

# THE ROLE OF JOB SATISFACTION IN THE EFFECT OF QUALITY OF WORK LIFE ON PERFORMANCE OF RESEARCH INSTITUTION’S EMPLOYEE

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**Abstract.** This study aims to determine the This study aims to find strategies that can be implemented by management to improve employee performance of SEAMEO BIOTROP by analyze the effect of quality of work life on employee performance, the effect of job satisfaction on employee performance, the effect of quality of work life on employee job satisfaction and the effect of quality of work life on employee performance indirectly through job satisfaction. This research is a verification research. The object of this research consists of 3 (three) namely the quality of work life, job satisfaction and employee performance. The population in this study were 80 employees of the operational unit. Data collection was carried out through questionnaires and observation, the data analysis method used partial least squares (PLS) analysis. The results of the study show that the quality of work life has a direct positive effect on performance, job satisfaction has a direct positive effect on performance, then the quality of work life has a direct positive effect on job satisfaction and the quality of work life has an indirect positive effect on performance through job satisfaction. It can be concluded that the intervening variable (job satisfaction) acts as a mediator between the quality of work life and employee performance.

**Keywords:** quality of work life; job satisfaction; performance

## I. INTRODUCTION

SEAMEO BIOTROP (Southeast Asian Ministers of Education Organization Tropical Biology) is a regional institution under the structure of the Secretary General of the Ministry of Education and Culture of the Republic of Indonesia and is one of 26 institutions or centers under the coordination of the Organization of Education Ministers throughout -Southeast Asia. SEAMEO BIOTROP's head office is at Jalan Raya Tajur Km. 6, Bogor, West Java. SEAMEO BIOTROP was officially established on February 6, 1968 with the aim of increasing human resource capacity, namely to address tropical biology problems in the Southeast Asian region through education. In line with its founding objectives, SEAMEO BIOTROP carries out three main activities, namely: 1. Research in the field of tropical biology, 2. Capacity building of human resources in the field of tropical biology, and 3. Dissemination of information in the field of tropical biology. The three main activities were carried out mainly for the benefit of SEAMEO member countries namely, Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor Leste and Vietnam.

Table 1 above shows it can be seen that the performance appraisal of SEAMEO BIOTROP employees in 2019 was 85.56%, in 2020 employee performance decreased to 85.21%, and in 2021 employee performance decreased to 85.02%. In addition, there is data on the number of SEAMEO BIOTROP employees which is decreasing every year. The number of employees in 2019 was 201 employees, in 2020 it was reduced to 200 employees and in 2021 the number of employees was reduced to 196 employees. Besides being

supported by performance appraisal data which states that performance variables are experiencing problems, it is also supported by a pre-survey of researchers to 30 employees in the Operations section at SEAMEO BIOTROP to describe the condition of employee performance.

**Table 1 Employee Performance Appraisal SEAMEO BIOTROP 2019-2021**

Departement	Target	Year		
		2019	2020	2021
		Score (%)	Score (%)	Score (%)
Research Departemen	85%	84.33	85.11	84.98
Manager	85%	85.10	85.08	85.05
Facilities Management	85%	86.03	85.17	84.90
Pengadaan	85%	85.52	85.14	84.81
Products Development Services	85%	85.96	85.17	85.01
Human Resources Management	85%	85.67	85.51	85.18
Knowledge Management	85%	85.58	85.51	84.92
General Administration	85%	85.11	84.94	85.06
Finansial Accounting	85%	85.75	85.03	85.08
Capacity Building	85%	85.90	85.65	85.85
Manufacturing Innovation	85%	84.78	85.23	85.08
Laboratorium	85%	86.08	85.06	85.15
CS	85%	85.98	85.93	85.02
Satpam	85%	85.98	84.72	84.98
<b>Rata-rata</b>		<b>85.56</b>	<b>85.21</b>	<b>85.02</b>
<b>Jumlah Karyawan</b>		<b>201</b>	<b>200</b>	<b>196</b>

Sumber: Data Sekunder, SEAMEO BIOTROP

The survey was conducted by providing statements relating to employee performance indicators. Employee performance has 4 (four) indicators, namely quantity, quality, effectiveness and timeliness. Quantity indicates the amount of work that can be completed by employees, this can be seen from the work results of employees in the use of time and speed in completing tasks and responsibilities. The following

is data from a pre-survey conducted on SEAMEO BIOTROP employees with quantity indicators.

The results of the preliminary survey showed that:

1. 59.15% of employees had problems with work quantity. This is shown by the low number of employees in achieving work targets in quantity, low numbers of employees reaching the targets set by the company, low numbers of employees doing work in excess of a predetermined volume, and low numbers of employees doing work sometimes exceeding the targets given.
2. 49.98% of employees have low quality of work. This is shown by the low number of employees doing work according to the standards set by the company, low number of employees doing work neatly and in an orderly manner, low number of employees doing work exceeding the predetermined volume, and low number of employees doing good and optimal work according to work quality standards which have been set.
3. 54.18% of employees are low in Work Effectiveness. This is shown by the low number of employees in carrying out work based on predetermined work procedures, low number of employees using the facilities and infrastructure provided by the company optimally, low number of employees completing tasks with sufficient time, and low number of employees using the facilities and infrastructure provided in accordance with its function.
4. 74.98% of employees are low on punctuality. This is shown by the low number of employees doing other work when their time is free, the low number of employees doing work on time and not procrastinating, the low number of employees using time efficiently in carrying out their work, and the low number of employees calculating the time for each task completion.

Thus the performance of employees at SEAMEO BIOTROP is still far from what was expected. With this data, there are indications that there is a problem with decreasing employee performance so that it appears that the human resources in the company are not good enough. Thus it can be concluded that the performance of SEAMEO BIOTROP employees has decreased and employee performance has not been realized perfectly because there is still a decline in the performance of the 5 (five) existing departments. In this study, researchers took Operations employees as respondents consisting of the Research Department, Facilities Management, Procurement, Product Development Services, Capacity Building and Manufacturing Innovation. Apart from performance data, the results of short interviews with 20 SEAMEO BIOTROP employees, found problems regarding the Quality of Work Life of employees in the companies they work for, employees said the dominant problem most often found was regarding the lack of employee participation in terms of long and short term decision making, besides In addition, employees also feel that rewards are not in accordance with the performance that has been carried out by employees. According to Hasibuan [1] Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise

for work, placement, behavior, equipment, and a good work environment. In this case, a good work culture is needed so that employees feel comfortable in the environment and have a good quality of work life.

#### *Employee performance*

The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). According to Sutrisno [2], employee performance is an achievement obtained by someone in carrying out a task. The success of the organization depends on the performance of the actors of the organization concerned. Therefore, each work unit in an organization must be assessed for its work, so that the performance of human resources can be assessed objectively. This understanding of performance relates work results to behavior. As behavior, performance is a human activity that is directed at carrying out the organizational tasks assigned to it. According to Kasmir [3] Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. According to Robbins and Coulter [4] performance is the end result given by employees in achieving the goals of an organization whether the performance given is good or bad.

#### *Quality of Work Life*

The concept of Quality of Work Life expresses the importance of respect for humans in the work environment. Thus, the important role of the Quality of Work Life program is to change the organizational work climate technically and humanely to lead to a better quality of work life. Improving the quality of work is necessary to create job satisfaction as a trigger for morale (Hermawati and Nasharuddin [5]). According to Wibowo [6], by maximizing the quality of work life in companies, the role of employees can emerge, for improving performance and productivity. In addition, providing adequate quality of work life is also a form of appreciation for the ability of employees who have a commitment to the company. Walton [7], Quality of work life is workers' perception of the atmosphere and experiences of workers in their workplace. Hermawati and Nasharuddin [5] state that the quality of work life is a method or program carried out by an organization to improve the work environment and make the environment more productive.

#### *Job satisfaction*

Hasibuan [1] states that, one of the things that must be considered in a company so that it is able to run according to the goals expected by management are employees, because by managing employees properly, employees will feel satisfaction at work and the company will be able to make this happen. as a very valuable feedback in realizing company goals. Employees who perform well, if they have high job satisfaction (Meithiana Indrasari [8]). Afandi [9], job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through evaluating one job as a sense of respect in achieving one of the important values of work. A satisfied employee is less likely to be absent, make a positive contribution, and stay with the company. In contrast, a dissatisfied employee may be absent more often, may experience stress that annoys co-workers,

and may be constantly looking for work. Meanwhile, Mangkunegara [10] job satisfaction is a feeling that supports the employee himself related to his work and to his condition. Job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics (Robbins & Judge [11]). Meithiana Indrasari [8] also states that Job Satisfaction is when there is no difference between what is desired and the perception of reality, because the desired minimum limit has been met. Or in other words, job satisfaction also shows the degree of expectation on the fulfillment of one's psychological contract. From the several experts above, it can be synthesized that Job Satisfaction is the positive feelings of employees for their work and the attributes attached to the job.

Employee performance is the result of the achievement of an employee's work in accordance with the work and responsibilities that have been determined, by looking at the quality and quantity that has been achieved. There are many factors that influence performance, including Quality of Work Life and Job Satisfaction. If the quality of work life is good, performance will increase. Likewise with job satisfaction, if job satisfaction is in accordance with employee expectations, it will increase employee performance.

Wibowo [6], by maximizing the quality of work life in companies, the role of employees can emerge, for improving performance and productivity. Companies that do not pay attention to the quality of work life of their workers will result in a decline in the level of performance of their employees. Because the quality of work life is one of the goals to be achieved by employees in fulfilling their needs and desires. Regarding the relationship between the quality of work life and employee performance, the above statements are in line with the research conducted by Setiyadi and Wartini [12] in their research showing that there is an influence between the quality of work life and employee performance. An employee who has a high level of job satisfaction will have an impact on a positive attitude towards the job he is carrying, conversely if the employee does not have job satisfaction then a negative attitude will be shown towards the job he is carrying. An employee who feels satisfied with the attributes attached to his job tends to stay working for an organization, if job satisfaction is high then the work output of the employee also increases. The existence of perceptions of the quality of work life in employees is also able to foster the desire of employees to survive in the company. It can also be assessed that employees show a sense of satisfaction with the company's treatment of them. Robbins [4], states that employees with a high level of job satisfaction have a positive attitude towards their work, whereas someone with a low level of job satisfaction tends to have a negative attitude towards their work. Job satisfaction reflects the feelings of employees towards the work they carry out, this is shown by employees in a positive attitude towards their work and also towards everything in their work environment. So that to realize job satisfaction the company must pay attention to the level of quality of work life. Bektı [13], who in his research found that the implementation of Quality of Work Life can increase employee job satisfaction in companies.

In an organization that has implemented the quality of work life well, employees will have their own satisfaction in carrying out every job they are assigned, so that they can improve the performance of each employee well and be able to achieve organizational goals. Setiyadi and Wartini [12] in their research found that the quality of work life variable indirectly affects employee performance through job satisfaction as an intervening variable. Based on the theories described above, this study will discuss several variables that are suspected of being an influence on organizational problems at SEAMEO BOGOR and tested using statistical tests. Based on the framework above, the authors formulate a research constellation as follows:

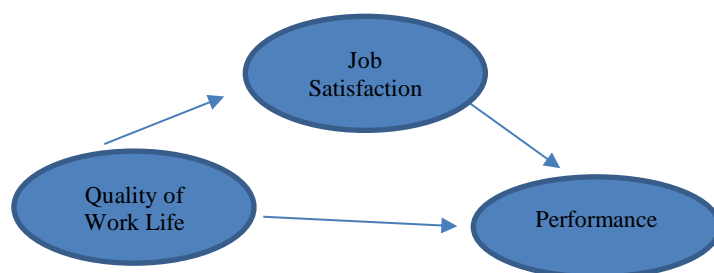


Figure 1 Research Model

#### Research Hypothesis

1. Hypothesis 1: Quality of Work Life (X) has a direct positive effect on Employee Performance (Z).
2. Hypothesis 2: Job Satisfaction (Y) has a direct positive effect on Employee Performance (Z).
3. Hypothesis 3: Quality of Work Life (X) has a direct positive effect on Job Satisfaction (Y).
4. Hypothesis 4: Quality of Work Life (X) has a positive indirect effect on Employee Performance (Z) through Job Satisfaction (Y).

## II. RESEARCH METHODS

This research applies quantitative research, with survey method and path analysis approach. The data used in this research is quantitative data as answers from respondents who answered the questionnaire [14]. In this study, researchers used one population, namely operational employees as the unit of analysis. After collecting the data, what the researcher did was analyze the data. Data analysis was performed using the Partial Least Square (PLS) method using SmartPLS version 3.0 software.

#### Quantitative Analysis

In this study, quantitative analysis was carried out using the SmartPLS 3.0 application to determine the established hypothesis test.

#### Partial Least Square (PLS) Model

PLS is one of the Structural Equation Modeling (SEM) completion methods, this method is used to confirm theories, so that in research based on PLS predictions it is more suitable for analyzing data. Ghazali and Latan [15] stated that PLS is

a powerful analytical method and is often referred to as soft modelling because it eliminates assumptions (Ordinary Least Squares), such as data that must be normally distributed in a multivariate manner and the absence of multicollinearity problems between exogenous variables [16].

In the analysis method using regression, there are assumptions that must be considered by researchers, one of the assumptions that is often important for researchers is the assumption of normality. PLS uses the bootstrapping method or random doubling. Therefore, the assumption of normality will not be a problem for PLS. Apart from being related to data normality, by doing bootstrapping, PLS does not require a minimum number of samples, so research with small samples can still use PLS.

### III. RESULTS AND DISCUSSION

#### Data analysis

#### Measurement Model

In this study, hypothesis testing uses the partial least squares (PLS) analysis technique using the smartPLS program. The following is a proposed PLS program model scheme:

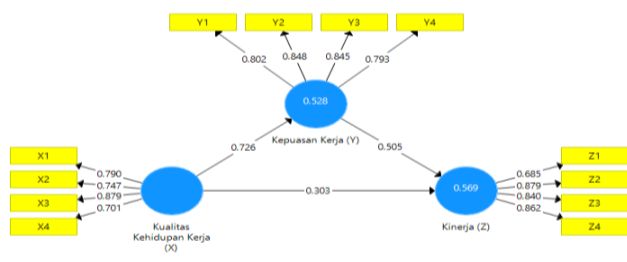


Figure 2 Outer Model

#### 1. Convergent Validity

The first stage in evaluating the outer model can be started by looking at the results of the convergent validity test through the factor loading. In the PLS model it meets convergent validity, it can be said to be valid if the outer loading value is  $\geq 0.70$ , but the loading factor value is 0.50 to 0.60 which is still acceptable. In this study, researchers used the criteria for loading factor  $\geq 0.50$ . The following is a table of convergent validity results.

Table 2 Results of Convergent Validity Analysis

	Job Satisfaction	Performance	Quality of Work Life
X1			0,790
X2			0,747
X3			0,879
X4			0,701
Y1	0,802		
Y2	0,848		
Y3	0,845		
Y4	0,793		
Z1		0,685	
Z2		0,879	
Z3		0,879	
Z4		0,840	

Source: Primary Analysis Data, processed 2022

The results of processing using SmartPLS can be seen in the table above. The value of the outer model or the correlation between the construct and the variables indicates that all loading factors have values above 0.50. Thus, all constructs have been said to be valid and fulfill validity with a loading factor above 0.50.

#### 1. Discriminant Validity

To see whether the research model has good Discriminant Validity, then there are 2 (two) stages that must be carried out, namely the results of cross loading and the results of the Fornell Larcker criteria. The first method is to measure cross loading, where the results of cross loading must show that indicators from each construct must have a higher value than indicators in other constructs.

Table 3 Discriminant Validity

	Job Satisfaction	Performance	Quality of Work Life
X1	0,530	0,503	<b>0,790</b>
X2	0,574	0,478	<b>0,747</b>
X3	0,621	0,577	<b>0,879</b>
X4	0,540	0,529	<b>0,701</b>
Y1	<b>0,802</b>	0,533	0,640
Y2	<b>0,848</b>	0,553	0,568
Y3	<b>0,845</b>	0,675	0,617
Y4	<b>0,793</b>	0,612	0,560
Z1	0,453	<b>0,685</b>	0,413
Z2	0,585	<b>0,879</b>	0,569
Z3	0,597	<b>0,840</b>	0,571
Z4	0,708	<b>0,862</b>	0,617

Source: Primary Analysis Data, processed 2022

From the results of the cross loading in the table above, it shows that the correlation value of the construct with the indicators of both the quality of work life, job satisfaction and performance variables produce a greater value than the correlation value with other constructs. Thus, all constructs or latent variables already have good discriminant validity, where the indicators for each block of construct indicators are better than indicators in other blocks.

Thus, based on the table a conclusion can be drawn that the data model tested in this study meets the requirements or criteria which show evidence that the constructs in the model have discriminant validity as well as an initial step before conducting hypothesis testing after going through various series of tests.

#### 3. Average Variance Extracted (AVE)

To evaluate discriminant validity, it can be seen by using the AVE (Average Variance Extracted) method for each construct or latent variable. The AVE value is declared good if the value of each AVE construct is  $\geq 0.50$  (Ghozali and Latan [15]). The following is the AVE table

Table 4 AVE (Average Variance Extracted)

	Average Variance Extracted (AVE)
Job Satisfaction	0,676
Performance	0,672
Quality of Work Life	0,611

Source: Primary Analysis Data, processed 2022

Based on the table above, it can be seen that the AVE value of the job satisfaction variable is > 0.5 which is equal to 0.676, for the value of the performance variable > 0.5 which is equal to 0.672 and for the quality of work life variable > 0.5 or equal to 0.611. It can be concluded that the AVE value of each construct in the model, it can be concluded that the AVE value is above 0.5. The second method for the next test, namely the Fornell Larcker criterion, to obtain good discriminant validity from a research model, the roots of the AVE in the construct must be higher than the correlation of the construct with other latent variables. The results of the Fornell Larcker criterion obtained in this study can be seen in the following table:

**Table 5 Fornell Larcker Criterion Results**

	Job Satisfaction	Performance	Quality of Work Life
<b>Job Satisfaction</b>	<b>0,822</b>		
<b>Performance</b>	0,725	<b>0,820</b>	
<b>Quality of Work Life</b>	0,726	0,670	<b>0,782</b>

Source: Primary Analysis Data, processed 2022

Based on the table, it can be seen that the AVE root value has a greater correlation with the other constructs, so the discriminant validity requirements in this model have been fulfilled. To assess discriminant validity with the Fornell Larcker Criterion, that is by comparing the square root value (Fornell Larcker Criterion) and Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. From the results of the table above the AVE value of the job satisfaction variable is 0.676 while the AVE root value is 0.822, and the performance variable AVE value is 0.672 and the AVE root value is 0.820, then the AVE value of the quality of work life variable is 0.611 and the AVE root value is 0.782. These results show that the AVE root value of each variable is greater than the AVE value, meaning that the discriminant validity of this model has been fulfilled.

4. Composite Reality

Composite reliability shows a degree that indicates common latent (unobserved), so that it can show a block indicator that measures the internal consistency of construct-forming indicators. The composite validity value for each construct must be ≥ 0.70, so it can be said to have high reliability. The table of composite reliability values is as follows:

**Table 6 Composite Reliability**

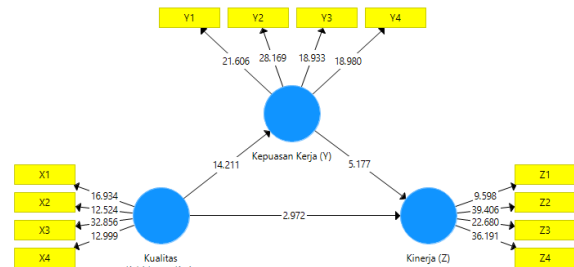
	Composite Reliability
<b>Job Satisfaction</b>	0,893
<b>Performance</b>	0,891
<b>Quality of Work Life</b>	0,862

Source: Primary Analysis Data, processed 2022

Based on the results of the table above, it can be seen that the composite reliability value for the job satisfaction variable is > 0.70 or 0.893, for the performance variable > 0.70, which is 0.891 and for the quality of work life variable > 0.70, which is 0.862. So, all variable constructs are above 0.70.

With the resulting values, all constructs have good reliability in accordance with the required minimum value limits. From the results of calculations on some of the previous data, it can be concluded that this research has good convergent validity and good discriminants validity.

**Structural Model (Inner Model)**



**Figure 3 Inner Model**

The inner model shows the magnitude of estimation between latent or construct variables. This study will explain the results of the path coefficient, goodness of fit test and hypothesis testing.

R-square

In the process of assessing the research model with PLS, it begins by looking at the R-square for each dependent latent variable. The following table is the result of R-square estimation using SmartPLS:

**Table 7 R-square**

	R Square
<b>Job Satisfaction</b>	0,528
<b>Performance</b>	0,569

Source: Primary Analysis Data, processed 2022

The R-square table is used to see the effect of the variable quality of work life directly or indirectly, namely through job satisfaction on employee performance. Based on the table results, it can be concluded that the R-Square value for the job satisfaction variable is 0.528, which means that the performance variable is influenced by the quality of work life indirectly or through the job satisfaction variable, which is 0.528 or 52.8% and the remaining 0.472 or 47.2% is influenced by other variables not included in this research model. Then the R-Square value for the performance variable is 0.569, which means that the influence of the quality of work life variable directly affects employee performance, namely 0.569 or 56.9% and the remaining 0.431 or 43.1% is influenced by other variables not included in this research model.

Q-square (predictive relevance)

Then using Q-Square (predictive relevance) for structural models, the purpose of predictive relevance testing is to find out how well the observed values produced by the model and the estimation of its parameters. To calculate the Q-Square value, you can use the formula:  $Q^2 = 1 - (1 - R^2_1) (1 -$

$R^2_2) \dots (1 - R^2_p)$  where  $R^2_1, R^2_2 \dots R^2_p$  is the R-square of the dependent variable. Based on table 4.55 regarding the R-square output above, the Q-Square values in this study are:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,528) \times (1 - 0,569)] \\
 &= 1 - (0,472) \times (0,431) \\
 &= 1 - 0,203 \\
 &= 0,797
 \end{aligned}$$

It can be concluded from the results of the analysis, indicating that the Q square value of 0.797 means that it has a strong model, because the Q square value is  $> 0.35$ . Thus, from these results, this research model can be stated to have relevant predictive value, where the level of model diversity indicated by the variables of quality of work life and job satisfaction in explaining employee performance variables is 0.797 or 79.7%.

*Effect Size (F<sup>2</sup>)*

*Effect size (F<sup>2</sup>)* or commonly called the F-square is used to determine the goodness of the independent variable model with the dependent. The recommended F-square values are 0.02, 0.15 and 0.35 with exogenous latent variables having small, moderate and large effects. The F-square value in this study can be seen in the following table:

**Table 8 F-square**

	Job Satisfaction	Performance	Quality of Work Life
Job Satisfaction		0,279	
Performance			
Quality of Work Life	1,118	0,100	

Source: Primary Analysis Data, processed 2022

The table above shows that the largest F-Square value is indicated by the effect of the quality of work life on job satisfaction of 1.118, meaning that it has a large influence ( $> 0.35$ ). The second effect is shown by the variable job satisfaction on performance of 0.279 which has a moderate effect ( $> 0.15$ ). Then the smallest effect is shown by the variable quality of work life on performance, which is equal to 0.100, which has a small effect ( $> 0.02$ ).

**Multicollinearity Test**

The multicollinearity test was carried out to see whether the independent variables correlated with each other. Multicollinearity detection can be done by looking at the Variance Inflation Factor (VIF) value. The following is a table of Collinearity Statistics (VIF) results:

**Table 9 Collinearity Statistics (VIF) Test**

	Job Satisfaction	Performance	Quality of Work Life
Job Satisfaction		2,118	
Performance			
Quality of Work Life	1,000	2,118	

Source: Primary Analysis Data, processed 2022

Based on the table above, the results of the Collinearity Statistics (VIF) to see the multicollinearity test with the result of the inner value of the job satisfaction variable on performance is 2.118. Then the value of the quality of work life variable on job satisfaction is 1,000 and the quality of work life on performance is 2,118. The results of the analysis show that the VIF value  $< 5$  means that multicollinearity does not occur.

**Hypothesis testing**

Based on the data analyzed, the results can be used to answer the research hypothesis. To see the results of the hypothesis testing in this study, it can be done by looking at the results of the t statistics and P values. This hypothesis can be said to be accepted if the P Values  $< 0.050$ . The test results shows in table as follows:

**Table 10 Hypothesis Test Result**

Path	T Statistics	P Values	Effect			Conclusion
			Direct	Indirect	Total	
Job Satisfaction - > Performance	5,177	0,000	0,505		0,505	Accepted
Quality of Work Life -> Job Satisfaction	14,211	0,000	0,726		0,726	Accepted
Quality of Work Life -> Performance	2,972	0,003	0,303		0,303	Accepted
Quality of Work Life -> Job Satisfaction - > Performance	4,848	0,000		0,367	0,670	Accepted

Source: Primary Analysis Data, processed 2022

It can be explained that the greatest influence is shown in the effect of the variable quality of work life on job satisfaction with a value of 14.211. The second biggest effect is the influence of job satisfaction variables on performance, which is equal to 5.177. Then the smallest is the effect of the quality of work life variable on performance of 2.972. Based on the results of the description it can be concluded that the overall model in this variable has a positive value. To determine whether or not the level of significance in the table above can be known P Value where the analysis results obtained are:

1. Direct Effect of Quality of Work Life on Performance  
Quality of work life variable on performance has a coefficient value of 0.303 and a t statistics value of 2.972 ( $T > 1.96$ ) with a significance level (P Values) of 0.003 ( $< 0.05$ ), these results indicate that the direct effect quality of work life on performance is positive, then the first hypothesis (H1) is accepted.
2. Direct Effect of Job Satisfaction on Performance  
Job satisfaction on performance has a coefficient value of 0.505 and a t statistics value of 5.177 ( $T > 1.96$ ) with a significance level (P Values) of 0.000 ( $< 0.05$ ), these results indicate that the direct effect of job satisfaction on

performance is positive, then the second hypothesis (H2) is accepted.

3. **Direct Effect of Quality of Work Life on Job Satisfaction**  
Quality of work life on job satisfaction has a coefficient of 0.726 and a t statistics value of 14.211 ( $T > 1.96$ ) with a significance level (P Values) of 0.000 ( $< 0.05$ ), these results indicate that the direct effect of quality work life on job satisfaction is positive, then the third hypothesis (H3) is accepted.

4. **Indirect Effect of Quality of Work Life on Employee Performance Through Job Satisfaction.**

Quality of work life on job satisfaction has a coefficient of 0.367 and a t statistics value of 4.848 ( $T > 1.96$ ) with a significance level (P Values) of 0.000 ( $< 0.05$ ), these results indicate that the indirect effect quality of work life on employee performance through job satisfaction is positive, then the third hypothesis (H4) is accepted.

Based on the results of the data calculation above, it can be concluded that each hypothesis variable proves a positive influence. The coefficient results from the table show that the direct effect of quality of work life on performance is 0.303 and the total indirect effect of quality of work life on performance through job satisfaction is 0.670 or 67%. After analyzing the role of job satisfaction on the influence of the quality of work life on the performance of SEAMEO BIOTROP employees. In this study, the units of analysis were SEAMEO BIOTROP employees in the operations department with 80 respondents. Through data collection methods using primary and secondary methods, using validity and reliability tests, using outer model analysis (measurement model) through convergent validity and discriminant validity tests, then analyzing the inner model (structural model) in this analysis using determination analysis R-square to find out how much the independent variable contributes to the dependent variable, as well as conducting a Q-square test to measure how well the observed values are obtained from the model and using hypothesis testing to determine the effect between these variables. The following is an explanation of the results that can be obtained from the research that has been done.

#### **Direct Influence Quality of work life on employee performance**

By maximizing the quality of work life in the company, it can bring out the role of employees to improve performance. In addition, providing adequate quality of work life is also a form of appreciation for the ability of employees who have a commitment to the company. Companies that do not pay attention to the factors of the quality of work life of their employees will result in a decline in the level of employee performance, because the quality of work life is one of the goals to be achieved by employees in fulfilling their needs and desires. Based on the results of this study indicate that the effect of the quality of work life on employee performance produces a statistical t value of 2.972 which indicates a positive direct effect. With the conclusion that the quality of work life of SEAMEO BIOTROP employees has a

positive effect on improving the performance of its employees.

#### **Direct Effect of Job Satisfaction on Performance**

Employees who have a high level of job satisfaction will have an impact on a positive attitude towards the job they carry, conversely if the employee does not have job satisfaction then a negative attitude will be shown towards the job he is carrying. Job satisfaction is the employee's positive feelings about their work and the attributes attached to the job. If employees feel satisfied with the attributes attached to their work, they tend to stay working at the company, if job satisfaction is high, employee performance will also increase. Based on the results of this study indicate that the effect of job satisfaction on employee performance produces a statistical t value of 5.177 which indicates a positive direct effect. With the conclusion that the job satisfaction of SEAMEO BIOTROP employees has a positive effect on improving the performance of its employees. This research finding supported study by Londok et al. [17] that job satisfaction has positive and significant effect to the employee performance.

#### **Direct Effect of Quality of Work Life on Job Satisfaction**

The quality of work life in employees is also able to foster the desire of employees to survive in the company. It can also show that employees have a sense of satisfaction with the company's treatment of them. The quality of work life is needed to create job satisfaction for its employees. Based on the results of this study indicate that, the influence of the quality of work life on job satisfaction produces a statistical t value of 14.211 which indicates a positive direct effect. With the conclusion that the quality of work life of SEAMEO BIOTROP employees has a positive effect on increasing employee job satisfaction.

#### **Indirect Effect of Quality of Work Life on Employee Performance Through Job Satisfaction**

The quality of work life is one of the goals to be achieved by employees in fulfilling their needs and desires. By achieving these needs, employees create job satisfaction as a form of good and quality employee performance. If the quality of work life has been implemented properly, then indirectly employees will have their own satisfaction in carrying out each job they are assigned, so as to improve the performance of each employee and achieve company goals. Based on the results of this study indicate that, the indirect effect of the quality of work life on employee performance through job satisfaction produces a statistical t value of 4.848. With the conclusion that the quality of work life of SEAMEO BIOTROP employees has a positive effect on improving employee performance through job satisfaction. This proves that the intervening variable in this study, namely job satisfaction, plays a role. Subsequent research was conducted by Setiyadi and Wartini [12] based on the results of calculating the variable quality of work life indirectly through job satisfaction on employee performance.

#### IV. CONCLUSION

There is a direct positive effect on the quality of work life on the performance of SEAMEO BIOTROP employees. Means to improve employee performance can be done by improving the quality of work life. There is a direct positive effect of job satisfaction on the performance of SEAMEO BIOTROP employees. Means to improve employee performance can be done by increasing employee job satisfaction. There is a direct positive effect of quality of work life on job satisfaction of SEAMEO BIOTROP. So to increase employee job satisfaction can be done by improving the quality of employee work life. There is a positive effect of quality of work life on performance through job satisfaction of SEAMEO BIOTROP employees. This explains the indirect effect (through job satisfaction) acting as intervening. Means to improve employee performance, organizations can first increase job satisfaction.

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