

# Effect of Quality of Work Life on Performance: The Role of Satisfaction and Work Discipline

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## ABSTRACT

This research aims to study the influence of the Quality of Work Life on Job Performance of Statistic Bureau of Yogyakarta Special Province with Job Satisfaction and Work Discipline as an intervening variable. The data collection is by distributing questionnaires to all Statistic Bureau of Yogyakarta Special Province employees as respondents. The analysis used is descriptive and inferential. The descriptive analysis provides information on the characteristics of useful research data on demographic data. Meanwhile, the inferential study examines the research hypothesis by using Structural Equation Model (SEM) Partial Least Square (PLS) using Smart PLS 3 software. Seventy-six employees of the Statistics Bureau of Yogyakarta Special Province could be as many as 74 respondents because one person is Task Learning. One more person has to move the region assignments. The results showed a significant positive effect of Quality of Work Life on employees' Job Satisfaction and Work Discipline. However, it turns out that the impact of job satisfaction on employee performance is not significant. The influence of Work Discipline on Performance is significantly positive. Thus Work Discipline is an intervening variable on the effect of Quality of Work Life on Performance. Job Satisfaction is not an intervening variable on the impact of Quality of Work Life on employee performance.

**Keywords:** *Quality of Work Life 1, Job Satisfaction 2, Work Discipline 3, Performance 4*

## INTRODUCTION

One crucial element in achieving organizational goals is human resource management (HR). HR management is concerned with human management through corporate activities and functions operations [1]. HR management is a planning process, organizing, arranging the personnel, and supervising its operational procedures to achieve organizational goals [2].

According to standards, individuals' performance in organizations is as employee performance results from work achieved by someone based on job requirements [3]. Employee performance can rate good or not, depending on the results of comparison with the legal profession [4].

The quality of work-life improves employee performance in an organization. The QWL refers to the organization's ability to fulfill their desires and needs through their personal experience with the company [5]. Employee satisfaction with the work environment good quality will give employees a sense of comfort in doing everything their job duties. Quality of work life can affect

employee discipline rates to the rules that apply to the organization where he works, impacting Organizational Performance.

Employee performance is a focal point in every company. Every policy should improve employee performance. To stay on top, they must improve their employees' performance and monitor them [6]. The slow version is caused by the employee's ability to solve the problem, the lack of planning skills, and the attitude that both in the work team, not creative and independent [7]. Employee performance can form a positive company image [8]. Institutions and businesses have embraced the competence model to improve and integrate the global and strategic industry trends with human power [9].

Proper human resource management can influence organizational competitiveness through the positive influence of all critical determinants of employee performance [10]. Most large companies, to implement the planning period of long, invest in improving employees' performance, enabling them to cope with the condition they are not sure who might face in the period ahead [11]. The source of the power of a man who has

the ability creative, skills, and knowledge will have a performance superior to that is one of the factors critical that helps organizations achieve excellence competitive [12].

To implement good governance, government officials, especially the leaders at the central and regional levels, are obliged to eliminate everything the impact of problems that weaken government bureaucracy. The condition thus making the bureaucracy less healthy. This unhealthy bureaucracy may reflect the less well quality of government organizations' work-life, both at the central and areas that will affect organizational Performance quality.

The Statistic Bureau of Yogyakarta Special Province, as a non-governmental organization the ministry has also conducted an RB. As an agency with quality, complete, quality statistical data and accurate, current, sustainable, and relevant data users, the Statistic Bureau of Yogyakarta Special Province conscientiously undertake RB to achieve more results. Statistic Bureau of Yogyakarta Special Province Bureaucratic Reform aims to build a profile and behavior Statistic Bureau of Yogyakarta Special Province apparatus who are professional, have high integrity and provide excellent service for data and information results in quality statistics. Professional, Integrity, and Trust (PIA) is the Core Value of the Statistic Bureau of Yogyakarta Special Provinces, a concrete foundation building on identity and behavior guide for every Statistic Bureau of Yogyakarta Special Province carrying out their duties [13].

In connection with the Statistic Bureau of Yogyakarta Special Province task to provide data, it demands the public regarding the availability of various statistical data

and information. The quality is increasing day by day. Those are a problem faced by the Statistic Bureau of Yogyakarta Special Province. Data users want data to be available more quickly (faster), cheaper (cheaper), more comfortable to obtain (more accessible), and more quality (better). Development efforts made by the Statistic Bureau of Yogyakarta Special Province to date has produced various socio-economic data and indicators.

Efforts to increase the variety and quality of data are efforts in improving human resources quality to improve performance Statistic Bureau of Yogyakarta Special Province. Mindset, work culture, and human resources (HR) behavior have not maximally achieved professional values, integrity, and appropriate trust with the Statistic Bureau of Yogyakarta Special Province's core values. The employee recruitment system is still not optimal, resulting in a lack of professional and human resources competent following their work field. The HR career planning system, including career, rotation, transfer, and promotion patterns, is also imperfect [13]. This problem needs attention and improvements to improve the performance of employees. Complete facilities and work infrastructure to support the quality of work-life in the environment Statistic Bureau of Yogyakarta Special Province also require attention to achieve maximum results.

The application of information and communication technology at the Statistic Bureau of Yogyakarta Special Province already exists but needs to be developed. The internal control function needs to be improved so that it can go as expected. Accountability for the Performance of the Statistic Bureau of Yogyakarta Special Province officials is still necessary to enhance.

**Table 1.** Results of Assessment of Government Agency Performance Accountability System Statistic Bureau of Yogyakarta Special Province by the Ministry of Beuracratical and Reformation Reform (Kemenpan-RB 2012-2014)

No	Component which rated	Weight	2012	2013	2014
1	Performance Planning	35	20,39	24,29	25,66
2	Performance Measurement	20	10,78	11,56	13,18
3	Performance Reporting	15	9,88	10,05	10,85
4	Performance evaluation	10	3,92	4,52	5,57
5	Performance Results	20	15,14	14,78	14,79
<b>Evaluation Result Value</b>		<b>100</b>	<b>60,11</b>	<b>65,20</b>	<b>70,05</b>
<b>Performance Accountability Level</b>			<b>CC</b>	<b>B</b>	<b>B</b>

The evaluation of the Government Agency Performance Accountability System by the Ministry of State Apparatus Empowerment and the Bureaucratic Reform Republic of Indonesia states that the Indonesian Statistic Bureau shows excellent performance. However, it is still necessary to increase again because the total

score obtained was only 70.05 (in 2014) from the expected value of 100.

CPM ranks very aware of the persistence of the gap (gap) between current conditions and future conditions. Survey results "Satisfaction Level Data User for Statistic Bureau of Yogyakarta Special Province, "conducted by

Ernst consulting company & Young in 2010, demonstrated data user dissatisfaction. Although most of them view the Statistic Bureau of Yogyakarta Special Province positively, some are views negatively [13]. Statistic Bureau of Yogyakarta Special Province management in making strategic steps to improve organizational performance. Good organizational performance achievement is not regardless of all employees' participation in carrying out their work daily. The excellent performance of each employee will determine the right performance organization. The Quality of Work Life is the quality of employee performance influenced by comfort employees at work, feeling calm, satisfied, valued, and work atmosphere fun with a variety of working facilities and infrastructure adequate and high quality.

Apart from data users' complaints, sometimes complaints come from the Statistic Bureau of Yogyakarta

**Table 2.** Several Statistic Bureau of Yogyakarta Special Province which is late or leave before office hours in January - June 2015

Month	Total employees	TL1	TL2	TL3	TL4	PSW1	PSW 2	PSW 3	PSW 4
Jan	76	27	4	2	8	2	5	1	21
Feb	76	18	2	3	8	1	2	1	7
Mar	76	18	4	0	4	0	0	1	15
Apr	75	19	5	3	4	1	2	2	6
May	74	24	4	1	10	0	2	0	11
June	74	24	4	0	3	0	1	1	19

Information:

TL1: 1-30 minutes late.

TL2: 31-60 minutes late.

TL3: 61-90 minutes late

TL4 : > 90 minutes late / no presence

PSW1: Go home 1-30 minutes early

PSW 2: Go home 31-60 minutes early

PSW 3: Go home 61-90 minutes early

PSW 4 : Go home > 90 minutes early / no presence

Statistic Bureau of Yogyakarta Special Province has also implemented a system presence/attendance with a fingerprint scanner to improve employee discipline. Although giving has been implemented sanctions for late employees even though it is only 1 minute, presumably still, There are still delinquent employees in coming to the office. Recap results attendance every month shows that there are still employees who are late. One proof that the employees of the Statistic Bureau of Yogyakarta Special Province have always lacked discipline. For this reason, the Statistic Bureau of Yogyakarta Special Province needs much effort to enforce discipline so that their performance can be better. Table 2 shows the

Special Province staff. The Statistic Bureau of Yogyakarta Special Province itself has several problems such as (1) dissatisfaction with the number of performance allowances, (2) career advancement opportunities, (3) discontent on the placement of employees in a work unit, (4) dissatisfaction with the results of evaluation and performance appraisal, and overlapping time schedules work implementation activities and others. The Performance of the Statistic Bureau of Yogyakarta Special Province needs to be improved. There are also complaints about co-workers with whom he cannot work well together, lack of good communication between fellow employees, and facilities and infrastructure that do not match their needs. The rest shows that the quality of working life in the Statistic Bureau of Yogyakarta Special Province also needs improvement.

number of employees of the Statistic Bureau of Yogyakarta Special Province who has been late to attend or came home from work before office hours from January to June 2015.

The description above makes researchers interested in researching the influence of work-life quality on performance with satisfaction and work discipline as intervening variables in the Statistic Bureau of Yogyakarta Special Province.

Based on the background above, the researcher's problem formulation stacking in this study are as follows:

1. Does Quality of Work Life (QWL) matter on the Performance of Statistic Bureau of Yogyakarta Special Province employees?
2. Does the quality of work-life affect employees' job satisfaction of the Statistic Bureau of Yogyakarta Special Province?
3. Does the work-life quality affect the work discipline of employees of the Statistic Bureau of Yogyakarta Special Province?
4. Does Job Satisfaction affect the Statistic Bureau of Yogyakarta Special Province employee performance?

5. Does Work Discipline affect the Performance of Provincial Statistic Bureau of Yogyakarta Special Province employees?
6. Does Job Satisfaction mediate the influence of Quality of Work Life on the Performance of Statistic Bureau of Yogyakarta Special Province employees?
7. Does Work Discipline mediate the influence of Quality of Work Life on the Performance of Statistic Bureau of Yogyakarta Special Province employees?

The purpose of this research is:

1. To know the influence of Quality of Work Life (QWL) on Performance employees of Statistic Bureau of Yogyakarta Special Province.
2. To know the influence of the Quality of Work Life on Job Satisfaction of Provincial Statistic Bureau of Yogyakarta Special Province employees.
3. To know the influence of the Quality of Work Life on Work Discipline of employees of Statistic Bureau of Yogyakarta Special Province.
4. To know the influence of Job Satisfaction on Employee Performance of Statistic Bureau of Yogyakarta Special Province.
5. To know the influence of the Work Discipline on Employee Performance of Statistic Bureau of Yogyakarta Special Province.
6. To know the influence of Quality of Work-Life to Employee Performance of Statistic Bureau of Yogyakarta Special Province with Job Satisfaction as an intervening variable.
7. To know the influence of Quality of Work-Life to Employee Performance of Statistic Bureau of Yogyakarta Special Province with Work Discipline as an intervening variable.

## **THEORETICAL REVIEW**

### ***Definitions of Variables***

#### ***Performance***

Based on several theories and concept definitions from a literature review about performance, researchers concluded that version is a success, someone, in carrying out their work in an organization compared with the work standards. The dimensions are used for performance measurement in this study, adopting Wilson's dimensions [2]. Of the five dimensions stated, Wilson B took four sizes, namely: (1) Quality, (2) Quantity, (3) Timeliness, and (4) Cooperation Ability.

#### ***Quality of Work Life (QWL)***

For the literature review on QWL (Quality of Work Life), researchers define the Quality of Work Life as a condition of how far the perception is employees to the organization's contribution to achieving its goals can provide material and psychological well-being employees. The dimensions used to measure the Quality of Work Life in this study, adopt the QWL theory from Richard E. Walton (1974), published in research [14]. From 8 dimensions which were stated by Richard E. Walton, it is five dimensions, namely: (1) fair and adequate compensation, (2) a safe and healthy work environment, (3) growth and security, (4) capability development and, (5) space live at work.

#### ***Job Satisfaction***

Based on the literature review's description above, the researcher uses the concept/definition of Job Satisfaction put forward by [15], which states that Job Satisfaction is an emotional attitude that is fun and loves his job. While the dimensions for Measuring Job Satisfaction, the researcher adopts the Job Satisfaction dimension stated by Luthans [16], namely: (1) the job itself, (2) salary, (3) promotion opportunities, and (4) Supervision.

#### ***Work Discipline***

Based on a literature review on Work Discipline, the researcher defines Work Discipline as a safe, orderly, and organizational situation in its employees comply with all applicable regulations. The dimensions of Work Discipline in this study refers to the concept of Work Discipline from [15], which reveals that discipline will exist if employees: (1) always come and go home on time, (2) doing all the work properly, (3) obeying all administrative regulations and prevailing social norms.

### ***Framework & Hypothesis***

#### ***Effect of Quality of Work Life (QWL) on Performance***

According to [14], the relationship between Quality of Work and Life Performance is generally favorable. An increase in the Quality of Work Life effect on increasing performance. For this reason, the researcher proposes a hypothesis:

H<sub>1</sub>: There is a significant favorable influence between the Quality of Work Life on the Performance of the Statistic Bureau of Yogyakarta Special Province employees.

#### ***Effect of Quality of Work Life (QWL) on Job Satisfaction***

Job Satisfaction Level, which ultimately impacts performance a person is affected by the Quality of Work Life. According to [17], Quality of Work Life can reduce

absenteeism rates, lower turnover, and increase job satisfaction.

There is a positive and significant relationship between the Quality of Work Life and Job Satisfaction. By increasing the Quality of Work-Life, Employee Job Satisfaction will increase. Quality work life has a positive effect on job satisfaction. This finding is consistent with other researchers [18]. For this reason, the researcher proposes a hypothesis:

H<sub>2</sub>: There is a significant favorable influence between the Quality of Work Life on Job Satisfaction of employees of Statistic Bureau of Yogyakarta Special Province.

### *The Influence of Quality of Work Life (QWL) on Work Discipline*

The QWL program's implementation reduces absenteeism rates, decreases the imposition of disciplinary rules, and increases employees' positive attitudes [19]. Levels of Quality of Work Life influence work discipline in an organization. For this reason, the researcher proposes a hypothesis:

H<sub>3</sub>: There is a significant favorable influence between the Quality of Work Life on Work Discipline of employees of Statistic Bureau of Yogyakarta Special Province.

### *Effect of Job Satisfaction on Performance*

Happy employees are more likely to be productive employees [20]. Organizations with more satisfied employees tend to be more effective than organizations with fewer employees who feel comfortable [21]. For that, the researchers proposed a hypothesis:

H<sub>4</sub>: There is a significant favorable influence between Job Satisfaction on Performance employees of the Statistic Bureau of Yogyakarta Special Province.

### *Effect of Work Discipline on Performance*

If employees realize the Work Discipline, it will affect their Performance [22] argued a synergy between discipline and Organizational Performance. Behind the arrangement is a significant influence on the discipline system. It makes employees are held accountable for their actions. For that, researchers put forward a hypothesis:

H<sub>5</sub>: There is a significant positive effect between work discipline on employees' Performance of the Statistic Bureau of Yogyakarta Special Province.

### *Effect of Quality of Work Life on Performance and Job Satisfaction as an intervening variable*

Arifin's research [23] shows that the quality variable Work-Life to Performance directly outweighs the work-

life variable's quality on performance through satisfaction Work. So it can be concluded that Job Satisfaction is not an intervening variable for the relationship between Quality of Work Life and Performance. The researcher proposes a hypothesis:

H<sub>6</sub>: Job Satisfaction mediates the Quality of Work Life on The Performance of Statistic Bureau of Yogyakarta Special Province employees.

### *The mediating role of Work Discipline on the Effect of Quality of Work Life on Performance*

Discipline issues in most organizations have been dealt with to create conflict and hatred in the workplace. Most organizations have not been able to use the discipline system. It aims to correct behavior without hurting employees. The work environment harmony will help create trust between management and the workforce, increasing organizational effectiveness [22]. This harmonious work environment shows a good quality of life work. Good Quality of Work Life in an organization will affect employee behavior, including at the level of discipline Work.

For this reason, researchers are also interested in examining what work discipline is an intervening variable in the relationship between QWL and Performance by comparing the value of direct and indirect effects. The researcher proposes a hypothesis:

H<sub>7</sub>: Work Discipline Quality of Work-Life mediating influence on The Performance of Statistic Bureau of Yogyakarta Special Province employees.

## **METHOD**

### ***Research Subjects and Objects***

The object of this research is the Statistic Bureau of Yogyakarta Special Province. Meanwhile, the research subjects are the Statistic Bureau of Yogyakarta Special Province employees, amounting to 74 people (condition June 2015).

### ***Sampling Technique***

The sample used in this study is saturated because the total number of Statistic Bureau of Yogyakarta Special Province employees and staff is insufficient of 100 people, which means research will be all the entire population. The population is a group or group of individuals or research objects in this study are all employees and employees of the Statistic Bureau of Yogyakarta Special Province.

### ***Type of Data***

This research uses quantitative data types with data sources as primary data. The collection of primary data is by distributing questionnaires to respondents as the first source of research. The questionnaire contains a list of

questions about factors that affect the Quality of Work Life, Job Satisfaction, Work Discipline, and Employee Performance based on existing or ethical concepts previously stated. There are also questions about respondents' data demographics as respondent identities, such as gender, age, highest education completed, position, and service years.

### **Data Collection Technique**

The data collection procedure used was a survey method by distributing questionnaires to all Statistic Bureau of Yogyakarta Special Province employees as the respondent. The questions presented in the questionnaire

are closed questions where the answers have been in several options. Respondents can choose the appropriate answer to each other's perceptions. Choice of answers as a means of measuring data using a Likert scale 1-5 as follows; Value 1 = Strongly Agree (SA); Score2 = Agree (A); Value 3 = Neutral (N); Value 4 = Disagree (DA); Value 5 = Strongly disagree (SDA).

### **Research Variables and Operational Definitions**

The variables used in this study are Performance (Z), Quality of Work Life (X), Job Satisfaction (Y1), and Work Discipline (Y2). The operational definition of each of these variables are in the following table:

**Table 3.** Instrument Grid

<b>Variable</b>	<b>Operational definition</b>	<b>Dimensions / Indicators</b>
Performance (Z)	Employees' performance is a person's success in carrying out his work on an organization compared to work standards	(Z1) Quality (Z2) Quantity (Z3) Precise Time (Z4) Ability Cooperation
Quality of Work Life (X)	Quality of Work Life (QWL) is conditioned by how far the employee's perception of its contribution to achieving its goals can give employees material and psychological well-being.	(X1) Compensation fair and (X2) Environment Safe work (X3) Growth and security (X4) Development Ability (x5) Living space at work
Satisfaction Work (Y1)	Job Satisfaction is an emotional attitude, fun, and loving work [11].	(Y1.1) That job Alone (Y1.2) Salary (Y1.3) Chance Promotion (Y1.4) Supervision
Discipline Work (Y2)	Work Discipline, as an organizational situation, a safe, orderly manner, and its employees comply with all regulations applies.	(Y2.1) Come and get home on time (Y2.2) Working Well (Y2.3) Obey the rules

### **Data Analysis Technique**

The data obtained from the field in this research answers questions from the questionnaire distributed to respondents presented and analyzed by two types of analysis, namely descriptive analysis and analysis Inference.

Descriptive analysis aims to provide an overview of the research data's characteristics, such as the mean value and the frequency of the variables studied. The data to be analyzed descriptively are (1) demographic data (gender, age, education, position, and years of service); (2) data on research variables obtained from respondents' answers. The data presented in a tabular form containing the frequency of each variable research, observations of focal tendency (mean / average, median/point center, and which mode/data appears most).

The inferential analysis aims to test the hypothesis and make interval estimates about the parameters (population characteristics) for then are draw conclusions about the features of the sample population [24]. Inference analysis in This research uses Structural Equation Model (Structural Equation Modeling) Partial Least Square (PLS) using Smart software PLS 3. This model is suitable for use in this study because of its

existence of limited data (number of samples) studied, including the number of units research (example) is only a few (less than 100 units).

According to Haryono [25], Partial Least Square (PLS) is a powerful analysis method because it does not assume the data must be with specific scale measurements and small sample sizes. PLS do not take detailed distributed data in the form of nominal, category, ordinal, interval, and ratio). PLS is an indeterminacy factor. For predictive purposes, approach PLS is more suitable. In the PLS approach, all sizes variance is a variance that is useful to explain. PLS provide the general model techniques, including canonical correlation, redundancy analysis, regression multiple, multivariate analysis of variance (MANOVA). The principal component analysis. PLS is for causal-predictive analysis (predictive analysis) in situations of high complexity and low theory support. Aim PLS helps researchers get latent variable values for prediction goals[25].

There are three types of specification models in PLS, namely: (1) Structural or Inner Models that specify the relationships between latent variables; (2) Measurement Model or Outer Model that defines the relationship between latent variables with the indicator or manifest

variable; (3) Weight Relation which is an estimate the case value of the latent variable [25].

## RESULTS AND DISCUSSION

This research uses the Statistic Bureau of Yogyakarta Special Province as an object with all its employees as subjects research. Researchers make direct observations by distributing a questionnaire to all the Statistic Bureau of Yogyakarta Special Province as a respondent. Data obtained from respondents' answers were then processed and analyzed descriptively and inferential.

The descriptive analysis describes research data characteristics, including demographic data and research variables obtained from respondents' answers. Meanwhile, inferential analysis is to answer the research hypothesis proposed. Inference analysis in this research uses Structural Equation Model-Partial Least Square (PLS) using software Smart PLS 3. This model is suitable for use in this study because of its limited data in the number of samples studied, namely because of the

number of units reviews are few, that is, less than 100 units.

### *Evaluation of Measurement (Outer ) Model*

#### *Validity Test*

The validity test aims to determine the extent of the items' questions/indicators in the questionnaire to represent measured variables. Validity testing for reflective indicators in processing data with SEM PLS from the loading factor value, namely the correlation between the item score/indicator with the construct score. According to [25], the loading factor value must be  $> 0.70$ , but at the research development stage, the value  $0.50-0.60$  is still acceptable. The validity test also needs to examine the cross-loading amount between the indicator and its construct on the discriminant validity indicator reflective. A hand is declared valid if it has the highest loading factor to the intended construct than other constructs' loading factors.

**Table 4.** Loading Factor Scores

Code	X	Y1	Y2	Z	Information
(1)	(2)	(3)	(4)	(5)	(6)
X1.1	0.703	-	-	-	Valid
X1.2	0.541	-	-	-	Valid
X2.1	0.570	-	-	-	Valid
X2.2	0.650	-	-	-	Valid
X3.1	0.694	-	-	-	Valid
X3.2	0.678	-	-	-	Valid
X4.1	0.772	-	-	-	Valid
X4.2	0.696	-	-	-	Valid
X5.1	0.634	-	-	-	Valid
X5.2	0.664	-	-	-	Valid
Y1.1.1	-	0.770	-	-	Valid
Y1.1.2	-	0.811	-	-	Valid
Y1.2.1	-	0.714	-	-	Valid
Y1.2.2	-	0.737	-	-	Valid
Y1.3.1	-	0.669	-	-	Valid
Y1.3.2	-	0.707	-	-	Valid
Y1.4.1	-	0.769	-	-	Valid
Y1.4.2	-	0.635	-	-	Valid
Y2.1.1	-	-	0.816	-	Valid
Y2.1.2	-	-	0.737	-	Valid
Y2.1.3	-	-	0.697	-	Valid
Y2.2.1	-	-	0.712	-	Valid
Y2.2.2	-	-	0.761	-	Valid

Y2.2.3	-	-	0.674	-	Valid
Y2.3.1	-	-	0.836	-	Valid
Y2.3.2	-	-	0.704	-	Valid
Y2.3.3	-	-	0.537	-	Valid
Z1.1	-	-	-	0.673	Valid
Z1.2	-	-	-	0.664	Valid
Z2.1	-	-	-	0.713	Valid
Z2.2	-	-	-	0.792	Valid
Z3.1	-	-	-	0.654	Valid
Z3.2	-	-	-	0.617	Valid
Z4.1	-	-	-	0.803	Valid
Z4.2	-	-	-	0.750	Valid

**Table 5.** Average Variance Extracted (AVE) Scores

No.	Research Variable	Average Variance Extracted (AVE)
1	Performance (Z)	0,506
2	Quality of Work Life (X)	0,440
3	Job Satisfaction (Y1)	0,531
4	Work Discipline (Y2)	0,524

Loading factor for each indicator of the construct intended the values are all higher than the build another. Latent constructs predict indicators on their block better than the hands in other leagues.

The validity test can also be from the AVE (average variance extracted) value. A good model requires each constructs with a value of > 0.50 [25]. The AVE value for the Performance construct is 0.506; Job Satisfaction is 0.531, and Work Discipline is 0.524. The three constructs / variables have AVE value > 0.50. The third construct is valid. While the AVE value for the Quality constructs, Work-life turns out to be < 0.50, which is 0.440. Nevertheless, the construct Quality of Work Life is still good because others' validity is still valid. The Loading factor's value is > 0.5 and from the cross-loading value between the indicators against the construct aimed at

discriminant validity whose values are higher than other indicators.

*Reliability test*

The reliability test aimed to measure the consistency and stability of an instrument's score (measurement scale) to measure a specific concept. The reliability of a construct in data processing with PLS-SEM is from composite reliability and Cronbach's alpha value. A construct is reliable if the cost of composite reliability and Cronbach alpha values above 0.7 [25]. Table 6 shows the values composite reliability and Cronbach alpha value of the research construct. Visible that the costs are all above 0.7. All research constructs are already good reliable.

**Table 6.** Composite Reliability And Cronbach Alpha Scores

No.	Research Variable	Composite reliability	Cronbach's alpha	Information
1	Performance (Z)	0,89	0,858	reliable
2	Quality of Work Life (X)	0,886	0,857	reliable
3	Job Satisfaction (Y1)	0,9	0,872	reliable
4	Work Discipline (Y2)	0,907	0,907	reliable

*Test Model Structural (Inner) Model*

The model testis used to measure the significant effect of all independent variables together on the

dependent variable. Testing the structural model looks at the R- Square value, a goodness-fit model test [25]. It appears that the model the influence of the Quality of

Work Life on Job Satisfaction provides value R- Square is 0.538, which means as construct variability. Job Satisfaction means the variability of the Quality of Life construct. Work is 53.8%. In comparison, 46.2% is explained by other variables outside of that research. It also appears that the model influences the Quality of Work Life on Work Discipline provides an R- Square value of 0.319, which means that the variability of the Work Discipline constructs by the construct variability of the Quality of Work Life of 31.9%, whereas 68.12% explained by other variables outside the one under study.

Besides that, the model influences the Quality of Work Life, Job Satisfaction and Work Discipline on Performance shows an R- Square value of 0.527, which means that the variability of the Performance construct in the construct variability of Quality of Work Life, Job Satisfaction and Work Discipline of 52.7%. In comparison, 47.3% means other variables beyond being researched. The higher the R-Square value, the bigger the independent variable (independent) can define the variable not free (dependent), so the structural equation is better.

Table 7. R-Square score

No.	Research Variable	R-Square
1	Work Satisfaction (Y1)	0,538
2	Work Discipline (Y2)	0,319
3	Performance (Z)	0,527

Research Hypothesis Test

The research hypothesis test was to determine the independent variable's influence on the dependent variable, whether significant or not. In data processing with SEM, PLS can be from the Bootstrapping Report Algorithm path value coefficient. This research uses a significance of 5% or a confidence level of hypothesis testing 95%. It means that the critical value of hypothesis testing is 1.96, compared with the t-statistic value. If the t-statistic value is  $\geq 1.96$ , it is that  $H_0$  is rejected; this means, accept  $H_1$ .

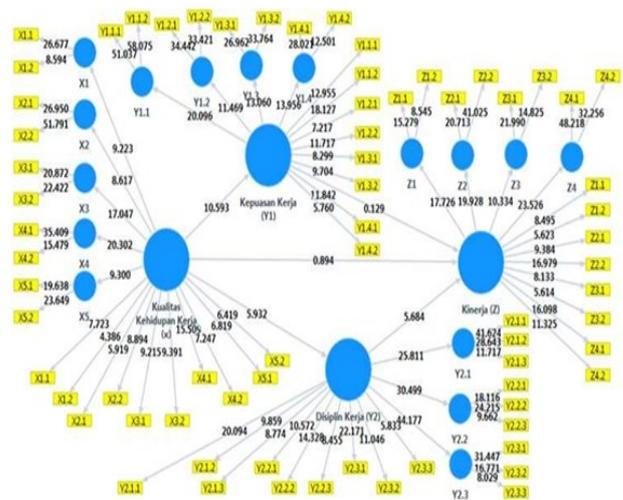


Figure 1 The loading factor value of the bootstrapping results

Table 8. Path Coefficients

No.	Path Coefficient	Original Sample	Sample Mean	Standard Error	t-statistic	p-values
1	X → Z	0.129	0.139	0.144	0.894	0.372
2	X → Y1	0.733	0.728	0.069	10.593	0.000
3	X → Y2	0.564	0.562	0.095	5.932	0.000
4	Y1 → Z	0.025	0.029	0.190	0.129	0.897
5	Y2 → Z	0.627	0.618	0.110	5.684	0.000

Based on Table 8, the results of this research data processing, the following conclusions can be drawn:

- a. The first hypothesis: The quality of work-life affects the performance of employees. The t-statistic value is 0.894 (which means  $< 1.96$ ), so

there is no significant effect on the Quality of Work Life on Performance.

- b. The second hypothesis: Quality of Work Life affects the Job Satisfaction of employees. The t-statistic value result is 10.593 (which means  $> 1.96$ ), so there is a significant effect of the Quality of Work Life on Job Satisfaction.
- c. The third hypothesis: Quality of Work Life affects Work Discipline of employees. The t-statistic value is 5,932 (which means  $> 1.96$ ), so there is a significant influence on the Quality of Work Life on Work Discipline.
- d. The fourth hypothesis: Job Satisfaction affects the performance of employees. The t-statistic value is 0.129 (which means  $< 1.96$ ), so there is no significant effect of Job Satisfaction on Performance.
- e. Fifth hypothesis: Work Discipline affects the performance of employees. The t-statistic value is 5,684 ( $> 1.96$ ), so there is a significant Work Discipline on Performance.
- f. The sixth hypothesis: Job Satisfaction mediates the Quality of Work Life on employees' performance. By paying attention to the fourth hypothesis's conclusion, which states that there is no significant effect of Job Satisfaction on Performance, Job Satisfaction does not mediate the impact of Quality of Work Life on employees' performance.
- g. The seventh hypothesis: Work Discipline mediates the Quality of Work Life on employees' performance. Yogyakarta. By looking at the loading factor value of the bootstrapping results, the direct effect of Work Discipline on Performance is 0.894 (see Figure 1) compared to the indirect impact through Work Discipline (Y2) (the result of multiplying the loading factor value), which is  $(5,932 \times 5,684) = 33,717$  it can be concluded that Work Discipline mediates the influence of the Quality of Work Life on Performance ( $33,717 > 0.894$ ).

## **Discussion**

### *Effect of Quality of Work Life on Performance*

The first hypothesis test results state that there is no effect on significant Quality of Work Life on Performance. Nevertheless, there is a positive influence between the quality of work-life on performance. This positive influence is in line with [14], which states that the relationship between Quality of Work Life and Performance is generally favorable. Previous research by [26] also shows a positive relationship between practices Quality of Work Life on Employee Performance.

Other studies suggest that Quality of Work-Life has a significant positive effect on performance, such as Husnawati's analysis [27]. However, in this study, where the research subjects were the Statistic Bureau of Yogyakarta Special Province employees, there has no significant effect between the Quality of Work-Life to Performance. Working at the Statistic Bureau of Yogyakarta Special Province is always required to have high performance as a form of taste. This institution's responsibility is engaged in community service, namely services to fulfill data needs for consumers. Statistic Bureau of Yogyakarta Special Province, which has a vision of 'Providing quality data for all,' demands its employees do their best to achieve the image. Whatever the work environment conditions, strived for it, employees can still be high performers. Although institutionally, the Statistic Bureau of Yogyakarta Special Province continues to improve the quality of work-life. Presumably, the Statistic Bureau of Yogyakarta Special Province employees has realized the importance of always performing well.

The results of this research can make all Statistic Bureau of Yogyakarta Special Province leaders proud because it turns out that under any circumstances, the employees keep their high performance. Nevertheless, presumably, that sense of pride should not be created complacent about improving the Quality of Work Life that can decrease employee performance.

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

The second hypothesis test results state that there is a significant influence on the Quality of Work Life on Job Satisfaction. Judging from the value Loading Factor results from data processing by SEM PLS can be seen that the effect is positive. If the Quality of Work Life increases, then job satisfaction also increases. In other words, it can be stated that there is a significant favorable influence between Quality Work-Life on Job Satisfaction of employees. Most of the employees assess that the Quality of Work Life's improvement gives a sense of satisfaction. The results of this study are in line with the research of [27], [28], [19], and [29] [29]. They state that Quality of Work Life (QWL) can increase Job Satisfaction.

Arifin's research [23] provides another conclusion. Namely, Quality Work life does not affect employee satisfaction. Employees CV Duta Senenan Jepara, who was part of Arifin's research subjects the magnitude of assessing that improving the Quality of Work Life is not increase their satisfaction. In contrast to most assessments, employees of the Statistic Bureau of Yogyakarta Special Province. This difference can be due to perceptions and different working conditions.

### *Effect of Quality of Work Life on Work Discipline*

The third hypothesis test results state that there is a significant influence Quality of Work Life on Work Discipline. The results of this study also show that the influence is unidirectional (complimentary). Increasing the Quality of Work Life will also improve the Work Discipline of employees. Compensation/income adequate, safe and healthy work environment, opportunities for career advancement and capacity development, and balance work time to take care of household and opportunity recreation are proven to encourage employees to work and obey applicable regulations. This study's results are consistent with the survey findings by [30].

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

The fourth hypothesis test shows that there is no significant effect of job satisfaction on performance. Although not substantial, there is still a positive/unidirectional effect, as the first hypothesis test results. Not the significant impact of Job Satisfaction on employee performance shows that most employees consider that they still have too high performance whatever the conditions are. They do not put their feelings too much work every day. They realize to be able to generate data quality; then it must work properly. Research by Latif *et al.*[31] There is a significant effect of job satisfaction on a performance that does not apply to the Statistic Bureau of Yogyakarta Special Province.

The level of employee appraisal at the Statistic Bureau of Yogyakarta Special Province was not high. Their job satisfaction can be related to their status as a Civil Servant. In contrast to private companies' employees, structure civil servant salaries have been in a usual manner, which is enforced the same general as Indonesia by the rank/class and position of each. A civil servant who has good work performance is highly dedicated, has a brilliant and creative and innovative power discipline at work. However, the basic salary is the same as that of civil servants, others as long as the rank/class and position are the same. Chance promotion in the civil service environment is also not as intense as in the climate private.

#### *The Effect of Work Discipline on Performance*

The fifth hypothesis test results state that there is an influence on Significant Work Discipline on Performance. This study's results are consistent with Grote's (1995) statement in [22] that there is a synergy between Work Discipline and Organizational Performance. Performance feedback is an influence significant with a discipline system because it makes employees responsible for their actions. [32] research also provides conclusions that are in harmony. Namely, Spirit and Work Discipline affects Work Productivity.

Based on this study's data processing results, most of the Statistic Bureau of Yogyakarta Special Province

employees think this is high. The level of work discipline will affect the high performance of employees. On-time to come home from work, commit to work well, and increase employee compliance levels in obeying the rules, the rules that apply in the office will improve the quality of work and increase performance.

#### *Job Satisfaction mediates the influence of the Quality of Work Life on Performance.*

Based on the fourth hypothesis test results, which states that Job Satisfaction has no significant effect on Performance, Job Satisfaction does not mediate the influence of Quality Work-Life on Performance. That is the conclusion of the sixth hypothesis of this research. Thus, this study's results do not support [27], which states that the Quality of Work Life directly or indirectly affects employee performance. The indirect effect in Husnawati's study is through intervening variables Job Satisfaction and Organizational Commitment.

Although the multiplying of the effects of the Quality of Work Life on Job Satisfaction with the extent of the influence of Job Satisfaction on Performance ( $10.593 \times 0.129 = 1.366$ ) is higher than the direct effect Quality of Work Life on Performance (0.894), the influence of Job Satisfaction on Performance is not significant. Job Satisfaction is not an intervening variable on the effect of Quality of Work-Life on Employee Performance with a confidence level of 95%.

#### *Work Discipline mediates the influence of the Quality of Work Life on Performance.*

The results of the seventh hypothesis test state that Work Discipline mediates the effect of the Quality of Work Life on Performance. A large part of employees assesses quality improvement. Work-life can increase employee discipline and will have an impact on improving employee performance. If the quality of Work-Life on Work Discipline influences, the value is sufficiently large, 5,932. The effect of work discipline on its value performance is relatively high, which is 5,684. If multiplied, the two deals will be yields 33,717, which is an indirect relationship of magnitude the influence of the Quality of Work Life on Performance through variables intervening Work Discipline. The value is higher than the importance of the direct connection. The effect of the Quality of Work Life on The Performance is 0.894. Work Discipline mediates the quality of Work-Life on the performance of employees.

## **CONCLUSIONS AND SUGGESTIONS**

### ***Conclusion***

Based on the results of data processing in this study can be taken, the conclusion is as follows:

- a. Quality of Work Life has no significant effect on the performance of employees. Although not

significant, however, there is still a positive influence on the quality of work-life on performance.

- b. Quality of work life has a significant positive effect on employees' satisfaction. The higher the level of Quality of Work Life will significantly increase Job Satisfaction employees.
- c. The quality of work-life has a significant positive effect on the employment of employees. The higher the level of work-life, the increase in employee work discipline will be considerable.
- d. Job Satisfaction has no significant effect on employee performance. As in the first conclusion, though not substantial, there is still a positive effect. Enhancement Employee Job Satisfaction has little impact on the increase in performance, and the result is insignificant.
- e. Work Discipline has a significant positive effect on employee performance. The higher the level of work discipline, the more employees will markedly improve their performance.
- f. Job Satisfaction does not mediate the influence of Quality of Work Life on the performance of employees. In other words, Job Satisfaction is not an intervening variable for the impact of Quality Work-Life on Performance.
- g. Work Discipline mediates the quality of Work-Life on The Performance of employees. In other words, Quality Work-life affects performance with job satisfaction and Work Discipline as an intervening variable.

From the sixth and seventh conclusions, Quality Work-life affects performance with work discipline as the intervening variable, the confidence level of 95%. Meanwhile, Job Satisfaction is not is an intervening variable that influences the quality of Work-Life on Employee Performance.

### ***Suggestion***

Based on the results of this study, researchers can provide suggestions as following:

- a. Statistic Bureau of Yogyakarta Special Province needs to continue improving disciplinary efforts of employees to enhance performance. Besides measures, improvement of the quality of work-life also needs extraordinary efforts to strengthen employee Work Discipline. Although this research concluded that the Quality of Working Life significantly affects increasing Work Discipline, it can also considerably improve Employee Performance but still need special efforts to improve employee work discipline. One way to do that is to continue to enforce the clock rule, work to come and leave work on time, work better

according to procedures, and obey all the regulations.

- b. Statistic Bureau of Yogyakarta Special Province needs to increase the factors that can improve the Quality of Work Life because of the increase in Quality Work-life. Besides significantly influencing growth in work discipline, it can also considerably affect increasing Employee Job Satisfaction. Efforts to improve the quality of work Life in the environment Statistic Bureau of Yogyakarta Special Province can be several ways: (1) including maintaining a safe and healthy work environment. (2) continues to provide opportunities for self-development. (3) opportunities to continue education formal as well as career advancement opportunities. (4) various schedule arrangements activities as carefully as possible so that they do not accumulate over time. The tight schedule of work activities still requires consideration of employees' opportunities to have free time to take care of their household and recreational opportunities. While efforts to increase employee job satisfaction by, among others: (1) placing employees according to their abilities and expertise, so they feel comfortable and like and feel proud with his job, (2) guarding the promotion/class employees can be on time according to their rights and need to continue a competency system to occupy positions according to applicable rules be accounted for, (3) The supervision system needs to be able to maintain data quality. The ability of a supervisor/leadership should be better than supervised or his subordinates. It is necessary to do frequent training and coaching to increase employees' skills and expertise, especially for supervisors/leaders.
- c. Future research on the same or nearly the same problem with this research is to expand the range of variables research that affects employee performance improvement.

### **AUTHORS' CONTRIBUTIONS**

Yuni Pamungkas carried out the research, wrote, and revised the article. Haryono Siswoyo conceptualized the research idea, theoretical framework, anchored the review, revisions, and approved the article submission.

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