



## **The Effect of Quality of Work Life Toward Job Performance and Work Satisfaction at Education Staff in Islamic University of Riau**

Mufti Hasan Alfani\*<sup>1</sup>, Zulfadli Hamzah<sup>2</sup>

<sup>1,2</sup>Faculty of Islamic Studies at Universitas Islam Riau (UIR)

\* Corresponding author: [muftihasanalfani@fisuir.ac.id](mailto:muftihasanalfani@fisuir.ac.id)

### **Abstract**

The aim of this research is to analyze the effect of Quality of Work Life toward job performance and work satisfaction at education staff in Islamic University of Riau. This research employs descriptive method and quantitative approach. This research also employs causality or influence relationship model. This research use SEM (Structural Equation Model) Analysis and Partial Least Square (PLS) for data analysis. The results of this research conclude that are: 1) Quality of Work Life affects to the performance of employees with path coefficient value is 0.220147 and t value is 4.91345 (t table 1,97202). It means that the education staff who have a high Quality of Work Life will be able to increase their performance. 2) Quality of Work Life also affects to the job satisfaction with path coefficient value is 0.5787916 and t value is 12.802941 (t table 1,97202). It means that the education staff who have high Quality of Work Life will be able to improve their performance, and 3) Quality of Work Life also affects to the education staff performance with the mediation of work satisfaction with path coefficient value is 0.219740 and t value 6.582756 (t table 1,97202). It means that the education staff who have Quality of Work Life also have high work satisfaction as mediation and will also improve their performance. Further research, it need more variables to analyze for improving the Quality of Work life and education staff performance.

### **ARTICLE INFORMATION**

Received: 10 Dec 2018

Revised: 10 Jan 2019

Accepted: 31 Jan 2019

DOI: [10.31580/jmi.v6i1.492](https://doi.org/10.31580/jmi.v6i1.492)

**Keywords:** Quality of Work Life, Education Staff Performance, Work Satisfaction, Islamic University of Riau.

© Readers Insight Publication

## **INTRODUCTION**

The Islamic University of Riau is the largest private university in Riau Province which has the vision of being the Leading and Reputable Islamic University in Southeast Asia in 2020 with one of its mission is to organize clean and transparent university management. In order to realize its vision and mission, it needs support from all parties, whether it is from the students, lecturers, the government, institution/ private institution, the community and even from the education staff at the Riau Islamic University Campus. The education staffs in the education process play an important role, especially in the effort of administrative learning for the students and educators in a higher education institution, as a manifestation of the administration itself.

Education staffs are human resources whose duty is to carry out administration, management, development, supervision, and technical services to support the implementation of the education process in educational or research unit. The role of education staff is to assist in managing educational institutions, help plan an educational design, help facilitate the educational activities, help secure the educational environment, and help create a comfortable and beautiful atmosphere in the educational environment. Meanwhile, the function of education staff is to ensure the continuity of an education system, monitor a system in educational institutions, provide facilities to educators and students in carrying out the educational activities, and manage the educational process in an institution.

In managing administrative activities and services at the Islamic University of Riau, it always experiences the dynamics of environmental changes so that efforts need to be made to adjust to the

changes which occur. Therefore, the performance can run optimally as expected.

Based on the observation results carried out, there are still found educational staffs at Islamic University of Riau who are less disciplined and always arrive late at campus. In addition, there are also still education staffs who do not come to campus without clear reasons such as leave, permission, and other reasons. The researcher also found education staffs that are not qualified, where he just wants to work if there is a direction from the leadership even the work he does was not completed, and even though he had finished the work, the work is not satisfactory. Thus, these problems can have an impact on the performance of education staff at the Islamic University of Riau.

The low performance of the employees is also affected by the low level of employee satisfaction in working and Quality of work life (QWL). This is reinforced by Wirawan (2015) that QWL related to job satisfaction and high QWL can improve employee performance. Therefore, we need a way to know the performance and measure the level of employee satisfaction of an institution. One way to measure the level of employee satisfaction is to know the employees' feeling on aspects of their work and the application of Quality of Work Life. QWL has a positive relationship with the employees' performance and job satisfaction.

Related to the things described above, the writers are interested in conducting research at the Islamic University of Riau with the title of "The Effect of Quality of Work Life (QWL) on the Performance and Job Satisfaction of Educational Staff at the Islamic University of Riau".



Copyright © 2018 Authors. This is an open access article distributed under the [Creative Commons Attribution License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

## LITERATURE REVIEW

### Quality of Work Life

Quality of Work Life or abbreviated as QWL has several meaning according to some experts. Dessler said that the quality of work life is a condition where employees can meet their important needs by working in an organization (Dessler, 2013).

According to Soemarsono, Quality of Work Life is one of the management system approaches to coordinate and connect the potential of Human Resources within an organization, as a leadership effort to meet the needs of the members and organizations simultaneously and continuously. The quality of work life has given hope to worker satisfaction regarding the personnel needs through enriching experience in the organization. The basic philosophy of the concept is to improve the quality of work life from all efforts at every level of the organization to get human dignity (growth) (Soemarsono, 2004).

Flippo defines Quality of Work Life as every activity (improvement) which occurs at every level in an organization to increase greater organizational effectiveness through increasing the human dignity and growth. (Filippo, 2005)

Nawawi defines that Quality of Work Life is a program that includes ways to improve the quality of life by creating a better job. Various factors need to be fulfilled in creating a quality work life program, including work restructuring, reward systems, work environment, pride, career development, conflict resolution, communication, occupational health, and others (Hadari, 2001).

The term of Quality of Work Life (QWL) was introduced for the first time by Louis Davis in 1970s (Lokanadha Reddy M & Mohan Reddy P, 2010). The first conference on QWL was held in Toronto in 1972 and that year an International Council for QWL was formed. Related to that, human resource experts have expressed various definitions of QWL (see Table 2.1) (Wirawan, 2015).

**Tabel 1.** Definition of Quality of Work Life based on Several Expert

Expert	Definition
William B. Werther, Jr & Keit Davis (1993)	"Quality of work life means having good supervision, good conditions, good pay and benefit and interesting challed rewarding job"
H. John Senardin & Joyce A. Russel (1998)	"Quality of work life (QWL) refers to the level of satisfaction, involvement and commitment individuals experience with their lives at work QWL is the degree to which individuals satisfy their important personal needs while employed by their."
American Society of Training and Development (Lokanadha Reddy M & Mohan Reddy P (2010)	"...a process of work organization which enables its members a actively participate in shaping the organization's environment and outcome. This value based process is aimed towards meet goals of enhanced effectiveness of organization and improvement life at work for employees."
Lokanadha Reddy M & Mohan Reddy P (2010)	Broadly the defenition of quality of life involves four safe work environment, occupational healt care, suitable work appropriate salary, the safe work environment provides this person to enjoy working."

Source: Wirawan, 2015.

According to Cascio, Quality of Work Life can be interpreted into two views, the first view states that Quality of Work Life is a set of conditions and practices of organizational goals (for example: job enrichment, internal promotion policies, democratic leadership, employee participation, and working conditions that secure) (Cascio, 2006).

Walton pointed out eight fields of the ideal Quality of Work Life program that he put forward in (Lokanadha Reddy M and Mohan Reddy P, 2010). Those fields are :

- a. sufficient and fair compensation.
- b. safe and healthy working condition.

- c. opportunities for immediate use and develop human capacity.
- d. opportunities to continue to grow and be secured in the future.
- e. social integration in work organization.
- f. constitutionalism in work organization.
- g. work and place of total life.
- h. social relevance of work life.

### Performance

The term performance comes from the word Job Performance or Actual Performance (work achievement or the actual achievement achieved by someone). Definition of Performance (work performance) is work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2007).

Employee performance is one of the factors that determine the survival of a company. According to Otley (1999) in Mahmudi (2005), performance refers to something related to the activities of doing work, in this case includes the results achieved through the work.

According to Hasibuan (2007), performance (work achievement) is a work result achieved by a person in carrying out tasks assigned to him based on skills, experience and sincerity as well as time.

According to Mathis and Jackson, "Employee performance affects how much they contribute to the organization which includes output quantity, output quality, output period, workplace attendance and cooperative attitude". Mathis and Jackson define that performance is basically what employees do and do not do.

According Bernadin and Russel state that :

*"performance is defined as the record of outcomes produced on a specified job function or activity during a spaciified time periode".* (Bernardin & Russel, 1993)

From the quotation above, it means that performance is the result of a process or activity on a particular function performed by a person, both as an individual and as a member of a group or business or social organization in a certain period of which the results can be enjoyed by themselves, the groups or the companies. Thus, in broad outline, it can be concluded that performance is the result of employee activities which greatly affects the achievement of company goals.

According to Mathis and Jackson, performance indicator is:

1. Quantity, measured by the employee perception of the number of activities assigned along with the results.
2. Quality, measured by the employee perceptions of the quality of work produced and the task's perfection of the employees' skills and abilities. The results of the work performed are near perfect or meet the expected goals of the work.
3. Timeliness, measured by the employee perceptions of an activity completed from the beginning of time until it becomes output. The employee can complete at a set time and maximize the time available for other activities.
4. Presence, the level of employees attendance in the company can determine the employee performance
5. Ability to cooperate, maximize utilization of resources and time in the organization to increase profits and reduce losses (Mathis & Jackson, 2006).

Meanwhile, according to Malayu Hasibuan (2007) the indicators of performance in accordance with several other expert opinions:

1. Workload,
2. Capability,
3. Neatness,
4. Accuracy,
5. Responsibility,
6. Timely

### Work Satisfaction

Each employee individually has a different job satisfaction, even though they are in the same type of work. This depends on the level of their needs and the system which is applied to them.



According to Mangkunegara (2007), job satisfaction is: a feeling which supports or does not support the employees which are related to their work or their condition. It is the feeling related to work involving aspects such as: salary/ wages received, career development opportunities, relationships with other employees, work placement, type of work, company organizational structure, quality of supervision. On the other hand, the feelings which are related to the employees themselves are including age, health conditions, abilities and education.

Hasibuan (2007) stated that job satisfaction is an emotional attitude in the form of pleasant and love the job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work and a combination of in and outside the work. Job satisfaction in work is the job satisfaction enjoyed in the work of gaining work praise, placement, treatment, equipment and a good working environment.

From the definition above, it can be concluded that job satisfaction is a pleasant psychological state felt by workers in a work environment because of the fulfillment of needs adequately.

According to Mangkunegara (2007) job satisfaction is related to variables such as turnover, absenteeism, age, level of work, and size of company organization.

1. Turnover: Higher job satisfaction is associated with low employee turnover. On the other hand, the employees who are less satisfied usually have a higher turnover.
2. Occupancy rate (absent) work: Employees who are less satisfied tend to be high absenteeism. They are often absent from work for illogical and subjective reasons.
3. Age: There is a tendency for older employees to be satisfied than the employees who are relatively young. It is assumed that older employees are more experienced adjusting to their work environment. Meanwhile, the young employees usually have ideal expectations about the world of work, so that if there is a gap between the expectations and the reality of work, there is a gap or imbalance which can cause them to become dissatisfied.
4. Job Level: Employees who occupy higher levels of employment tend to be more satisfied than employees who occupy lower levels of employment. Employees with a higher level of work show good work ability and are active in expressing ideas and creative work.
5. Size of Company Organization: The size of a company's organization can affect the employee satisfaction. This is because the size of a company is also related to the employees' coordination, communication and participation.

## METHODOLOGY/MATERIALS

This research can be classified as field research (quantitative research) with a quantitative approach. It is a process of finding knowledge by using data in the form of numbers as a tool to find information about what you want to know.

This research was conducted at the Islamic University of Riau (UIR) on Jl. Kaharuddin Nasution KM 13, Marpoyan Stop, Pekanbaru City, Riau Province. The subjects of this study are Education Staff of the Islamic University of Riau (UIR) Pekanbaru. The object of this study is Quality of Work Life (QWL), Performance and Job Satisfaction of the Educational Staff.

The population in this study are all Education Staff of the Islamic University of Riau (UIR) Pekanbaru of 234 people. The sample is part of the number and characteristics of the population (Priyatno, 2008). The sampling method used in this study is total sampling (census) with the number of respondents as many as 234 respondents. However, out of 234 questionnaires distributed to the respondents, only 200 questionnaires were collected.

### Data Collection Technique

The data in this study is primary data obtained using observation method and questionnaires which contain a number of structured written questions to obtain information from the respondents both

about their personality and the things they want to know. The data collection method used in this study is presented as follows:

#### OBSERVATION

According to Hadi (2001), observation can be defined as "Observation and systematic recording of the phenomena studied". From this understanding, it can be stated that observation is data collection by conducting careful and systematic research. In this study researchers used systematic observation techniques.

#### QUESTIONNAIRE METHOD

The definition of the questionnaire according to Istijanto (2005) is "a list of questions used by researchers to obtain data directly from the source through the communication process by asking questions". Questionnaires can be divided into several types. According to Arikunto (2002), questionnaire can be distinguished on the basis of the following:

- a. In terms of how to answer, there are:
  - 1) Opened questionnaire, which gives the respondent the opportunity to answer in his own sentence.
  - 2) Closed questionnaire, in which already provided an answer so the respondent just has to choose.
- b. In terms of the answers given, there are:
  - 1) Direct questionnaire, in which the respondent answers about himself.
  - 2) Indirect questionnaire, in which the respondent answers about other people.

In this study, a closed direct questionnaire technique was used as the main data collection technique from five variables, which are participation in decision making, opportunities to develop themselves, adequate income, education level and work productivity. The open direct questionnaire means that the respondent answers about himself and does not give the opportunity to the respondent to answer the questions asked in his own language.

The answers to each instrument which uses Likert data have the following gradation ratings:

1. Strongly agree is given a score of 5
2. Agree is given a score of 4
3. Doubtful is given a score of 3
4. Disagree is given a score of 2
5. Strongly disagree is given a score of 1 (Sudjana, 2000).

In the preparation of this questionnaire, an alternative answer of doubtful can be omitted because the alternative answer has a double meaning and can lead to the tendency of respondents to choose the alternative answer. This is in the opinion of Arikunto (2002) who states that if the reader argues that there are weaknesses in five alternatives, because respondents tend to choose alternatives in the middle (because they feel the safest and easiest because they almost do not think) and that reason is true.

Therefore, the alternative choice is only four. The alternative "Strongly Agree" and "Agree" are in the position of the initial (or final) camp while the other two options are, "Disagree" and "Strongly Disagree" on the side of the final (or beginning). In this case we can understand because "Strongly Agree" and "Agree" are actually on the "Agree" side, but with a tense gradation. Likewise with the option of "Strongly Disagree" which is basically "Disagree". Based on the opinions above, each instrument has four alternative answers.

Respondents' answers are categorized into several categories according to alternative answers. The category of variables are determined by interval scale using the following formula:

$$\text{Interval: } \frac{\text{The Highest Score} - \text{The Lowest Score}}{\text{Numbers}}$$

$$\text{Numbers} : \frac{5-1}{5}$$

$$: 0.80$$

Therefore, with the interval of 0.80, the respondents' answer of each variable can be classified into;



1. Excellent category score	:	4.24 – 5.00
2. Good category score	:	3.34 – 4.23
3. Fair category score	:	2.62 – 3.42
4. Less Good category score	:	1.81 – 2.61
5. Bad category score	:	1.00 – 1.80

## Data Analysis Technique

The model used in this study is a model of causality or influence relations. In order to test the proposed hypothesis, an SEM analysis (structural equation model) is used.

This study uses SEM because multivariate technique which combine multiple regression aspects and factor analysis to estimate a series of interdependent relationships which are interconnected simultaneously (Ghozali, 2009).

In this study, the data analysis uses the Partial Least Square (PLS) approach. PLS is a structural equation model (SEM) based on variance or component. PLS is an alternative approach that shifts from a covariance based SEM approach to variance based. Covariance-based SEM generally tests causality or theory, while PLS is more predictive. PLS is a powerful analytical method because it is not based on many assumptions. For example, data must be normally distributed, samples do not have to be large. Besides being used to confirm the theory, PLS can also be used to explain whether there is a relationship between latent variables.

## RESULT AND DISCUSSION

### The Effect of Quality of Work Life on Education Staff Performance

Quality of Work Life has a positive effect on education staff performance at Islamic University of Riau. Related to the first hypothesis which states that there is a positive effect of QWL on performance, results of the hypothesis analysis testing with PLS found that there is a positive and significant effect between QWL and performance so that the first hypothesis is supported by this research. Quality of Work Life has more effect on this performance, seen from the percentage in table 2. below:

**Tabel 2. Result For Inner Weights**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
KK -> KIN	0,379572	0,383017	0,049306	0,049306	7,698257
QWL -> KK	0,578916	0,590343	0,045217	0,045217	12,802941
QWL -> KIN	0,220147	0,224744	0,044805	0,044805	4,913457

The results of this research are supported by the study of Wirawan (2015) who found that Quality of Work Life has a positive and significant effect on employee performance.

### The Effect of Quality of Work Life on Education Staff Job Satisfaction

For the second hypothesis which states that there is a positive effect of Quality of Work Life on education staff job satisfaction, the results of the analysis resulting from testing the hypotheses with PLS found that there is a positive and significant effect between Quality of Work Life and job satisfaction. Thus, the second hypothesis is supported by this research. The results of this research are supported by the opinion expressed by Wirawan (2015) who states that QWL is related to job satisfaction, however Quality of Work Life is not job satisfaction but Quality of Work Life can affect job satisfaction.

### The Effect of Work Life on Education Staff Performance through the Education Staff Job Satisfaction

The effect of Quality of Work Life on performance with job satisfaction as an intervening variable shows a significant positive relationship. The third hypothesis testing was done by knowing the test between the variables of satisfaction with performance first. From these tests, satisfaction has a significant positive effect on the performance. Meanwhile, the effect of mediation is done using the calculation of the Sobel formula. From the statistical test, it was found that the mediation parameters are positively significant.

## CONCLUSION

The result of the first hypothesis test indicates a direct relationship between Quality of Work Life which has a positive effect on the education staff performance. The first hypothesis testing shows the path coefficient value of 0.220147 with a t value of 4.913457. This value is greater than t table of 1.97202. It means that education staff who have high Quality of Work Life will increasingly be able to improve their performance.

The second hypothesis test result shows a direct relationship between Quality of Work Life which has a positive effect on the education staff job satisfaction. The second hypothesis testing shows the path coefficient value of 0.578916 with a t value of 12.802941. This value is smaller than t table of 1.97202. It means that education staff who have high Quality of Work Life will increasingly be able to improve their performance.

The third hypothesis test result indicates job satisfaction is a mediating variable between the Quality of Work Life and the education staff work performance. The third hypothesis testing shows the mediating effect of job satisfaction on Quality of Work Life with performance with a path coefficient value of 0.219740 with a value of t 6.582756. This value is greater than t table 1.97202. This result means that job satisfaction mediates the relationship between Quality of Work Life and performance. It means that education staff who have high Quality of Work Life, also have high job satisfaction and high performance.

Suggestion For the Islamic University of Riau, they should improve the education staff Quality of Work Life in order to achieve the vision and mission with higher quality Human Resources and also provide encouragement to all education staff by improving their performance through the Quality of Work Life. For the researcher, this research can be a reference for conducting more in-depth research on Quality of Work Life from all aspects.

## References:

Arikunto, Suharsimi. (2002). *Prosedur Penelitian Pendekatan Praktek*. Rieneka Cipta. Jakarta.

Bernardin and Russel. (1993). *Human Resource Management*, International Editions Upple Saddle River. Prentice Hall. New Jersey.

Cascio, W. F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profit* Edisi ke-6 Terjemahan. McGraw. New York.

Dessler, Gary. (2013). *Manajemen Sumber Daya Manusia*. Edisi kesepuluh jilid I. Terjemahan Paramita Rahayu. Intan Sejati. Klaten.

Filippo, E.B. (2005). *Manajemen Personalia*. Jilid 2. Edisi ke-6. Penerbit Erlangga. Jakarta.

Ghozali, Imam. (2009). *Aplikasi Analisis Multivariat dengan Program SPSS*. Badan Penerbit Universitas Diponegoro. Semarang.

Hadari, Nawawi. (2001). *Manajemen Sumber Daya Manusia untuk Bisnis dan Kompetitif* cetakan ke-4. Gajah Mada University Press. Yogyakarta.

Hadi, Sutrisno. (2001). *Analisis Regresi*. Andi Offset. Yogyakarta.

Hasibuan, Malayu. (2007). *Manajemen Sumber Daya Manusia: Pengertian Dasar, Pengertian, dan Masalah*. Toko Gunung Agung. Jakarta.

Istijanto. (2005). *Riset Sumber Daya Manusia, Cara Praktis Mendekati Dimensi-Dimensi Kerja karyawan*. PT. Gramedia Pustaka Utama. Jakarta.

Lokananda Reddy. M, Mohan Reddy. P, (2010), "Quality of Work life of employees: Emerging dimensions". *Asian Journal of Management Research*, Vol.1, June 2010.

Mahmudi, (2005). *Manajemen Kinerja Sektor Publik*. UPP AMP YKPN. Yogyakarta.



Mankunegara, A. A Anwar Prabu. (2007). *Managemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.

Priyatno, Duwi. (2008). *Mandiri Belajar SPSS Statistic Product and Service Solution*. Mediacom. Yogyakarta.

Robert Mathis dan Jhon Jackson H. (2006). *Manajemen Sumber Daya Manusia Edisi 10*. Salemba Empat. Jakarta.

Soemarsono, S. (2004). *Metode Riset Sumber Daya Manusia*. Graha Ilmu. Yogyakarta.

Sudjana. (2000). *Metode Statistik. (Edisi 5)*. Tarsito. Bandung.

Sumarsono, HM. Sonny. (2004). *Metode Riset Sumber Daya Manusia*. Graha Ilmu. Penerbitan. Yogyakarta.

Wirawan. (2015). *Manajemen Sumber Daya Manusia: Teori, Psikologi, Hukum Ketenagakerjaan, Aplikasi dan Penelitian: Aplikasi dalam organisasi bisnis, pemerintahan dan pendidikan*. Raja Grafindo. Jakarta.

