

The Relationship Between Work Life Quality and Employee Performance

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Abstract

A company's human resources are a crucial asset since they may determine whether the business will still be around in the future. Different management guidelines are used by each business to ensure that its human resources function well. High performance productivity will be produced in the organization through effective performance management. Employee performance is influenced by a variety of variables, including experience and educational background. In order to gauge performance, researchers formulate the impact of human resource management as a problem. The purpose of this study is to determine how HRM impacts employee performance. Descriptive quantitative research design was utilized to describe the data from Alunicorn Hijab Bandung. Quality, quantity, timeliness, effectiveness, and independence are the characteristics that affect performance as determined by the scale of the indicators, according to the analysis's findings.

Keywords: Educational background, experience, performance

Introduction

The increasingly fierce competition in the banking services industry has encouraged companies to continue to prepare and plan employee competency development programs in a mature manner so that they can compete with similar industry players. At the same time, the growing development of the company's organization is a challenge for management in managing human resources to be more

qualified and professional. Management believes that the company's growth through business development needs to be supported by superior, reliable and resilient human resources that are built through mature and measurable HR planning. Through HR planning, strategies are determined to acquire, utilize, develop, and maintain HR in accordance with the company's current needs and future development.

Employees who are part of an organization are required to meet a number of requirements, including having professional educational qualifications and scientific competence, having good communication skills, having a creative and productive spirit, having a work ethic, having a high will and commitment to their profession and always carrying out self-development. continuously. However, in practice it is full of institutional limitations. Some of these problems revolve around the issue of organizational principles in providing balance to employees in carrying out work and personal life. In addition, some employees in the organization often have to work beyond working hours and working days, so they need flexible working time to be able to meet personal needs. If the organization gives time for them to be able to meet their personal needs, then employees will be able to work optimally and the quality of work life will be able to increase so that employee performance will be better. (Nikadek, 2009)

Methods

This study uses a quantitative approach using independent variables and dependent variables as well as intervening variables. The independent variables in this study are quality of work life, job satisfaction and organizational commitment as intervening variables while the dependent variable is employee performance. The

data needed in this study is primary data, namely data obtained directly from the source. The population in this study were 151 employees of PT Bank BRI, while the sample was taken using the Slovin formula, namely 68 employees. Data analysis methods used in this study include instrument testing and multiple linear regression analysis (*tierarchical regression*).

Research Results And Discussion

Respondent Profile

Validity and Reliability Test

Validity test is carried out to determine whether a measuring instrument really measures what it is intended to measure, whether the research instrument is valid. Testing the instrument uses the product moment correlation method (validity index). The assumption used in the validity test is a significance test by comparing r_{count} with r_{table} for degree of freedom ($df=n-2$), in this case n is the number of samples, namely 68. Then df in this study is $68-2=70$ and $\alpha 0.05$, so that $r_{table} = 0.207$, if $r_{count} > r_{table}$ then the question points are declared valid (Ghozali, 2005:45).

The questionnaire consisted of 16 statements regarding the quality of work of life, 10 statements regarding job satisfaction, 13 statements regarding organizational commitment, and 12 statements regarding performance. Following are the results of the validity test regarding QWL, job satisfaction, organizational commitment and performance.

Table.2 Validity Test

Variable	Item No	r_{count}	r_{table}	Information
Quality Work of Life (QWL)	1	0.562	0.207	Valid
	2	0.337	0.207	Valid
	3	0.436	0.207	Valid

Variable	Item No	rcount	rtable	Information
	4	0.380	0.207	Valid
	5	0.279	0.207	Valid
	6	0.347	0.207	Valid
	7	0.357	0.207	Valid
	8	0.367	0.207	Valid
	9	0.334	0.207	Valid
	10	0.309	0.207	Valid
	11	0.402	0.207	Valid
	12	0.557	0.207	Valid
	13	0.250	0.207	Valid
	14	0.217	0.207	Valid
	15	0.215	0.207	Valid
	16	0.302	0.207	Valid
Job satisfaction	1	0.553	0.207	Valid
	2	0.736	0.207	Valid
	3	0.628	0.207	Valid
	4	0.714	0.207	Valid
	5	0.710	0.207	Valid
	6	0.660	0.207	Valid
	7	0.501	0.207	Valid
	8	0.296	0.207	Valid
	9	0.422	0.207	Valid
	10	0.297	0.207	Valid
Organizational Commitment	1	0.577	0.207	Valid
	2	0.650	0.207	Valid
	3	0.640	0.207	Valid
	4	0.677	0.207	Valid
	5	0.595	0.207	Valid
	6	0.610	0.207	Valid
	7	0.564	0.207	Valid
	8	0.359	0.207	Valid
	9	0.387	0.207	Valid
	10	0.376	0.207	Valid
	11	0.233	0.207	Valid
	12	0.384	0.207	Valid
	13	0.241	0.207	Valid
Performance	1	0.646	0.207	Valid
	2	0.668	0.207	Valid
	3	0.645	0.207	Valid
	4	0.536	0.207	Valid
	5	0.655	0.207	Valid

Variable	Item No	rcount	rtable	Information
	6	0.666	0.207	Valid
	7	0.243	0.207	Valid
	8	0.443	0.207	Valid
	9	0.401	0.207	Valid
	10	0.420	0.207	Valid
	11	0.307	0.207	Valid
	12	0.334	0.207	Valid

After being declared valid, all items in the research instrument were then tested for reliability. To see the results of the reliability test, you need to look at the Reliability Statistics table. To test the reliability to determine the level of reliability of the questionnaire, alpha calculation techniques or Cronbach calculations are used, where the calculations use SPSS 20 software.

Table.3 Reliability Test Results

Variable	Cronbach alpha	Conclusion
<i>Quality of Work Life</i>	0.785	Reliable
Job satisfaction	0.847	Reliable
Organizational Commitment	0.810	Reliable
Performance	0.785	Reliable

Hypothesis test

The main objective of this study is to determine the effect *Quality Work of Life*, Job Satisfaction and Organizational Commitment to employee performance. To answer the objectives of this study researchers used statistical analysis. Hypothesis testing in this study was carried out in two ways, namely partial hypothesis testing (t test), and simultaneous hypothesis testing (F test). Partial testing or t-test is carried out to determine whether the independent variable (X) individually affects the dependent variable (Y).

Based on the results of hypothesis testing that has been done previously to meet the requirements in testing mediating variables with stratified statistical analysis, the following results are obtained:

Table.4. Recapitulation of the relationship between variables

Connection	t value	F grade	Sig	Information
QWL→Performance	3,669	18,448	0.001	significant
QWL→Job Satisfaction	3,237	18,001	0.001	significant
QWL→Organizational Commitment	4,149	12,002	0.003	significant
Kep. Work→Performance	3,227	10,412	0.002	significant
com. org→Performance	4,748	8.005	0.003	significant

From the data above it shows that all the required relationships are significant, then mediation test steps are carried out by means of multilevel regression analysis (*hierarchical regression*) as follows :

1. Job satisfaction mediates the relationship between quality of work life and employee performance.

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.786a	.617	.608	.33911
2	,563b	,316	,307	,31927

a. Predictors: (Constant), QWL

b. Predictors: (Constant), QWL, Kep_Kerja

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.025	1	.025	16,215	,004b
	residual	8,076	70	,115		
	Total	8.101	71			
2	Regression	1,068	2	,534	5,237	,008c

residual	7,033	69	,102
Total	8.101	71	

a. Dependent Variable: Performance

b. Predictors: (Constant), QWL

c. Predictors: (Constant), QWL, Kep_Kerja

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,846	,547		7,124	,000
	QWL	,468	,130	.055	3,669	,001
	(Constant)	3,070	,575		5,337	,000
2	QWL	,252	,122	.048	4,428	,004
	Kep_Kerja	,218	,068	,359	3,199	,002

a. Dependent Variable: Performance

Table.5. Summary of Job Satisfaction Variable Mediation Test

Dependent variable	Independent and Mediation Variables	Regression Coefficient and Significance			
		Stage 1	Sig	Stage 2	Sig
Performance (Y)	Constant (a)	3,846	0.000	3,070	0.000
	QWL(X)	0.468	0.001	0.252	0.004
	Job Satisfaction (I)	-	-	0.218	0.002
	R ²		0.617		0.316

Based on the results of the multilevel regression test summarized in the table above, it can be seen that in stage 1:

- The Quality of Work Life (QWL) variable has a significant effect on performance where the regression coefficient value is 0.468 with a significant level of 0.001.
- The value of R² (R square) is stated to be 0.617 where the independent variable QWL affects the performance variable by 61.7%.

In stage-2 the effect of the QWL variable on performance after being mediated by the job satisfaction variable can be explained that the QWL variable still has a significant effect on performance, where:

- a. The regression coefficient is 0.252 with a significant level of 0.004, but the regression coefficient value of the QWL variable has decreased from 0.468 (stage-1) to 0.252 (stage-2).
- b. Job satisfaction variable as a mediating variable has a significant effect on performance with a regression coefficient of 0.218 and a significant value of 0.002.
- c. The magnitude of the effect of QWL on performance is ($R^2 = 0.617$), and there is a decrease due to the influence of the variable job satisfaction as a mediator, namely to ($R^2 = 0.316$).

Based on the description above, it can be interpreted that the job satisfaction variable mediates partially (partial mediation) the relationship between the QWL variable and the Performance variable.

2. Organizational Commitment mediates the relationship between quality of work life (QWL) and employee performance.

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.786a	.617	.608	.33911
2	.613b	.376	.318	.33476

a. Predictors: (Constant), QV

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.025	1	.025	16,215	,004b
	residual	8,076	70	,115		
	Total	8.101	71			
2	Regression	,369	2	,184	7,645	,000c
	residual	7,732	69	,112		
	Total	8.101	71			

a. Dependent Variable: Performance

b. Predictors: (Constant), QWL

c. Predictors: (Constant), QWL, Kom_Org

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,846	,547		7,124	,000
	QWL	,468	,130	.055	3,669	,001
	(Constant)	4,071	,575		5,337	,000
2	QWL	,357	,122	.048	4,428	,002
	Kom_Org	,371	,068	,359	3,199	,000

a. Dependent Variable: Performance

Table.6. Summary of Organizational Commitment Variable Mediation Test

Dependent variable	Independent and Mediation Variables	Regression Coefficient and Significance			
		Stage 1	Sig	Stage 2	Sig
Performance (Y)	Constant (a)	3,846	0.000	4,071	0.000
	QWL(X)	0.468	0.001	0.357	0.002
	Organization Commitment (I)	-	-	0.371	0.000
	R ²		0.617		0.376

Based on the results of the multilevel regression test summarized in the table above, it can be seen that in stage 1:

- a. The Quality of Work Life (QWL) variable has a significant effect on performance where the regression coefficient value is 0.468 with a significant level of 0.001.

- b. The value of R^2 (R square) is stated to be 0.617 where the independent variable QWL affects the performance variable by 61.7%.

In stage-2 the effect of the QWL variable on performance after being mediated by the organizational commitment variable can be explained that the QWL variable still has a significant effect on performance, where:

- a. The regression coefficient is 0.357 with a significant level of 0.002, but the regression coefficient value of the QWL variable has decreased from 0.468 (stage-1) to 0.357 (stage-2).
- b. Organizational commitment variable as a mediating variable has a significant effect on performance with a regression coefficient of 0.371 and a significant value of 0.000.
- c. The magnitude of the effect of QWL on performance is ($R^2 = 0.617$), and there is a decrease due to the influence of the organizational commitment variable as a mediator, namely becoming ($R^2 = 0.376$).

Based on the description above, it can be interpreted that the organizational commitment variable mediates partially (partial mediation) the relationship between the QWL variable and the Performance variable.

From the results of the analysis above, it can be concluded that the variables of job satisfaction and organizational commitment are partially mediating variables on the relationship between QWL and performance, so that it can be stated that hypothesis-6 is accepted.

CONCLUSION

Referring to the formulation of the problem, research objectives, and the results of hypothesis testing, it can be concluded that:

- a. The first hypothesis in this study states that "the quality of work life (*quality of work life*) positive and significant effect on performance. This hypothesis is proven according to the test results with a significance level of 0.002. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (3.669) > t_{table} (1.994)$ and a significance level of $0.01 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction.
- b. The second hypothesis in this study states that "the quality of work life (*quality of work life*) has a positive and significant effect on job satisfaction". This hypothesis is proven according to the test results with a significance level of 0.001. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (3.237) > t_{table} (1.994)$ and a significance level of $0.001 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction.
- c. The third hypothesis in this study states that "the quality of work life (*quality of work life*) has a positive and significant effect on organizational commitment". This hypothesis is proven according to the test results with a significance level of 0.003. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (4.149) > t_{table} (1.994)$ and a significance level of $0.03 < 0.05$ which means that the QWL variable has a significant effect on organizational commitment.

- d. The fourth hypothesis in this study states that "job satisfaction has a positive and significant effect on performance". This hypothesis is proven according to the test results with a significance level of 0.002. The significance value is smaller than alpha 0.005. From the data shows that $t_{\text{count}}(3.227) > t_{\text{table}}(1.994)$ and a significance level of $0.02 < 0.05$ which means that the variable job satisfaction has a significant effect on performance.
- e. The fifth hypothesis in this study states that "Organizational Commitment has a positive and significant effect on performance". This hypothesis is proven according to the test results with a significance level of 0.003. The significance value is smaller than alpha 0.005. From the data shows that $t_{\text{count}}(4.748) > t_{\text{table}}(1.994)$ and a significance level of $0.03 < 0.05$ which means that the organizational commitment variable has a significant effect on performance.
- f. Testing the sixth hypothesis is to prove that the variables of job satisfaction and organizational commitment mediate the relationship between quality of work life and employee performance. From the results of the analysis using multilevel linear regression analysis (*hierarchical regression*) it can be concluded that the variables of job satisfaction and organizational commitment are partially mediating variables on the relationship between QWL and performance.

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