

## **Influence Of Quality Of Work Life And Work Engagement On Organizational Performance Through Job Satisfaction As A Variable Of Mediation In PT. WaskitaKarya**

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**Abstract:** This research is to examine and analyze the quality of work-life and work engagement on organizational performance through job satisfaction at PT Waskita Karya. The population and study sample were all company employees as many as 108 people. The sampling technique uses a saturated sample technique with data analysis using path analysis.

The results showed that the variable quality of work-life affects partially organizational performance. The work engagement variable influences organizational performance partially. Job satisfaction variables partially affect organizational performance. The variable quality of work-life partially affects job satisfaction. The work engagement variable influences work satisfaction partially. The indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening. The direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

**Keywords:** quality of work-life, work engagement, job satisfaction, organizational performance

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### **I. INTRODUCTION**

Organizational performance is something that is produced by the organization which includes results, namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

In research organizational performance is influenced by the quality of work-life, work engagement and job satisfaction. Quality of work life is a management system approach or organizational perspective that aims to improve the quality of life of employees in the work environment simultaneously and continuously.

Quality of work-life can be carried out by giving a feeling of security in work, job satisfaction, respect for work and creating conditions for growth and development to increase employee dignity and status. Quality of work life is a management system approach or perspective of the organization to improve the quality of life of employees in the work environment simultaneously and continuously. Quality of work-life can be done by providing a sense of security at work, job satisfaction, appreciation for work and creating conditions for growth and development to increase the dignity and employees' dignity.

The term quality of work-life (QWL) was first introduced in 1972 at an international labor conference. The quality of work-life was popularized by Deming in 1986 in his book *Out of Crisis*. Furthermore, United auto workers and general motors took the initiative to adopt quality work-life practices to change their work systems.

Quality of work life has a focus on respect for humans in their work environment. The important role of the quality of the work-life program is to change the work climate so that the organization is technically and humanly able to bring a better quality of work life. Improving the quality of work-life is needed to create job satisfaction as a trigger and shaper of good and quality employee performance. According to Cascio (2003), quality of work-life is the employee's perception of his mental and physical well-being when working. The first view states the quality of work-life is several circumstances and practices of the organization, while the second view states the quality of work-life is the perception of employees that they want a sense of security, they feel satisfied, and get the opportunity to grow and develop as a human being.

Another factor affecting organizational performance is work engagement. Work engagement is defined by Schaufeli as a positive, fulfilling, work related to the state of mind that is characterized by passion, dedication, and devotion.

Kahn (2012) defines work engagement as a state in which members of an organization identify themselves with work, in a state of attachment a person will employ him and express himself physically, cognitively, and emotionally while working. According to Marciano (2010), an engaged person will commit to the goal, use all his ability to complete the task, maintain his behavior while working, ensure that he has completed the task properly following the objectives and is willing to take corrective or evaluation steps if necessary.

Job satisfaction is usually more of a more passive form of employee welfare. Work involvement is different from things related to work that leads to very long performance; in this case, it usually leads to the peak of work that lasts only an hour or even less. Finally, work engagement is different from motivation, in that it also refers to cognition (absorption) and influence (enthusiasm), in addition to motivation (dedication).

Another factor affecting organizational performance is job satisfaction. Job satisfaction is the level of pleasure a person feels for his role or work in the organization. The level of satisfaction of individuals that they get the right reward from various aspects of the work situation of the organization where they work. So job satisfaction concerns the psychological individual in the organization, which is caused by the condition he feels from his environment.

Handoko (2000: 193-194) suggests that job satisfaction is a pleasant or unpleasant emotional state with employees looking at their work. The time or length of completion is a reflection of one's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything in the environment.

The level of job satisfaction is one of the factors that influence job performance because that ultimately affects the effectiveness of the organization. And also employee job satisfaction is not enough to just be given incentives, but employees also need motivation, recognition from superiors for the results of their work, work situations that are not monotonous and the opportunity to initiate and be creative.

Resources consist of human resources, facilities, and infrastructure as well as financing, which determine the success of an organization to carry out its duties or operate well in achieving its objectives. An important aspect that supports success is none other than the availability of adequate resources. In line with that Notoatmojo (2012) argues that: the development of a nation requires basic assets called resources both natural resources and human resources.

These two sources are very important in determining the success of an organization's nation-building. From the resources available in the organization, human resources play a central and important role in determining. Without reliable human resources, the processing, use, and utilization of other resources will be ineffective, inefficient and productive. In such circumstances, it is not surprising that well-defined organizational goals and programs will only remain difficult to realize properly and correctly.

## **II. LITERATURE REVIEW**

### **1. Quality of Work-Life**

According to Siagian (2008), quality of work-life is a systematic effort in organizational life through how employees are allowed to play a role in determining the way they work and the contribution they make to the organization to achieve its goals and objectives. According to Flippo (2005), quality of work-life is every activity (improvement) that occurs at every level in an organization to increase the effectiveness of a larger organization through increasing human dignity and growth.

According to Cascio (2003), quality of work-life is the employee's perception of his mental and physical well-being when working. The first view states the quality of work-life is several circumstances and practices of the organization, while the second view states the quality of work-life is the perception of employees that they want a sense of security, they feel satisfied, and get the opportunity to grow and develop as a human being. According to Robbins (2010), quality of work-life is a process in which an organization responds to the needs of employees by developing a mechanism to allow employees to make full contributions and participate in making decisions and managing their work lives in a company.

Quality of work life is a management system approach or organizational perspective that aims to improve the quality of life of employees in the work environment simultaneously and continuously. Quality of work-life can be carried out by giving a feeling of security in work, job satisfaction, respect for work and creating conditions for growth and development to increase employee dignity and status.

The quality of work-life determined by the company is very beneficial for employees, companies, and consumers. For employees, the quality of work-life can satisfy the personal needs of employees. For companies and organizations can reduce absenteeism and labor turnover and also increase productivity. Whereas for consumers the quality of work-life can increase the quality of products and services produced by companies and organizations through their employees

## **2. Work Engagement**

Work engagement is defined by Schaufeli as a positive, fulfilling, work related to the state of mind that is characterized by passion, dedication, and devotion. Kahn (2012) defines work engagement as a state in which members of an organization identify themselves with work, in a state of attachment a person will employ him and express himself physically, cognitively, and emotionally while working. According to Marciano (2010), an engaged person will commit to the goal, use all his ability to complete the task, maintain his behavior while working, ensure that he has completed the task properly following the objectives and is willing to take corrective or evaluation steps if necessary.

Job satisfaction is usually more of a more passive form of employee welfare. Work involvement is different from things related to work that leads to very long performance; in this case, it usually leads more to the peak of the work which lasts only one hour or even less. In the end, work engagement is different from motivation, in this case also refers to cognition (absorption) and influence (enthusiasm), in addition to motivation (dedication). It is not surprising then that work involvement is a better predictor of job performance than many previous constructs. The work engagement dimension of Schaufeli & Bakker (2004) states that there are three main components forming work engagement, viz. Vigor is characterized by high levels of energy and satisfying mental endurance when employees are working, can also be characterized as a desire in employees to invest their business in work and employee perseverance in facing difficulties at work. Schaufeli & Bakker (2010) also added that one of the characteristics of vigor is not being tired at work. b. Dedication is characterized by a sense that the work is an important thing for employees, employees feel enthusiastic at work,

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These two sources are very important in determining the success of an organization's nation-building. From the resources available in the organization, human resources play a central and important role in determining. Without reliable human resources, the processing, use, and utilization of other resources will be ineffective, inefficient and productive. In such circumstances, it is not surprising that well-defined organizational goals and programs will only remain difficult to realize properly and correctly.

## **4. Organizational Performance**

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, as well as the results achieved from the behavior of organizational members. Performance can also be said as a result (output) of a particular process carried out by all components of the organization against certain sources used (input). Performance is also the result of a series of process activities carried out to achieve certain organizational goals. For an organization, performance is the result of collaborative activities among members or components of the organization to realize organizational goals.

Organizational performance is the totality of the work achieved by an organization achieving the goals of the organization means that the performance of an organization can be seen from the extent to which the organization can achieve goals based on the goals set previously ". The results of work achieved by an agency in carrying out their duties within a certain period, both related to input, output, outcome, benefits, and impact with responsibility can facilitate the direction of structuring government organizations. The existence of the work

achieved by the agency with full responsibility will be achieved effective and efficient performance improvement.

According to Sinambela (2012), organizational performance is cumulative employee performance, therefore the higher the employee's performance the higher the organizational performance. Meanwhile, according to Nasucha in (Sinambela, 2012), organizational performance is also defined as the effectiveness of the organization as a whole to meet the needs set by each group regarding systemic efforts and continuously improve the organization's ability to achieve their needs effectively.

Based on some of the opinions above it can be concluded that the essence of organizational performance is a picture of the results of the work of collaborative activities among members of the organization to achieve organizational goals that have been determined.

### III. RESEARCH METHODS

#### 1. Research Time and Location

The research will be conducted in October-December 2019 by taking location at PT. WaskitaKarya.

#### 2. Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of path analysis diagrams as follows: The research conceptual framework can be explained as follows

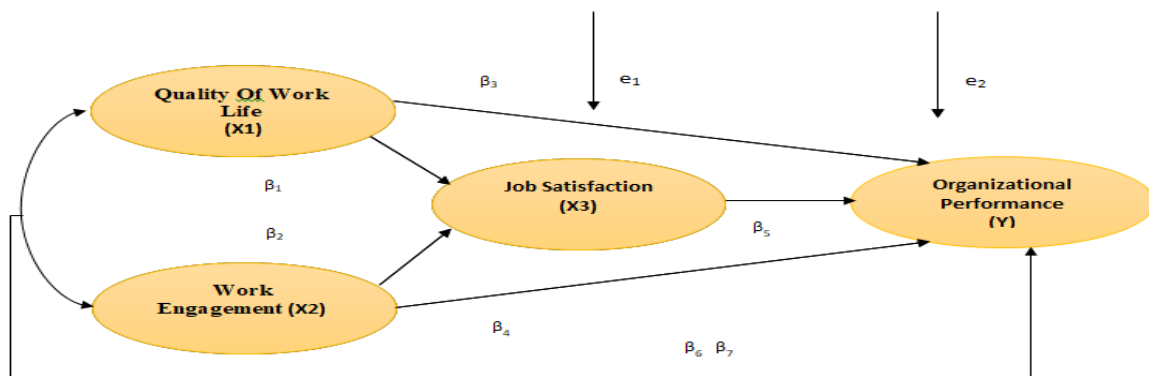


Figure 1. Overall Path Analysis

#### 3. Population and Samples

The population in this study is employees who work in the office of PT. WaskitaKarya Jakarta. While the sample used includes 108 employees who work at the company's office. This sampling uses the saturated sample method because it uses all employees in the company office.

### IV. RESEARCH RESULTS AND DISCUSSION

#### 1. Effect of Quality of Work Life on Organizational Performance

The results of the analysis of the effect of work quality on organizational performance partially note that the coefficient of quality of work-life is 0.571. T value of 7.166. The significance value is 0.00. This significant value is smaller than 0.05. This means that the variable quality of work-life partially influences organizational performance. The magnitude of the influence of the quality of work-life on organizational performance can be known r square value of 0.326. This means that the influence of the quality of work-life on performance by 32.6% and the rest is influenced by other variables not included in the equation model.

#### 2. Influence of Work Engagement on Organizational Performance

The results of the analysis of the influence of work engagement on organizational performance partially can be seen that the coefficient of work engagement is 0.633. T value of 68.419. The significance value is 0.00. This significant value is smaller than 0.05. This means that work engagement variables partially affect organizational performance. The magnitude of the effect of work engagement on organizational performance is known to the value of r squared of 0.401. This means that the influence of the work engagement variable on organizational performance is 40.1% and the rest is influenced by other variables not included in the equation model.

### **3. Influence of Job Satisfaction on Organizational Performance**

The results of the analysis of the effect of job satisfaction on performance partially can be seen that the coefficient of job satisfaction is 0.868. T value of 17.961. The significance value is 0.00. This significant value is smaller than 0.05. This means that job satisfaction variables partially affect organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be known as the r-square value of 0.753. This means that the influence of job satisfaction on organizational performance by 75.0% and the rest is influenced by other variables not included in the equation model.

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

The results of the analysis of the influence of work quality on job satisfaction partially can be seen that the coefficient of quality of work-life is 0.676. T value of 9.446. The significance value is 0.00. This significant value is smaller than 0.05. This means that the variable quality of work-life partially affects job satisfaction. The magnitude of the influence of the quality of work-life on job satisfaction is known to the value of r squared of 0.457. This means that the influence of the quality of work-life on job satisfaction is 45.7% and the rest is influenced by other variables not included in the equation model.

### **5. Effect of Work Engagement on Job Satisfaction**

The results of the analysis of the effect of work engagement on job satisfaction partially found that the coefficient of work engagement was 0.767. T value of 12.303. The significance value is 0.00. This significant value is smaller than 0.05. This means that the work engagement variable partially affects job satisfaction. The magnitude of the effect of work engagement on job satisfaction can be seen as the r-square value of 0.588. This means that the influence of the work engagement variable on job satisfaction was 58.8% and the rest was influenced by other variables not included in the equation model.

### **6. Effect of Quality of Work Life on Organizational Performance Through Job Satisfaction Variables**

Based on the partial path analysis it is known that the influence of the quality of work-life on organizational performance is 0.571. The influence of quality of work-life on performance through job satisfaction is  $0.676 \times 0.868 = 0.586$ . In this case, the indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening.

### **7. Effect of Work Engagement Work on Organizational Performance Through Job Satisfaction Variables**

Based on the partial path analysis it is known that the direct effect of work engagement on organizational performance is 0.633. While the effect of work engagement on organizational performance through job satisfaction is  $0.767 \times 0.868 = 0.666$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

## **V. DISCUSSION**

In this study, the quality of work affects the performance of the organization. Quality of work affects organizational performance. The higher the quality of work, the greater the organizational performance. In other words, this influence is positive or unidirectional. This research was conducted at several companies. The influence of work engagement on organizational performance was also carried out on several researchers. Based on research it is known that work engagement influences organizational performance. Job satisfaction was also carried out in several studies. The higher job satisfaction for employees, the greater organizational performance. This effect is also positive.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### **1. Conclusions**

The variable quality of work-life affects partially organizational performance. The influence of work-life quality variables on organizational performance is 32.6% and the rest is influenced by other variables not included in the equation model.

The work engagement variable influences organizational performance partially. The influence of work engagement variables on organizational performance by 40.1% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variables partially affect organizational performance. The effect of job satisfaction on organizational performance by 75.0% and the rest is influenced by other variables not included in the equation model.

The variable quality of work-life partially affects job satisfaction. The variable job satisfaction on organizational performance by 45.7% and the rest is influenced by other variables not included in the equation model.

The work engagement variable influences work satisfaction partially. The influence of work engagement variables on job satisfaction was 58.8% and the rest was influenced by other variables not included in the equation model.

The indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening. The direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

## **2. Recommendations**

In improving organizational performance it is necessary to develop the quality of work-life, work engagement and job satisfaction. The quality of work life is developed by providing participatory problem-solving ideas that include members of the organization at all levels. Making cooperation workforce management and participatory management to identify problems and opportunities in the work environment or organization, make decisions and implement change. Restructuring the nature of the work carried out by workers and work systems that are their scope, so that work arrangements and work arrangements are more consistent with the needs of each individual and social structures at work and create innovative reward systems that will provide the climate is not the same in organizations. This is because the reward system is a priority factor in motivating employees' work and business which when in turn will improve organizational performance.

Work engagement improves the work environment that is emphasized in the actual conditions that include workers, in which there is a physical environment, working hours, and regulations that apply. Employees who are engaged and perform satisfactorily can create their resources and, in turn, maintain employee engagement all the time and create a successive profit circle.

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