



The Role of Job Satisfaction in Mediating Quality of Work Life, Work Motivation, and Leadership on Employee Performance Case Study at Fave Rembang Hotel

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Abstract

The performance of a company is determined by the condition and behavior of its employees. The phenomenon that often occurs is that the performance of a company that has been so good can be disrupted, either directly or indirectly by various employee behaviors that are difficult to prevent from occurring. Human resources have a very important role in the organization, because human resources cause other resources to function and run. So important is the role of human resources, this factor is what determines the back and forth of the organization. The population in this study were employees of Fave Hotel Rembang. The sampling technique used in this research is non-probability sampling method. The results showed that the variables of Quality of Work Life, Work Motivation, Leadership and Job Satisfaction had a positive and significant effect on Employee Performance of Fave Hotel Rembang. The analysis methods used are Convergent Validity, Discriminant Validity, Composite Reliability and Inner Model. From the results of the research conducted, it shows that Work Motivation has a positive effect on employee performance, Quality of Work Life variables have a positive effect on employee performance, Leadership variables have a positive effect on employee performance, Work Motivation variables have a positive effect on job satisfaction, Quality of Work Life variables have a positive effect on job satisfaction, and Leadership variables have a positive effect on job satisfaction.

Keywords

work motivation, quality of work life, , leadership, employee performance, job satisfaction

INTRODUCTION

Increasing competition in this era of globalization forces companies to improve product quality and employee performance to survive and continue to grow. The achievement of company goals and also determines success is largely determined by the human resources owned. In achieving these goals, resources are needed that can improve performance. Employees are important assets that must be maintained,

cared for, and calculated properly from all aspects of their rights and obligations. Good employee development from related departments can increase employee interest, talent, and enthusiasm (Saluy et al., 2022).

A company's performance is determined by the conditions and behavior of employees owned by the company. The phenomenon that often occurs is the performance of a company that has been so good can be disrupted, either directly or

indirectly by various employee behaviors that are difficult to prevent from happening.

Human resources have a very important role in the organization, because human resources cause other resources to function and run. So important is the role of human resources, this factor determines the back and forth of the organization. Because no matter how large buildings and offices, the amount of capital used, the breadth of marketing networks and the number of plans and strategies, all are meaningless without the people who drive, implement and realize the plan.

Employee performance is the result of work achieved by employees in carrying out their duties in accordance with their responsibilities, which include: quality of work, quantity of work, punctuality, effectiveness and independence. Work Quality is the quality of work achieved in terms of suitability and readiness. Quantity of Work is the amount of work that can be completed on target within a certain period of time. Punctuality is the accuracy of completing a job on time.

According to Ivancevich, Konopaske and Matteson in (Muhiban & Rosmansyah, 2022) that performance indicates the ability and skill of workers. The opinion emphasizes the competence of human resources owned by the organization, ranging from the cognition, affection, and psychomotor abilities of employees.

Quality of work life can significantly affect employee performance (Tarigan et al., 2020). Employees who have a higher quality of work life will be more loyal to their company, and show loyalty by committing to their work so as to provide better performance results. In line with research (Karoso et al., 2022) which states that it has a positive and significant effect on employee performance. However, it

is not in line with research (Asharini et al., 2018) which states QWL and job satisfaction have no effect on employee performance,

Work motivation as a behavioral guideline or system consisting of elements that exist in human needs and their environment (Maryani et al., 2021). There is a positive and significant relationship between work motivation and employee performance (Maryani et al., 2021; Nguyen et al., 2020; Purba & Sudibjo, 2020). Those who have a positive (pro) attitude towards their work situation will show high work motivation and vice versa if they are negative (contra) towards their work situation will show work motivation

Which is low. Employees who have high work motivation tend to deliver excellent performance (Pancasila et al., 2020). Finding (Retnowati et al., 2022) Showing motivation has a role in shaping performance and employees and it also occurs in leadership variables. Among the three independent variables, motivation has a dominant role in shaping employee performance.

This study lacks an in-depth understanding of how job satisfaction mediates the relationship between quality of work-life motivation, work motivation, and leadership on employee performance, especially in the hospitality industry. This research is important because it can fill this gap by providing more detailed and applicable insights for hotel management in improving employee performance through increased job satisfaction and making a theoretical contribution to the development of literature on the influence of these factors on the performance of the hospitality sector, especially at Fave Hotel Rembang.

Table 1. Data Customer Fave Hotel Rembang

Years	Target Customer	Realization	Presentation
2018	2800	2700	92,86%
2019	2250	2000	80,00%
2020	2000	1900	90 %
2021	1800	1500	86,67%
2022	1800	1300	73,33%

Source: Fave Hotel Rembang



LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Organizational citizenship behavior theory

OCB is defined as a kind of non-organizational formal regulation and behavior, which could not be assessed by formal reward and punishment system (Smith et al., 1983). (Organ., 1988) defines OCB as a free individual behavior, not directly or explicitly related to the reward system and can improve the function of organizational effectiveness. (Spector, 2000) defined OCB as behavior that goes beyond the formal requirements of the job and is beneficial to the organization. That is OCB causes the staff to prefer organizational and group interests over individual interests (Moorman and Blakley., 1995). In general, OCB reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups and/or the organization (Lovel, 1999).

The grand theory used is Organizational Citizenship Behavior Theory. Robbins & Judge (2013) provide a definition of organizational behavior as a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations with the goal of applying that knowledge to increase organizational influence. Muindi (2015) suggests that employee behavior is contained in organizational behavior theory. This organizational behavior theory discusses employee behavior at the individual, group, and organizational levels (Sari et al., 2019). Employee behavior is influenced by factors such as motivation, attitude, job satisfaction, personality, stress, leadership, and group dynamics (Luthans, 2006).

Employee performance

Employees are an asset for every organization because the guaranteed achievement of organizational goals is a form of work done by employees (dewi et al., 2019). Employee performance is closely related to the results of one's work in an organization or company. Work results can concern quality, quantity, and timeliness, but performance evaluation in a corporate organization is key in employee development (kuswati, 2020).

Performance is a tangible manifestation of a person's ability or is the result of work achieved by employees in carrying out the duties and work given by the company. According to (meinitasari, 2023) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics.

Work motivation

According (hasibuan, febrianti, 2022) motivation talks about how to encourage one's morale, to want to work by providing their abilities and expertise optimally to achieve organizational goals. Motivation is important because with motivation it is expected that every employee wants to

Indicators to measure motivation were adapted by darmawan (2008) in (retnowati et al., 2022), that is expectation, which is the probability felt by an employee who expends a certain amount of effort to drive performance. Instrumentalists are the degree to which an employee believes that working at a certain level will lead to the achievement of the desired output, and valence is the degree to which the rewards provided by the organization meet the employee's personal goals or needs and the potential attractiveness of those rewards to the employee, or how much confidence the individual has in the high or low value or importance of the rewards that will be received for that individual

Leadership

Leaders have the responsibility to create conditions that stimulate members to achieve predetermined goals. Leadership style is a reflection of a person's ability to influence individuals or groups. A leader must be able to maintain alignment between meeting individual needs with individual direction towards organizational goals. Effective leaders are leaders who are aware of the important strengths inherent in individuals or groups, and are flexible in the approach used to improve the performance of the entire organization (Nguyen et al., 2020). Vieira et al., (2021) Defines transactional leadership as a leadership style in which the leader identifies what employees must achieve to achieve

organizational goals and assists employees in gaining confidence in their ability to perform tasks. As a result, transactional leadership is defined as a leadership style in which a leader motivates his subordinates to work by offering resources and rewards in exchange for increased task effectiveness (Hajiali et al., 2022). Leadership indicators refer to Andayani's research, (2019), namely the ability to make decisions, the ability to motivate, the ability to communicate, the ability to control subordinates, responsibility, and the ability to control emotions.

The role of leadership and creative work involvement as facilitators of employee empowerment is still a differentiating aspect of research in the field of leadership (AlMazrouei, 2023). Although much effort has been made to study leadership empowerment, different results have resulted in diverse recommendations being given to practitioners (AlMazrouei, 2023).

Quality of Work Life

Quality of work life is defined as the condition by which employees are able to achieve their personal needs through their performance at work while achieving organizational goals (Davis, 1983; Davis and Cherns, 1975). Quality of work life is closely related to the interests of human groups in organizations / agencies. Quality of work life is a concept that encompasses the perceived quality of all aspects of agency membership (Karoso et al., 2022).

According to (Ayu Magdalena et al., 2022) Quality of work life is a multidimensional concept of planning and work processes, which manages human resources and various work processes that are seen as supporting the improvement of overall company performance. Given the importance of employees to a company, it is important to regulate the quality of work life so that they are willing to complete their daily work. Survival needs include the need for security, and the need for food and shelter. The need for belonging is the willingness to be part of a group and increase self-esteem by harnessing the affection and attention of friends. In addition, there is also a basic need to constantly challenge yourself and broaden your horizons by participating in challenging projects that require creativity, called knowledge needs (Tarigan et al., 2020). The QWL indicator in this study refers to Darmawan's research (2019) namely

capacity, security, communication, role, benefits, satisfaction, and justice.

Job Satisfaction

Satisfied employees are empowered employees, in other words, they have the resources, training, and responsibility to understand and serve customer needs. This research indicator refers to Robbins & Judge (2015:50) in Dewi et al., (2019) These include employment, salary, promotion, supervision, co-workers, and overall Job satisfaction plays an important role in supporting the achievement of company goals. Job satisfaction contributes significantly to organizational effectiveness and stimulates morale and employee engagement. Many definitions of job satisfaction are put forward by experts. Job satisfaction is the level of pleasure a person feels for his role or job in the organization. Individuals' level of satisfaction that they are being rewarded appropriately from various aspects of the employment situation of the organization in which they work. So job satisfaction concerns the psychological individual in the organization, which is caused by the circumstances he perceives from his environment (Rijal, 2020).

The Effect of Work Motivation on Employee Performance

According to (Alfianika Maharani et al., 2023) Employee work motivation is very important to be understood by organizational leaders because it greatly determines the performance of these employees. Leaders should pay attention to their employees to stay motivated and find ways to increase and maintain a sense of motivation in their employees. Employees who have high work motivation will cause their performance to increase.

Motivation and performance have a close relationship, where both are related to each other. However, various studies on the relationship between the two show that good motivation will create good performance (Nguyen et al., 2020). This is in line with research (Dewi et al., 2019; Suprpto & Widigdo, 2021) which states that work motivation has a significant positive effect on employee performance. So that the hypotheses proposed in this study are:

H1: Work Motivation Has a Significant Positive Effect on Employee Performance

The Effect of Quality of Work Life on

Employee Performance

The application of quality of work life can be applied to improve the quality of life of workers, not only to change the context of a job but also includes humanizing the work environment to improve the dignity and dignity of workers (Handayani & Khairi, 2022). Quality of work life is a major issue that deserves organizational attention. This refers to the idea that the quality of work life is seen as able to increase employee participation in the organization.

Quality of work life can significantly affect employee performance. Employees who have a higher quality of work life will be more loyal to their company, and show loyalty by committing to their work so as to provide better performance results. Research Setyaningrum & Ekhsan, (2021) shows that the quality of work life affects employee performance, so the hypothesis proposed in this study is:

H2: Quality of Work Life has a significant positive effect on Employee Performance

The Influence of Leadership on Employee Performance

The right leadership style will give rise to a person's motivation to achieve. The success or failure of employees in work performance can be influenced by the leader's leadership style (Super, 2020). Feng et al. (2020) have proven that leadership style has a significant effect on employee performance. The relationship between the leader and his subordinates is very close.

Good leadership will provide targets in every policy, provide the widest career development for employees so that every hard work done by employees will always be considered, also provide a good and conducive work environment so that employees remain comfortable at work so that performance increases. In line with research (Handayani & Khairi, 2022). which states leadership has a positive effect on employee performance. So that the hypotheses proposed in this study.

H3: Leadership Style Has a Significant Positive Effect on Employee Performance

Job satisfaction moderates the relationship of work motivation to employee performance

Motivation is one of the most talked about topics when discussing individual behavior. Motivation is also suspected as one of the

factors that influence the ups and downs of employee performance in the company (Rikasari, 2021). Employee motivation is said to be still low where there are still some employees who feel there is a lack of appreciation for employees who have good performance, do not provide bonuses evenly (Retnowati et al., 2022). Motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a factor driving one's behavior (Nguyen et al., 2020).

Perera & John, (2020) explain job satisfaction theory that a person's work motivation depends on job satisfaction in assessing whether work is pleasant or not. This theory has implications for increasing the importance of the application of employee work motivation directed at the orientation of fulfilling job satisfaction based on pleasant or unpleasant job prospects (Hajiali et al., 2022). Activities carried out by someone must have factors that encourage these activities, in this study will be tested whether job satisfaction can increase work motivation for employee performance. So that the hypothesis proposed is:

H4: job satisfaction increases the effect of work motivation on employee performance

Job satisfaction moderates the relationship of quality of work life to employee performance

According to Setyaningrum & Ekhsan, (2021) Showing that quality of work life affects employee performance, quality of work life affects job satisfaction, job satisfaction affects employee performance and job satisfaction can help mediate the quality of work life to employee performance. Quality of work life does not affect employee performance indirectly. There is still room to advance knowledge of the impact associated with the subjective component of quality of work life satisfaction assessment on organizational performance, taking into account response variables that are critical in the context of reduced resource investment and simultaneous pressure to maximize maximum end results.

Quality of life is influenced by various factors, including psychosocial parameters, health and well-being conditions in the workplace, and adequacy of available work resources and infrastructure. Policies and regulations created based on individual employee considerations have suggested

significant productivity gains due to subjective components, such as trust, commitment, satisfaction and control (Leitão et al., 2019). So it is concluded that job satisfaction felt by employees is able to improve the relationship between quality of work life and employee performance. The hypotheses proposed in this study are:

H5: Job satisfaction increases the effect of Quality of Work Life on employee performance

Job satisfaction moderates the relationship of leadership to employee performance

Job satisfaction and leadership style are the most important elements that affect the overall effectiveness of the organization. González-Cruz et al., (2019) stated that there is a positive influence between leadership style on job satisfaction and employee performance. In addition, research that is also related to the influence of leadership style on job satisfaction and employee performance is evidenced by Adiguzel et al., (2020) whose results conclude that leadership has a positive and significant effect on job satisfaction and employee performance.

Fernando et al., (2020) proves that leadership has a negative and significant influence on employee performance. Along with leadership roles, employee commitment is also a predictor of job satisfaction and

employee performance. Employees who have high work commitment are needed to achieve performance maximum individuals. Employee job satisfaction is not good in improving their performance because the application of competencies directed so far is still like meeting work needs (Hajiali et al., 2022). Previous research has shown research gaps, so further testing is needed. The hypotheses proposed in this study are:

H6: job satisfaction increases the influence of leadership on employee performance

Hypothesis formulation

H1: work motivation affects employee performance

H2: Quality of Work Life affects employee performance

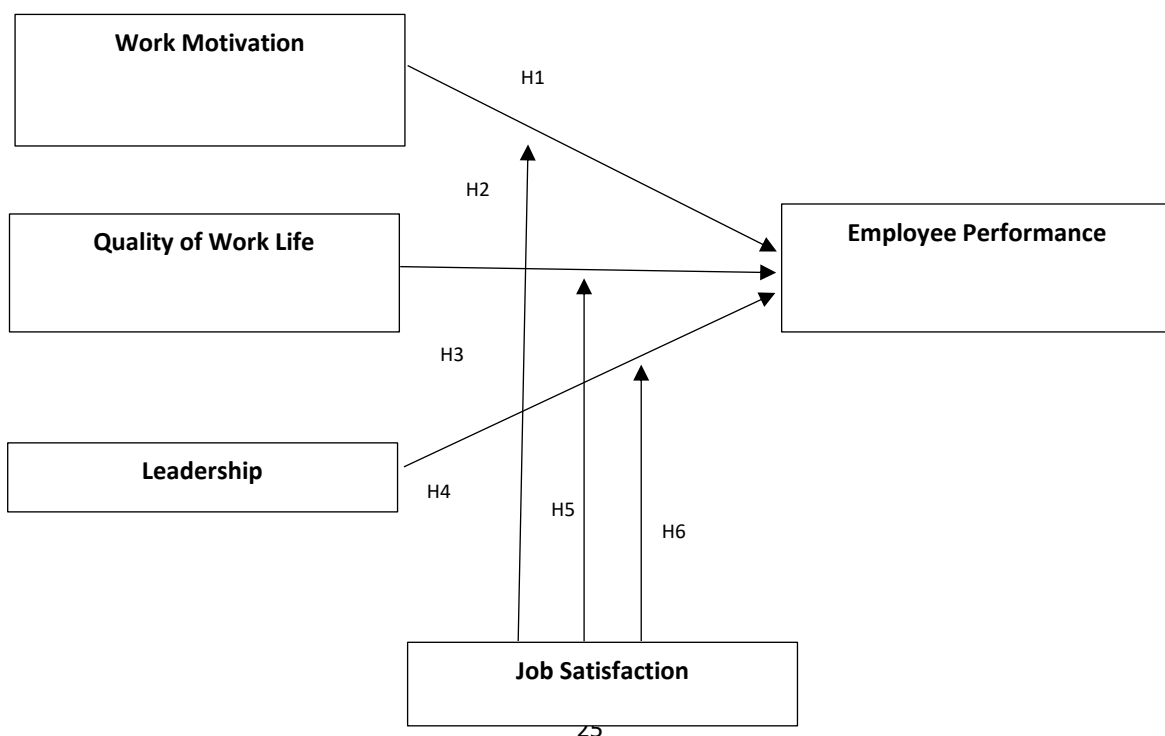
H3: leadership affects employee performance

H4: Job satisfaction increases the effect of work motivation on employee performance

H5: Job satisfaction increases the effect of Quality of Work Life on employee performance

H6: Job satisfaction increases the influence of leadership on employee performance

Figure 1. Theoretical Framework of Thought



METHODS

Types Of Research

This study uses a type of explanatory research with the use of a quantitative approach. Explanatory can be said to be a study that has the aim of explaining the variables that influence the hypothesis with the aim of strengthening or rejecting pre-existing research or previous studies. While quantitative research is a research method that uses numbers from research data collection, interpretation / data processing and the appearance of the results. This study will explain whether there is a reciprocal or reciprocal relationship between the variables to be studied, and the extent of the influence between independent variables (work motivation, quality of work life, leadership), moderation variables (job satisfaction) with dependent variables (employee performance).

Dependent variable (Y)

According to Sugiyono (2021), the dependent variable is a dependent variable that is influenced or which is a result, due to the existence of an independent variable. In this

study, the dependent variable studied is Employee Performance. The dependent variable in this study is Employee Performance.

Independent Variable (X)

Independent variables or independent variables are variables that will affect the dependent variable or in other words the independent variable is the cause of the formation of the dependent variable. The independent variables used in this study were Work Motivation, Quality of Work Life and Leadership.

Moderation Variable (Z)

Moderation variables are variables that affect (strengthen or weaken) the relationship between the independent variable and the dependent variable. This variable is also referred to as the independent variable. In this study there is one moderator variable, namely Job Satisfaction.

Definition of Operational Variables

The definition of variables describes the types of variables that can be classified based on the function of the variable in the relationship between variables and the measurement scale of the variable used.

Table 2. Variable Operational Definition

No.	Variable Name	Variable Definition	Indicator	Source
1	Employee Performance	The results of quality and quantity achieved by the responsibility given to him, to complete a task or job one must have a degree.	A. Quality of Work B. Punctuality C. Effectiveness D. Independence Quantity	(Mardikaningsih & Darmawan, 2020)
2.	Work Motivation	something that exists within a person that pushes himself to meet his needs in achieving satisfaction according to his goals	a. Job Satisfaction b. Achievements achieved c. Opportunities to Advance Career development possibilities	Darmawan (2008) dalam (Retnowati et al., 2022)
3.	Quality of Work Life	The condition by which employees are able to achieve their personal needs through their performance at work while achieving organizational goals	a. Career Development b. Balanced Compensation c. Job Guarantee d. Company Facilities and Infrastructure e. Work Safety Troubleshooting	(Febianti et al., 2021)
4	Leadership	Leadership is the ability to influence others so that organizational goals are easily achieved.	a. Ability to foster cooperation b. Ability for effectiveness c. Participatory capabilities Ability to delegate tasks	Samsul Arifin (2019)
5	Job Satisfaction	Job satisfaction relates to how employees feel about their jobs and to various aspects of the job,	a. Salary b. Promotions c. Employees	Menurut Afandi (2018)

		so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their jobs.	d. Co-workers Work	
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Source: Journal of previous research 2019-2022

RESEARCH OBJECT, POPULATION AND SAMPLE

Object of Research

The object of this study focuses on the high intensity of employees in improving their performance in the company which is influenced by Work Motivation, Quality of Work Life, and Leadership and Job Satisfaction as moderation variables at Fave Hotel Rembang.

Population and Sample

According to Sugiyono (2019), population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics set by researchers to be studied and then drawn conclusions. In this study, the population taken was employees of Fave Hotel Rembang. Fave Hotel Rembang was chosen as the research object because it is one of the representative hotels in the area. It faces typical challenges in the local hospitality industry, such as employee performance management, guest satisfaction, and internal company dynamics. This study aims to understand how factors such as job satisfaction, quality of work life, motivation, and leadership affect employee performance in a specific hotel context so that the results can provide relevant and applicable insights to improve human resource management in similar hotels in the area.

The sample is part of the number and characteristics possessed by the population or a small part of the population members taken according to certain provisions so as to represent the answer to the population (Sugiyono, 2018). Then the sample constitutes a portion of the population. Determination of the number of samples based on the Lemeshow formula, because the population size is unknown or infinite. That is:

$$n = (Z_{1-\alpha/2P(1-P)})/d^2$$

Information:

n = number of samples

Z = z score at 95% confidence = 1.96

P = maximum estimate = 0.5

d = alpha (0.1) or sampling error = 10%

DATA TYPES AND SOURCES

Primary Data

Data sources obtained directly from the

original source (not through intermediaries). The primary data of this study is data provided directly by respondents through questionnaires.

Secondary Data

The data is obtained by researchers by citing data that is already available in company or agency archives. The secondary data of this study is the target service at Fave Hotel Rembang and the number of employees.

Research Methods

According to Sugiyono (2018: 224) "Data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data". The method in this study used the distribution of questionnaires to respondents.

Analysis Methods

Data analysis according to Sugiyono (2018) is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing it into units, synthesizing, arranging it into patterns, choosing which ones are important and which will be learned, and making conclusions so that they are easily understood by oneself and others.

Descriptive Analysis Method

According to Ghazali (2018), descriptive statistics is an analytical technique that describes or describes research data through minimum, maximum, mean, standard deviation, sum, range, kurtosis, and astonishment distribution. This method aims to provide an overview of phenomena related to research variables through data that has been collected. Analisis Structural Equation Modeling (SEM) The data processing method in this study is structural equation modeling (SEM). According to Hair (2018) Structural equation modeling (SEM) is a family of statistical models that attempt to explain the relationship between several variables

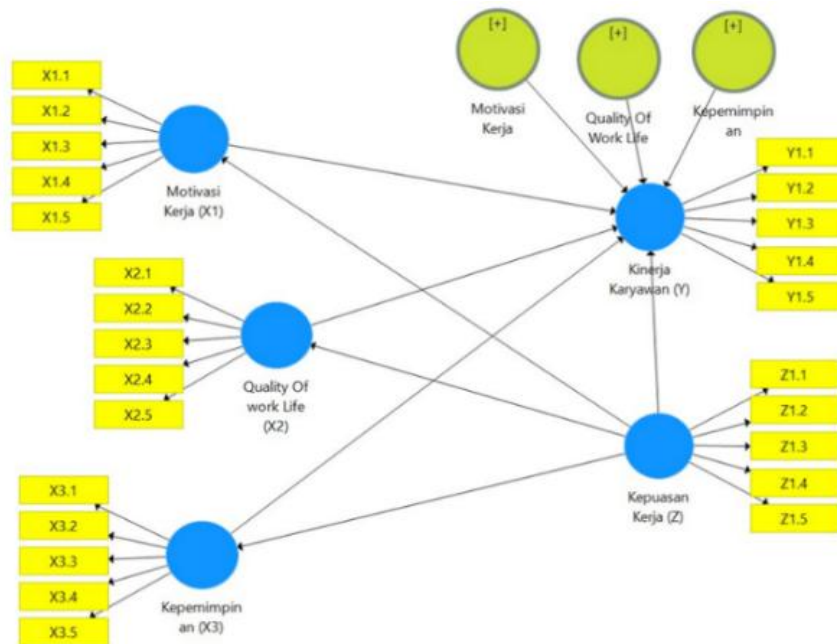
Partial Least Square (PLS)

According to Ghazali (2020), Partial least squares (PLS) is an analysis method that is often referred to as soft modeling because it

negates the assumption of OLS (Ordinary Least Squares) regression, such as data must

to assess how uniquely the indicators of a construct represent that construct compared

Figure 2. Evaluation of Outer and Inner Loading Models



be normally distributed in a multivariate manner and there is no multicollinearity problem between exogenous variables.

Measurement Method (Outer Model)

According to Ghazali (2020) the Outer model shows how each indicator block relates to its latent variable. Evaluation of the measurement model (outer model) is carried out to assess the validity and reliability of the model. The evaluation of the test measurement model differs depending on the reflective or formative measurement.

Convergent validity

Convergent validity is an overall metric of a reflective measurement model that measures the extent to which indicators converge, thus explaining item variance. Often referred to as communality, it is assessed by evaluating the average variance extracted (AVE) across all indicators associated with a particular construct.

Discriminant Validity

According to Hair et al. (2019), the validity of this discriminant evaluates the extent to which a construction differs from other constructs. The principle underlying discriminant validity is

to how much it correlates with all other constructs in the model. Composite Reliability The Rule Of Thumb used is that the value of composite reliability must be > 0.70 in confirmatory research and the value of 0.60-0.70 is still acceptable for exploratory research.

Structural Model Test (Inner Model)

Inner model, which is the specification of relationships between latent variables (structural model), also called inner relations, describes relationships between latent variables based on substantive research theory. According to Ghazali (2020), the inner model is evaluated by looking at the percentage of variance explained, namely by looking at the R-Square value for endogenous latent constructs. The equation model can be written as follows:

$$\eta_2 = \gamma_1 \xi_1 + \gamma_2 \xi_2 + \gamma_3 \xi_3 + \gamma_4 \xi_1 \xi_3 + \gamma_5 \xi_2 \xi_3 + \gamma_6 \xi_3 \xi_3 + \zeta_1$$

Information:

ξ = Ksi; exogenous latent variables
 η = Eta; Endogenous latent variables
 λx = Lamnda; Loading factor variable latent exogenous

λ_y = Lambda; Loading factor variable latent endogenous
 γ = Gamma; coefficient of influence of exogenous variables on endogenous variables
 ζ = Zeta; Error Model

Hypothesis Testing

Hypothesis testing in this study uses model structural equation modeling analysis with the smartPLS 3.0 program. According to Ghozali (2020), the significance value is seen to determine the influence between variables through bootstrapping procedures. The conclusion of the hypothesis test is seen from the value of the path coefficient obtained in testing the inner model. If the t-stat value is greater than the t-table value of 1.96 (α 5%) then it is concluded that the hypothesis proposed in the study is accepted.

Model Evaluation

The measurement model or outer model with reflexive indicators is evaluated with convergent and discriminant validity of the indicator and composite reliability for the indicator block. The structural model or inner model is evaluated by looking at the percentage of variance and explained by looking at the R^2 for exogenous latent constructs using the Stone Gaiser Q

δ = Delta; Measurement error on manifest variable for exogenous latent variable
 ε = Epsilon; Measurement error on manifest variable for endogenous latent variable

Square test size and also looking at the magnitude of the structural path coefficients. The stability of this is evaluated using t-statistical tests that can go through bootstrapping procedures. So that the fullmodel compiled is in Figure 2.

RESULTS AND DISCUSSION

Measurement Test Results (Outer Model)

There are three stages in testing with moderation variables. Data analysis was used by entering all respondent questionnaire results and testing Convergent Validity, Discriminant validity, and Significant Tests. The size of an individual reflection is said to be high if it correlates more than 0.70 with the construct to be measured. However, for the initial research of developing a measurement scale, the loading factor value of 0.50 to 0.60 is considered sufficient (Sholekha, 2018).

Convergent validity

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Work Motivation (X1)	0,728
Quality of Work Life (X2)	0,673
Leadership (X3)	0,667
Employee Performance (Y)	0,700
Job Satisfaction (Z)	0,703

Source: Data processing with PLS, 2023

Table 3 shows AVE values for variables X1 (Work Motivation), X2 (Quality of Work Life), X3 (Leadership), Y (Employee Performance) and Z (Job Satisfaction) above 0.5 so that it

can be concluded that all indicators in this study are declared valid. The lowest AVE value is 0.667 in the Leadership variable (X3).

Discriminant Validity

Table 4. Cronbach's Alpha

	Cronbach's Alpha
Work Motivation (X1)	0,906

Quality of Work Life (X2)	0,876
Leadership (X3)	0,873
Employee Performance (Y)	0,893
Job Satisfaction (Z)	0,894

Source: Data processing with PLS, 2023

From table 4 it can be seen that all constructs in this study have qualified for reliability because they have given an output value of Cronbach Alpha > 0.60. Apart from Cronbach Alpha, to assess the reliability of a

construct can also be done by looking at Composite Reliability between constructs with indicators that provide good results above 0.70 where the loading factor results of 0.70 and above are good.

Composit Reliability

Table 5. Composite Reliability

	Composite Reliability (rho_a)	Composite Reliability (rho-c)
Work Motivation (X1)	0,906	0,930
Quality of Work Life (X2)	0,877	0,911
Leadership (X3)	0,875	0,909
Employee Performance (Y)	0,894	0,921
Job Satisfaction (Z)	0,895	0,922

Source: Data processing with PLS, 2023

Structural Model Test Results (Inner Model)

According to Ghazali and Latan (2020: 73), the inner model or structural model describes the relationship or strength of

estimation between latent variables or constructs built based on the substance of the theory. The inner model is a structural model for predicting causality relationships between latent variables.

Coefficient of Determination (R2)

Table 6. Adjusted R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0,944	0,939

Source: Data processing with PLS, 2023

Table 6 shows that the Adjusted R-square value of the Employee Performance construct (Y) is 93.9%. This means that the variables Work Motivation, Quality of Work Life and Leadership on Employee

Performance are able to explain the variable construct of Employee Performance (Y) by 93.9%, while the remaining (100% - 93.9% = 6.1%) is explained by other variables.

Q² predictive relevance

TABLE 7. Q-SQUARE

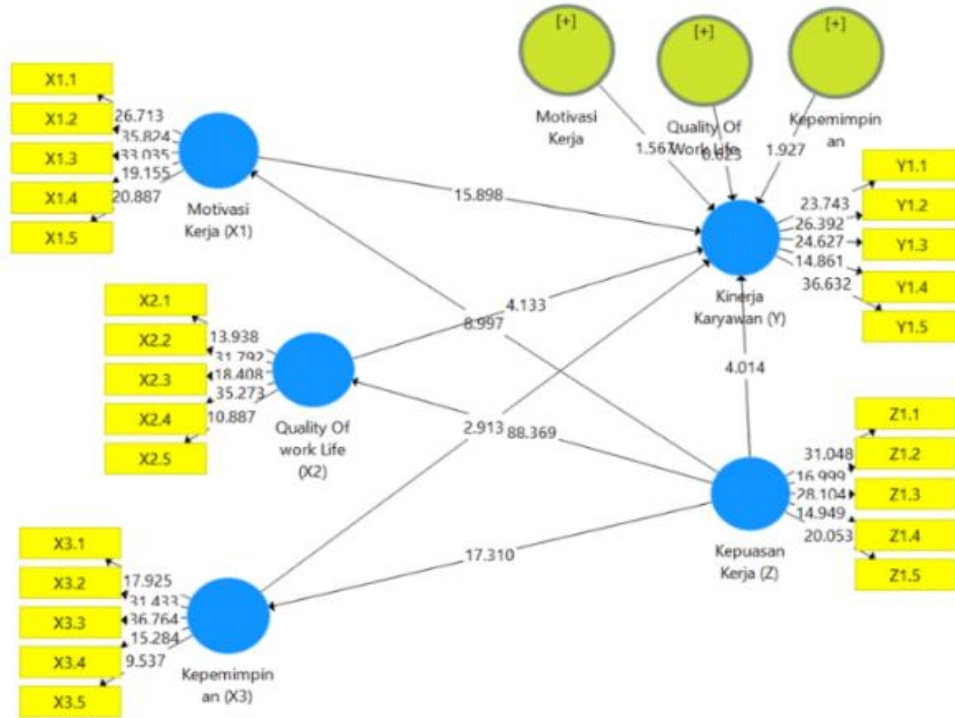
	Q ² predict
Work Motivation (X1)	0,480
Quality of Work Life (X2)	0,907
Leadership (X3)	0,671
Employee Performance (Y)	0,470

Source: Data processing with PLS, 2023.

In table 7 of the Q-Square test results, there are variables that fall into the Medium Roof, namely the Employee Performance variable with a result of 0.470 and the Work Motivation variable with a result of 0.480. And 2 other variables are included in the Big

Gof where the value is more than 0.36, the Leadership variable shows a result of 0.671 and the Quality of Work Life variable shows a value of 0.907.

Figure 3. SmartPLS Hypothesis Test Results



To determine the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficients between variables by comparing the p-value

number with alpha (0.005) or t-statistic of (>1.96). The magnitude of P-value and also t-statistics are obtained from the output on SmartPLS using the bootstrapping method.

Variable Hypothesis Test Results

Table 8. Variable Hypothesis

	Original Sample (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Work Motivation (X1) -> Employee Performance (Y)	0,743	0,738	0,048	15.488	0,000
Quality of Work Life (X2) -> Employee Performance (Y)	0,474	0,499	0,125	3.798	0,000
Leadership (X3) -> Employee Performance (Y)	0,135	0,143	0,051	2.655	0,004

Source: Data processing with PLS, 2023.

The results of the above data processing can be known in testing each hypothesis that has been proposed, namely:

1. The Effect of Work Motivation on Employee Performance

Based on the results of the PLS test

output in the processed data above, the original sample estimate value is 0.743 with a calculated t value of (15.488) < t table (1.96) and a p-values of (0.000) > of significance (0.05) so that it can be concluded that the value of Work Motivation affects Employee

Performance at Fave Hotel Rembang

2. The Effect of Quality of Work Life on Employee Performance

Based on the results of the PLS test output in the processed data above, the original sample estimate value is 0.474 with a calculated t value of (3.798) < t table (1.96) and a p-values of (0.000) > significance (0.05) so that it can be concluded that the Quality of Work Life value affects Employee Performance at Fave Hotel Rembang.

3. The Influence of Leadership on Employee Performance

Based on the results of the PLS test output in the processed data above, the original sample estimate value is 0.135 with a calculated t value of (2.655) < t table (1.96) and a p-values value of (0.004) > a significance (0.05) so that it can be concluded that the Leadership value affects Employee Performance at Fave Hotel Rembang.

Moderation Hypothesis Test Results

	Original Sample (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Job Satisfaction (Z) -> Job Motivation (X1) -> Employee Performance (Y)	0,517	0,507	0,065	7.903	0,000
Job Satisfaction (Z) -> Quality of Work Life (X2) -> Employee Performance (Y)	0,452	0,476	0,121	3.740	0,000
Job Satisfaction (Z) -> Leadership (X3) -> Employee Performance (Y)	0,111	0,117	0,044	2.533	0,006

Source: PLS data processing, 2023

The results of the above data processing can be known in moderation testing for each hypothesis that has been proposed, namely:

1. The Effect of Work Motivation on Employee Performance through Job Satisfaction as a Moderation variable.

Based on the results of the PLS test output in the processed data above, the original sample estimate value is 0.517 with a calculated t value of (7.903) < t table (1.96) and a p-values of (0.000) > significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction and Work Motivation at Fave Hotel Rembang.

2. The Effect of Quality of Work Life on Employee Performance through Job Satisfaction as a Moderation variable.

Based on the results of the PLS test output in the processed data above, the original sample estimate value is 0.452 with a calculated t value of (3.740) < t table (1.96) and a p-values of (0.000) > significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between

the value of Job Satisfaction to the Quality of Work Life at Fave Hotel Rembang.

3. The Influence of Leadership on Employee Performance through Job Satisfaction as a Moderation variable.

Based on the results of the PLS test output in the processed data above, the original sample estimate value is 0.111 with a calculated t value of (2.533) < t table (1.96) and a p-values of (0.006) > significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction to Leadership at Fave Hotel Rembang.

DISCUSSION

This discussion is carried out with the aim of answering problems that have been formulated previously. Furthermore, it is discussed about acceptance of research hypotheses accompanied by facts or rejection of research hypotheses accompanied by explanations.

1. The Effect of Performance Motivation on Employee Performance

In the first hypothesis, Work Motivation influences Employee Performance based on the inner model path analysis model, showing that Work Motivation (X1) has a significant effect on Employee Performance (Y). This can be seen from the value of obtaining a path coefficient of the original sample estimate of 0.743 with P-values of 0.000. So if the P-values < 0.05 can be said to have a significant effect.

According to McClelland translated by Suwanto (2020), work motivation is "A set of forces both from within and from outside oneself that encourage to start working behavior according to a certain format, direction, intensity and time period.

(Goni et al., 2021) The Effect of Performance Motivation on Employee Performance In the first hypothesis, there is an influence of Work Motivation on Employee Performance based on the inner model path analysis model, showing that Work Motivation (X1) has a significant effect on Employee Performance (Y). This can be seen from the value of obtaining a path coefficient of the original sample estimate of 0.743 with P-values of 0.000. So if the P-values < 0.05 can be said to have a significant effect. Work motivation according to McClelland translated by Suwanto (2020) is "A set of forces both from within and from outside oneself that encourage to start working behavior according to a certain format, direction, intensity and time period.

2. The Effect of Quality of Work Life on Employee Performance

In the second hypothesis, there is an effect of Quality of Work Life on Employee Performance based on the inner model path analysis model, showing that Quality of Work Life (X2) has a significant effect on Employee Performance. This can be seen from the value of obtaining a path coefficient of the original sample estimate of 0.474 with a P-Values of 0.000. Then the P-Values value < 0.05 can be said to have a significant effect.

According to research (Putu Deasy Amelia Shanty et al., 2023) states that job satisfaction has a significant positive influence on employee performance. The more satisfied the employee, the more the employee proves his performance at work optimally. Job satisfaction has an important role so it needs to be maintained well and increase job satisfaction with work environment conditions that can improve employee performance. Sabuhari et al.

(2020), Badrianto & Ekhsan (2020), Carvalho et al. (2020) and Rinny et al. (2020) also concluded that job satisfaction has a positive and significant influence on employee job satisfaction. Thus, the higher the level of job satisfaction felt by employees, the performance will increase.

3. The Influence of Leadership on Employee Performance

In the third hypothesis, there is a Leadership influence on Employee Performance based on the inner model path analysis model, showing that Leadership (X3) on Employee Performance (Y). This can be seen from the value of obtaining the path coefficient of the original sample estimate of 0.135 with a P-Value of 0.004. So if the P-Values value < 0.05 can be said to have a significant effect. This study corroborates previous findings (Japarudin et al., 2021) where the trust given by the leader will foster employee desire to provide the best (Andayani & Soehari, 2019), and this desire can improve performance in quantity and quality.

4. The Effect of Work Motivation on Employee Performance through Job Satisfaction as a Moderation variable

In the fourth hypothesis, there is an influence so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction and Work Motivation at Fave Hotel Rembang. This can be seen from the acquisition value of the path coefficient of the original sample estimate of 0.517 with a P-value of 0.000. Then the P-Values value < 0.05 can be said to have a significant effect.

According To (Gautama & Marchyta, 2022) Results were obtained that showed that Work Discipline and work motivation mediated employee performance variables. The results of this study show that the suitability of Work Motivation is a full mediating variable. This is by previous research researched by (Ardianti et al., 2018) showing that work motivation has a positive and significant effect on job satisfaction.

5. The Effect of Quality of Work Life on Employee Performance through Job Satisfaction as a Moderation variable

In the Five hypothesis, there is an influence on that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction to the Quality of Work Life at Fave Hotel Remban. This can be seen from the acquisition value of the path coefficient of the original sample

estimate of (Z). This can be seen from the value of obtaining a path coefficient of the original sample estimate of 0.452 with P-Values before 0.000. So if the P-Values value < 0.05 can be said to have a significant effect.

Quality of Work Life is one aspect to increase job satisfaction and employee performance. To improve employee performance, companies need to improve the welfare of their employees. With the Quality of work life in line with the improvement of employee performance. If the quality of work life and work motivation is good, it will be accompanied by increased employee job satisfaction. According to research (Giri et al., 2022) Quality of work life (QWL) and motivation simultaneously have a positive and significant effect on employee job satisfaction at PT. Infomedia Solusi Humanika Jakarta. thus the better the quality of work life (QWL) and employee motivation, the employee job satisfaction will increase.

6. The Effect of Quality of Work Life on Employee Performance through Job Satisfaction as a Moderation variable

In the sixth hypothesis, that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction to Leadership at Fave Hotel Rembang This can be seen from the value of obtaining the path coefficient of the original sample estimate of 0.111 with P-Values of 0.006. So if the P-Values value < 0.05 can be said to have an insignificant effect.

According To (Maria & Erin Soleha, 2022) that several factors that affect employee job satisfaction are fair and decent remuneration, developing the right abilities, equipment that supports the implementation of work, the attitude of leaders in leadership, the nature of monotonous work or not. In the study, leadership has a positive and significant influence on job satisfaction.

CONCLUSION

Based on the results of data analysis and discussion, the author obtained conclusions that can be drawn from research on the Effect of Work Motivation, Quality of Work Life, Leadership on Employee Performance with Job Satisfaction as a Moderation variable as follows:

1. Work Motivation Variable (X1) has a significant influence on Employee Performance (Y) Fave Hotel Rembang.

Because the original sample estimate value is 0.743 with a calculated t value of (15.488) $< t$ table (1.96) and a p-value of (0.000) $>$ a significance (0.05), it can be concluded that the value of Work Motivation affects Employee Performance at Fave Hotel Rembang.

2. The variable Quality of Work Life (X2) has a significant influence on Employee Performance (Y) of Fave Hotel Rembang. Because the original sample estimate value is 0.474 with a calculated t value of (3.798) $< t$ table (1.96) and a p-value of (0.000) $>$ a significance (0.05), it can be concluded that the Quality of Work Life value affects Employee Performance at Fave Hotel Rembang.
3. Leadership Variable (X3) has a significant influence on Employee Performance (Y) Fave Hotel Rembang. Because the original sample estimate value is 0.135 with a calculated t value of (2.655) $< t$ table (1.96) and a p-value of (0.004) $>$ a significance (0.05) so that it can be concluded that the Leadership value affects Employee Performance at Fave Hotel Rembang.
4. Job Satisfaction Variables Moderating (Z) Work Motivation (X1) has a significant effect on Employee Performance (Y) Fave Hotel Rembang. Because the original sample estimate value is 0.517 with a calculated t value of (7.903) $< t$ table (1.96) and a p-values of (0.000) $>$ significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction and Work Motivation at Fave Hotel Rembang
5. Job Satisfaction Variable (Z) Moderating Quality of Work (X2) has a significant effect on the performance of Fave Hotel Rembang Employees (Y). Because the the original sample estimate value is 0.452 with a calculated t value of (3.740) $< t$ table (1.96) and a p-values of (0.000) $>$ significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction to the Quality of Work Life at Fave Hotel Rembang
6. Job Satisfaction Variable (Z) Moderating Leadership (X3) has a significant effect on Employee

Performance (Y) Fave Hoel Rembang. the original sample estimate value is 0.111 with a calculated t value of (2.533) < t table (1.96) and a p-values of (0.006) > significance (0.05) so that it can be concluded that Employee Performance can moderate the relationship between the value of Job Satisfaction to Leadership at Fave Hotel Rembang

Suggestion

1. Variables of Work Motivation, Quality Of Work and Leadership on Job Satisfaction and Employee Performance provide a value of 93.9% So it is expected that future research will add variables that can improve employee performance, such as the provision of bonuses, education level, and organizational culture.
2. The sample used in this study is heterogeneous so that conclusions and applications cannot be drawn to Fave Hotel employees due to differences in criteria or types of business. Future research is expected to focus research on one dependent variable only.

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