicollinearity. A high VIF value indicates serious multicollinearity, while a low VIF value indicates the absence of multicollinearity. In general, VIF values above 10 or below 0.1 are considered indicators of multicollinearity.

Table 4. Multicollinearity Test Results

Variables	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
QWL	.809	1.237
JOB_SATISFACTION	.809	1.237

Source: Data processing, 2023

Based on the data analysis that has been carried out, the VIF value is 1.237. This VIF value indicates that there is no multicollinearity problem among the independent variables used in the regression model. This is because the VIF value is still below the 10.00 limit which is a reference for testing multicollinearity.

### c. Heteroscedasticity test

The heteroscedasticity test is one of the classic assumption tests that aims to determine whether there is a variation of different errors for each observation in the regression model. One method that can be used to test heteroscedasticity is the Glejser method.

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	3.031	2.534		1.196	.235
QWL	-.060	.128	-.060	-.471	.639
JOB_SATISFACTION	.013	.082	.020	.158	.875

Source: Data processing, 2023

The heteroscedasticity test method used is the Glejser method. The significance value of QWL is 0.639 and *job\_satisfaction* is 0.875. Because the significance value of the independent variable is greater than 0.05, it means that there is no heteroscedasticity in the regression model.

### 3.3 Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

	Coefficient	Tstatistic	Prob	R <sup>2</sup>	Fstatistic	Prob (F-statistic)
C	1.452	0.358	0.721	0.589	55.218	0.000
QWL	1.695	8.299	0.000			
JOB_SATISFACTON	0.285	2.166	0.033			

Source: Data processing, 2023

#### a. R-square

The R-squared test is one of the statistical methods used to measure how well the regression model can explain the variance of the dependent variable. In Table 6, it can be seen that the R-Square value is 0.589, which means that 58.9% of job performance variables will be influenced by QWL and job satisfaction variables. While the remaining 41.1% of job performance variables will be influenced by other variables that are not in this study.

#### b. F Test (Simultaneous)

A simultaneous test (F) is conducted to determine the variables of quality of work life and job satisfaction that simultaneously affect the Job Performance variable. Based on Table 6 sig F value (0.000) <  $\alpha = 0.05$ , the regression analysis model is significant.

This means that the job performance variable is jointly influenced by the quality of work life and job satisfaction variables.

c. Test t

The t-test is used to test the relationship between the dependent and independent variables in simple linear regression research. The t-test results show that the t-value for the quality of work life variable is 8,299 with a significance value of 0.000, while the t-value for the job satisfaction variable is 2.166 with a significance value of 0.033. Both significance values are smaller than the alpha value of 0.05, which means that quality of work life and job satisfaction have a positive and significant influence on job performance.

### 3.4 Discussion

Quality of work life (QWL) is the factor that has the greatest influence on job performance in this study. Quality of work life (QWL) is the level of well-being felt by employees in their work. QWL is one of the factors that can affect job performance, namely the results of work achieved by employees in accordance with organizational standards and objectives. The results showed that QWL has a positive and significant influence on job performance in Bappeda Bengkulu Province. The regression coefficient (b) value of 1.695 indicates that every one-unit increase in QWL will increase job performance by 1.695 units. This research is in line with previous research, namely (Putra et al., 2021)(Susanto et al., 2022) which states that quality of work life has a positive effect on job performance. Likewise with research conducted by (Arif et al., 2020)(Giarto, 2018) (Noor Arifin, 2012) (Nurbiyati, 2014) (M. Wulandari & Hadi, 2021)(R. C. Wulandari, 2021) This means that the higher the QWL felt by employees, the higher the job performance achieved by employees. Conversely, the lower the QWL felt by employees, the lower the job performance achieved by employees. Factors such as providing compensation that is fair and in accordance with the workload, providing adequate and comfortable work facilities, providing quality training and guidance, providing opportunities for development and achievement, providing rewards and recognition for good performance, providing flexibility in working time and leave, and improving communication and cooperation between employees and leaders can improve QWL.

In addition, job satisfaction also has an influence on job satisfaction. Job satisfaction is the level of satisfaction felt by employees towards their work. The results showed that job satisfaction has a positive and significant effect on job performance in Bappeda Bengkulu Province. The regression coefficient value (b) of 0.285 with a significant value of 0.033 indicates that each increase of one unit of job satisfaction will increase job performance by 0.285 units. This research is in line with previous research, namely (Andrejić et al., 2022; Hartanti, 2019; Loan, 2020) (Nurrohmat & Lestari, 2016)(Vanesia, 2021)(NURHAYATI, 2021)(Rambe, 2020) which found that job satisfaction has a positive and significant impact on job performance. This means that the higher the job satisfaction felt by employees, the higher the job performance achieved by employees. Conversely, the lower the job satisfaction felt by employees, the lower the job performance achieved by employees nb. Employee job satisfaction can be improved by providing appropriate incentives, creating a conducive work environment, providing opportunities for development, providing constructive feedback, and others.

## 4. CONCLUSION

Based on the research that has been done, it can be concluded that quality of work life and job satisfaction have a positive and significant effect on job performance. This means that the better the quality of work life and job satisfaction of employees, the higher their

job performance. Therefore, it is recommended that the management of Bappeda Bengkulu Province pay attention to factors that affect their quality of work life and job satisfaction, such as work environment, compensation, career development, work-life balance, relationships between employees, and recognition of achievements.

The limitation of this research is that it only involved BAPPEDA Bengkulu Province employees. This research sample cannot represent the general population of government employees, so the results of this research cannot be generalized to other contexts. Suggestions for further research are to use a larger and more diverse research sample from various government agencies or other sectors relevant to the research topic. In addition, this research instrument uses a questionnaire as a data collection tool. Questionnaires have disadvantages such as low response rates, possible response bias, and lack of depth of information. Suggestions for further research are to use other data collection methods that are richer and more valid, such as interviews, observations, or case studies and can add other variables that may influence quality of work life, job satisfaction, and job performance, such as organizational culture, leadership style, organizational commitment, etc.

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