

QUALITY OF WORK LIFE, JOB SATISFACTION, AND PERFORMANCE: A MEDIATION ANALYSIS

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Abstract

This research aims to determine the influence of quality of work life on job satisfaction, the influence of quality of work life on employee performance, the influence of job satisfaction on employee performance, and the influence of quality of work life on employee performance through job satisfaction. This research method is a quantitative method with a population of thirty-seven employees at PT Pelabuhan Indonesia II (Persero) in Pontianak. The data collection technique is saturated sampling (census), the sample used is thirty-seven respondents where the author distributed questionnaires to all employees. From the calculation of the validity test, all variables are valid. The results of the reliability test also show that all instruments used by the researcher are reliable. The results of the hypothesis test show that quality of work life does not have a significant effect on job satisfaction, quality of work life does not have a significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance by 66.10 percent, then quality of work life does not have a significant effect on performance through job satisfaction. Based on the mediation effect test, it is stated that the research model does not have a mediation effect.

Keywords: Quality of Work Life, Job Satisfaction, Performance.**DOI:**

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Homepage:<http://bbijbm.lppmbinabangsa.ac.id/index.php/home>**I. Introduction**

One of the main problems in HR is the increasingly limited production factors, which require human resources to work more effectively and efficiently, thereby improving company performance (Hasibuan, 2009:15). Employee performance plays a significant role in the survival of an organization. Through performance, it is possible to determine the extent to which employees are capable of carrying out the tasks assigned to them.

Human resource performance, or job performance in other words, is the actual work performance or accomplishments achieved by an individual. Employee performance will influence how much they contribute to the company (Mathis and Jackson, 2006:96). One effort to improve performance and enhance output quality through employee participation and involvement in the decision-making process and to meet employee needs is through the implementation of Quality of Work Life (QWL) (Siagian, 2002:72).

QWL is an employee's perception of their physical and mental well-being while working (Cascio, 2006:24). Employees will contribute more if they have the freedom to express their ideas and feel a reciprocal relationship with the organization (Hermawati and Suci, 2015:5). Therefore, a crucial role of work quality is to transform the work environment so that the company can technically and humanly lead to better QWL (Arifin, 2012).

Another factor that can influence QWL is job satisfaction. Each employee has a different level of satisfaction based on their value system. One way to measure employee satisfaction is to understand their feelings about aspects of their job and the implementation of QWL. High job satisfaction and QWL can improve employee performance (Wirawan, 2015:83). Employees with high levels of job satisfaction have a positive attitude toward their work, while those with low levels of job satisfaction tend to have a negative attitude toward their work (Robbins and Judge, 2017:46).

PT Pelabuhan Indonesia II (Persero) in Pontianak is a state-owned enterprise engaged in port management. This company was established in response to the growing demand for logistics. Every employee is required to consistently perform at a high level, providing excellent service to the public. The company also needs to strengthen its position in the face of increasingly fierce competition. One way to achieve this is by creating a high quality of work life, which can foster job satisfaction and further improve employee performance.

Based on the results of research observations conducted at PT Pelabuhan Indonesia II (Persero) in Pontianak, there are several problems that occur in the implementation of tasks, namely there are still employees who are late to work, lack of awareness in maintaining office inventory, there are still employees who use working hours ineffectively, there is no comprehensive career development program as a long-term investment for the company, and the level of punctuality of employees in completing tasks is still low.

Many previous studies have discussed the variables of quality of work life, performance, and job satisfaction. Previous studies conducted by Lathif et al (2018) and Hasmalawati et al (2017) stated that quality of work life has a significant effect on performance, however, Lazuardi et al (2017) found that quality of work life does not significantly influence performance. Previous studies conducted by Prasetyawati et al (2015), Lefiandra et al (2019), and Santhi et al (2016) stated that quality of work life has a significant effect on job satisfaction, however, Hayati (2013) found that quality of work life does not significantly influence job satisfaction. Previous studies also conducted by Alfani (2018), Nurbiyati (2014), and Kusuma W. (2015) stated that quality of work life influences performance through job satisfaction.

Based on the background that has been presented, the formulation of the problem in this research is first, whether there is an influence between quality of work life on employee job satisfaction at PT Pelabuhan Indonesia II (Persero) in Pontianak. Second, whether there is an influence between quality of work life on employee performance at PT Pelabuhan Indonesia II (Persero) in Pontianak. Third, whether there is an influence between job satisfaction on employee performance at PT Pelabuhan Indonesia II (Persero) in Pontianak. And fourth, whether there is an influence between quality of work life on employee performance through job satisfaction at PT Pelabuhan Indonesia II (Persero) in Pontianak.

Based on the formulation of the problem that has been put forward, the purpose of this research is to determine the influence of quality of work life on employee job satisfaction at PT Pelabuhan Indonesia II (Persero) in Pontianak; the influence of quality of work life on employee performance at PT Pelabuhan Indonesia II (Persero) in Pontianak; the influence of job satisfaction on employee performance at PT Pelabuhan Indonesia II (Persero) in Pontianak; and the influence of quality of work life on employee performance through job satisfaction at PT Pelabuhan Indonesia II (Persero) in Pontianak.

II. Literature Review

2.1. Quality of Work Life

Quality of Work Life (QWL) is a condition in which employees can fulfill their essential needs by working in an organization (Dessler, 2013:25). Cascio (2006:24) states that "QWL gives workers the opportunity to make decisions about their jobs." Therefore, the important role of QWL is to change the work climate so that the company can technically and humanly lead to better QWL.

QWL is divided into several indicators, namely employee involvement, balanced compensation, pride in the institution, job security, work environment safety, well-being, career development, problem solving, and communication (Cascio, 2006:25).

2.2. Job Satisfaction

Each employee's level of satisfaction varies depending on their perceived values. According to Hasibuan (2009:202), job satisfaction is an emotional state characterized by enjoyment and enjoyment of one's work. This attitude reflects work morale, discipline, and performance, leading to continued involvement with the organization. Job satisfaction is a feeling from employees related to their work and their condition (Mangkunegara, 2009:117). Satisfied employees prefer their work situation than dissatisfied employees who dislike their work situation (Umam, 2010:192).

Employee job satisfaction can be measured by several indicators, namely enjoying the job, loving the job, work morale, discipline, and work performance (Hasibuan, 2009:202).

2.3. Performance

Performance, or in other words, job performance, is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the burden and responsibilities given to him (Mangkunegara, 2004:9). According to Wibowo (2012:7),

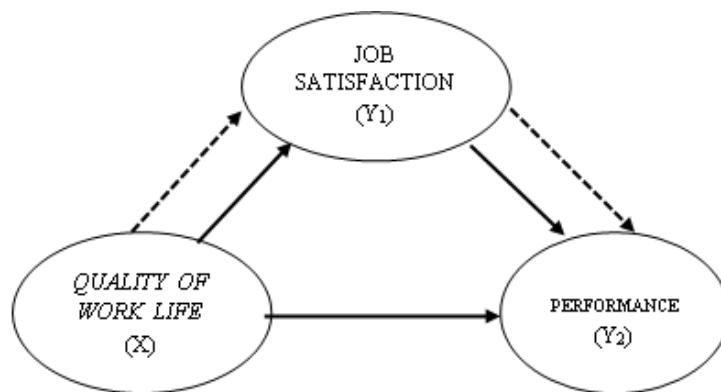
performance has a broader meaning, not just work results but also how the work process occurs. A company's success in achieving its goals can be seen in high performance. High performance automatically results in efficiency, effectiveness, and productivity (Samsudin, 2004:159).

Employee performance assessment can be seen from several indicators, namely quantity, quality, reliability, and attendance (Mathis and Jackson, 2006:51).

2.4. Conceptual Framework and Hypothesis

From the background of the problem, previous research, and theories related to research can be described the frame of thought of this research in Figure 1.

Figure 1. Conceptual Framework



Source: Processed Data, 2025.

From Figure 1 can also describe the research hypothesis as follows:

1. There is a significant influence between quality of work life and job satisfaction.
2. There is a significant influence between quality of work life and performance.
3. There is a significant influence between job satisfaction and performance.
4. There is a significant influence between quality of work life and performance through job satisfaction.

III. Methodology

The research used associative research and quantitative data analysis techniques. Data collection techniques used observation, questionnaire distribution, and documentary studies. This research was conducted using the Structural Equation Modeling (SEM) approach with Partial Least Squares (PLS) analysis. The data used in this research were the results of questionnaires completed by respondents using a Likert scale analysis tool. The population in this research were all 37 employees at PT Pelabuhan Indonesia II (Persero) in Pontianak. The sample used was 37 respondents obtained using a saturated sampling method (census). The measurement scale used in this research is the Likert scale.

The analytical method used was quantitative analysis with measurement model tests (convergent validity, discriminant validity, indicator reliability, and internal consistency

reliability), structural model tests (R-squares and model fit tests), mediation effect tests, and hypothesis tests. The results of the questionnaire distribution were processed by assigning assessment weights based on a Likert scale. These results were then processed using the WarpPLS 6.0 program.

IV. Results and Discussion

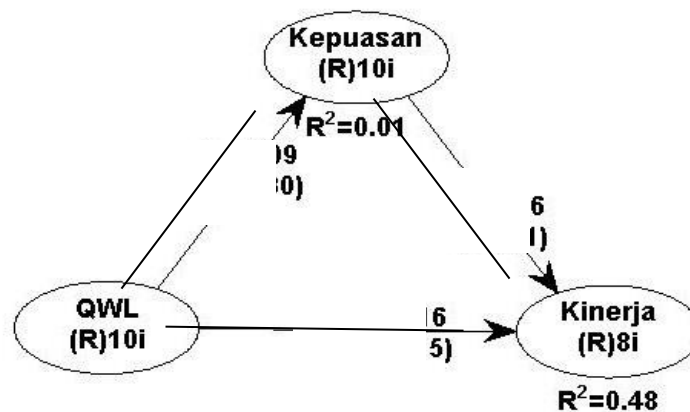
4.1. Measurement Model Test

The measurement model (outer model) testing was divided into validity and reliability tests. Validity testing of the quality of work life, job satisfaction, and employee performance variables, with an average variance extracted (AVE) value greater than 0.50, found all variables valid. Reliability testing, with factor loading and composite reliability values greater than 0.70, found all variables reliable.

4.2. R-squares Test

Structural model testing is divided into R-squares testing and model fit testing. The results of the R-squares testing can be seen in Figure 2.

Figure 2. R-squares Test Results



Source: Processed Data, 2025.

Based on Figure 2, the R-squares value of the quality of work life variable on the job satisfaction variable is 0.007, or 0.70 percent, making it a weak criterion. The R-squares value of the quality of work life variable on the performance variable is 0.046, or 4.60 percent, making it a weak criterion. Meanwhile, the R-squares value of the job satisfaction variable on the performance variable is 0.479, or 47.90 percent, making it a moderate criterion.

4.3. Model Fit Test

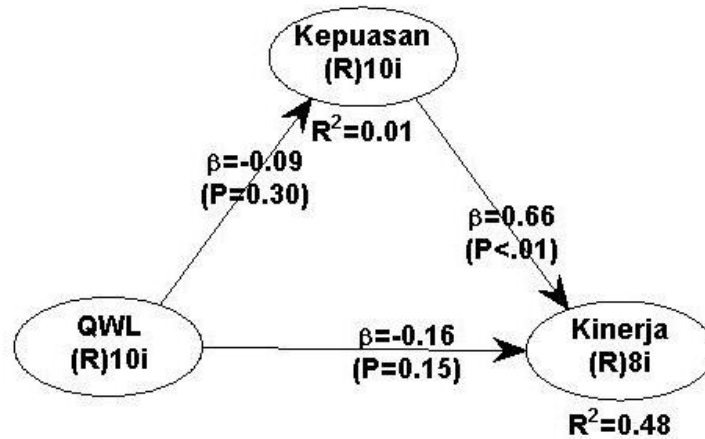
Then in the model fit test, it is known that APC has a P value = 0.010 so it can be accepted because it has a P value < 0.05. ARS has a P value = 0.027 so it can be accepted because it has a P value < 0.05. AARS has a P value = 0.040 so it can be accepted because it has a P value < 0.05. AVIF has a value of 1.005 so it can be accepted because it has a value ≤ 5. AFVIF has a value of 1.559 so it can be accepted because it has a value ≤ 5. GoF has a value of 0.315 which means moderate because it has a value ≥ 0.25. SPR has a value of 1.000 so it can be accepted because it has a value ≥ 0.7. RSCR has a value of 1.000 so it can be accepted because it has a value ≥ 0.9. SSR has a value of 1.000 so it can be accepted because it has a

value ≥ 0.7 . Then NLBCDR has a value of 0.833 so it can be accepted because it has a value ≥ 0.7 . Thus, it can be said that the inner model is declared

4.4. Hypothesis Test

Hypothesis testing is conducted by examining the significance value (p) and path coefficient (β). The results of the significance test (p) and the direct effect path coefficient (β) can be seen in Figure 3.

Figure 3. Results of Significance Test and Direct Effect Path Coefficient



Source: Processed Data, 2025.

Based on Figure 3, it is known that the direct influence between quality of work life on job satisfaction has a significance value of 0.296, which means the hypothesis is rejected because the significance value is greater than 0.05 ($p > 0.05$). The direct influence between quality of work life on performance has a significance value of 0.148, which means the hypothesis is rejected because the significance value is greater than 0.05 ($p > 0.05$). The direct influence between job satisfaction on performance has a path coefficient value of 0.661, which means the job satisfaction variable has a positive influence of 66.10 percent on the employee performance variable and has a significance value below 0.001 ($p < 0.001$), which means the hypothesis is accepted because the significance value is smaller than 0.05 ($p < 0.05$).

4.5. Mediation Effect Test

To find out the results of the significance value (p) and the indirect effect path coefficient (β) can be seen in Table 1.

Table 1. Results of Significance Values and Indirect Effect Path Coefficients

	QWL	Job Satisfaction	Performance
QWL	-	-	-
Job Satisfaction	-	-	-
Performance	$\beta = -0,057; p = 0,310$	-	-

Source: Processed Data, 2025.

Based on Table 1, it can be seen that the indirect effect between quality of work life on performance through job satisfaction has a significance value of 0.310, which means the hypothesis is rejected because the significance value is greater than 0.05 ($p > 0.05$). Then,

based on the indirect effect output, a significance value (p value) of 0.310 is obtained, so it can be concluded that the research model does not have a mediating effect because it has a significance value greater than 0.05 ($p > 0.05$).

4.6. Discussion

4.6.1. Effect of Quality of Work Life on Job Satisfaction

The direct effect of quality of work life on job satisfaction has a significance value of 0.296, meaning the hypothesis is rejected because the significance value is greater than 0.05 ($p > 0.05$). This means that quality of work life does not affect job satisfaction. This finding differs from most previous studies that showed a positive relationship between the two. This difference may be due to employee perceptions of QWL varying depending on the organizational context and individual expectations. Provided QWL programs may not be perceived as relevant or meet employee expectations, thus not having a direct impact on job satisfaction.

Furthermore, the effectiveness of QWL policy implementation is also a crucial factor. If implementation is symbolic or inconsistent, the policy will not have a significant psychological impact on employees. Therefore, these results indicate that increasing QWL does not automatically increase job satisfaction without considering contextual factors and individual perceptions.

4.6.2. Effect of Quality of Work Life on Performance

The direct effect of quality of work life on performance had a significance value of 0.148, meaning the hypothesis was rejected because the significance value was greater than 0.05 ($p > 0.05$). This means that quality of work life does not affect performance. This finding differs from some previous studies that suggest that QWL can improve performance. One possible explanation is that in environments with high performance demands or strict performance appraisal systems, employees may focus more on immediate targets and incentives than on aspects of QWL. This may diminish the impact of QWL on performance. Furthermore, organizational context and job characteristics can influence the effectiveness of QWL policies. Inconsistent implementation or one that does not align with employee needs can also diminish its impact.

These findings underscore the importance of a more holistic approach to improving employee performance. Organizations need to not only improve the quality of work life but also ensure that these policies are integrated with strategies for increasing motivation, skills development, and effective reward systems.

4.6.3. Effect of Job Satisfaction on Performance

The direct influence between job satisfaction and performance has a path coefficient value of 0.661, which means that the job satisfaction variable has a positive influence of 66.10 percent on the employee performance variable and has a significance value below 0.001 ($p < 0.001$), which means that the hypothesis is accepted because the significance value is smaller than 0.05 ($p < 0.05$). These findings are consistent with previous theory and research confirming that job satisfaction drives performance. Satisfied employees tend to have higher levels of

commitment and exhibit positive work behaviors, including increased effort, strong teamwork, and adherence to organizational procedures. This ultimately increases work effectiveness and productivity.

These findings also underscore the importance of management strategies focused on increasing job satisfaction through developing a supportive work environment, a fair reward system, and open communication. This way, organizations can achieve performance goals more sustainably.

4.6.4. Effect of Quality of Work Life on Performance through Job Satisfaction

The indirect effect of quality of work life on performance through job satisfaction has a significance value of 0.310, meaning the hypothesis is rejected because the significance value is greater than 0.05 ($p > 0.05$). This means that quality of work life does not affect performance through job satisfaction. These results indicate that job satisfaction is not an effective mediator between QWL and performance in the context of this research. This finding differs from some literature, which suggests that QWL increases job satisfaction, which in turn leads to better performance.

This insignificant mediation effect could be due to several factors. First, the implementation of a QWL program that does not meet employee expectations or needs can mitigate its impact on job satisfaction. Second, other factors such as intrinsic motivation, organizational commitment, or work culture may play a more dominant role in influencing performance. Furthermore, the organizational context and job characteristics may influence the relevance of this mediation pathway. In high-pressure work environments or with stringent performance appraisal systems, employees may be more influenced by direct incentives than by perceived QWL.

V. Conclusion

Based on the analysis and testing results, it can be concluded that quality of work life does not significantly influence job satisfaction. Quality of work life does not significantly influence employee performance, but job satisfaction has a positive and significant effect on performance, amounting to 66.10 percent. Furthermore, quality of work life does not significantly influence performance through job satisfaction.

The author's suggestion for companies is that companies can implement techniques to provide job satisfaction for employees, as this can lead to employees feeling satisfied at work and delivering optimal performance to achieve the company's stated goals. The results of this research can serve as a reference for further research to further develop various variables other than quality of work life that can influence job satisfaction and employee performance.

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