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The Effect Of Quality Of Life And Motivation On Employee Performance With Job Satisfaction As An Intervening Variable At PT Bank Pembangunan Daerah (BPD) Sulawesi Tenggara

Nursahara Juniaeni Khaeruddin[1], Arif Hartono[2]

[1,2]Department of Management, Faculty of Business & Economics, Islamic University of Indonesia

[1]Corresponding Author: saharajuniaeni@gmail.com

Abstract

This research examines the influence of quality of work life and motivation on employee performance through job satisfaction as an intervening variable at PT Bank Pembangunan Daerah (BPD) Sulawesi Tenggara. This study employed a quantitative methodology, utilizing online questionnaires distributed via Google Forms. The respondents of this study comprised the entire population of 252 respondents. The census technique was used as the sampling methodology to determine the sample. Hypothesis testing in this study was conducted using the SEM-PLS analysis tool through SmartPLS software (v. 4.1.0.6). The results of this study based on data analysis found that 1) the quality of work life has a positive and significant effect on employee performance, 2) motivation has a positive and significant effect on employee performance, 3) the quality of work life has a positive and significant effect on job satisfaction, 4) motivation has a positive and significant effect on job satisfaction, 5) job satisfaction has a positive and significant effect on employee performance, 6) job satisfaction can mediate the relationship between quality of work life and employee performance, and 7) job satisfaction can mediate the relationship between motivation and employee performance.

Keywords: ***Quality of Work Life, Job Satisfaction, Employee Performance, and Motivation.***

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INTRODUCTION

Human resource management is one of the important issues in running a company and is an ongoing challenge for business continuity. A successful company is one that is able to manage and have quality human resources, because proper empowerment will provide maximum contribution to company performance. This success can be measured through the quality of work life, motivation, performance, and employee satisfaction. According to Werther and Davis (1996), the quality of work life includes effective supervision, a conducive work environment, a fair wage system, and awards for high-performing employees. The quality of work life not only shapes satisfaction and motivation but also increases employee engagement and commitment, which ultimately contributes to improving their performance and the organization's ability to meet employee needs through positive work experiences.

Motivation is one of the important factors that affect employee performance, because motivation provides encouragement for employees to work more enthusiastically and prevents feelings of being unappreciated in the company. This motivation is a driving force that directs employees to achieve organizational goals, as stated in the research of Rita, et al. (2018), Azmy, et al. (2022), Chrisnanto & Riyanto (2020), and Mubarok (2019), which shows the influence of motivation on improving employee performance. In addition, job satisfaction also plays an important role in increasing employee productivity. The level of job satisfaction that varies according to individual expectations can affect productivity, as described in the research of Latifah and Muafi (2021), Komang, et al. (2018), Haryono & Pamungkas (2021), Wua, et al. (2022), and Pariyanti, et al. (2019), which shows a positive relationship between job satisfaction and employee performance. Good quality of work life can also increase employee satisfaction, as evidenced by research by Haryono & Pamungkas (2021), Javanmardnejad, et al. (2021), and Putra, et al. (2021). However, research by Pradnyanata, et al. (2020) found that quality of work life does not always have a significant impact on job satisfaction. However, the majority of previous studies have shown that good quality of work life tends to increase job satisfaction, and the authors seek to produce similar findings to these studies.

This study aims to deepen the understanding of interrelated factors that influence the company, focusing on the quality of work life, motivation, performance, and job satisfaction of employees at PT BPD Sulawesi Tenggara. The main objective is to validate the gap theory that emerged from previous studies that showed inconsistent results

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regarding the relationship between quality of work life, motivation, performance, and job satisfaction. Several previous studies have shown that quality of work life and motivation affect performance with job satisfaction as a mediator, but the results of other studies do not always support this conclusion. Therefore, the author is interested in further analyzing whether quality of work life and motivation can directly affect employee performance, and whether job satisfaction acts as a mediator in the relationship between quality of work life and performance, as well as between motivation and performance of employees at PT BPD Sulawesi Tenggara. This study is entitled "The Effect of Quality of Work Life and Motivation on Employee Performance with Job Satisfaction as Variable Intervening".

LITERATURE REVIEW

Quality of Work Life

Quality of Work Life describes how companies pay attention to employee participation in decision-making, self-development opportunities, and a supportive environment. Walton (1973) emphasizes the importance of employee involvement in this process, while Luthans (2011) considers quality of work life as an approach to assessing and improving employee well-being in the workplace, by considering factors that influence their satisfaction. Another perspective, as proposed by Cascio (2016), states that quality of work life is a set of conditions and practices designed to improve company relations and meet employee needs. In conclusion, quality of work life is a series of systematic efforts by companies to create an environment that supports employee well-being and satisfaction, which ultimately increases their contribution and performance.

The importance of quality of work life lies in its ability to balance employee needs and work pressures. Gallie (2005) states that quality of work life not only affects job satisfaction, but also other aspects such as family life and social needs. If employee needs are not met, this can cause work stress that has a negative impact on their well-being and performance. For companies, quality of work life is important to attract and retain quality employees, increase loyalty, and create conducive working conditions. For employees, the implementation of quality of work life has a positive impact in the form of welfare, a supportive work environment, and a peaceful working atmosphere.

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Motivation

Motivation is a drive within a person that drives them to act. This concept is complex and different for each individual, so companies need to design a comprehensive managerial strategy to maximize work results. Motivation is related to the needs, desires, and behavior of employees that are influenced by managerial and organizational factors (Mathis & Jackson, 2010). According to Robbins et al. (2016), motivation is a process that involves intensity, direction, and persistence in achieving goals. Intensity describes how hard employees try, but does not always result in good performance unless the effort is directed properly. Persistence shows how long someone remains motivated to achieve the desired goal.

Good motivation has a significant impact on employee performance and well-being. With positive motivation, employees will feel more motivated, which in turn increases productivity and positive emotions at work. Conversely, negative motivation can have a negative impact on the performance and development of the company. Therefore, it is important for companies to continuously evaluate the motivation of each employee in order to maintain positive growth and avoid the negative effects of lack of motivation.

Employee Performance

Employee performance is all activities carried out or avoided by an employee in carrying out their duties (Mathis & Jackson, 2010). Performance serves as a way to ensure that each individual or team understands what is expected of them and remains focused on productive efforts by paying attention to goals, measures, and assessments. To encourage optimal performance, companies need to provide adequate, timely, and fair rewards (Cascio, 2016). According to Mangkunegara (2007), performance can also be measured from the work results achieved both in quality and quantity. Aguinis (2019) states that performance is an ongoing process that includes identifying, measuring, and developing individual and team performance to match the strategic goals of the organization. Thus, performance can be seen as a benchmark for employee efforts in supporting the sustainability of the company.

Companies always strive to improve employee performance because it contributes to the company's productivity, profitability, and competitiveness. Good performance makes employees more efficient, while proper performance management creates a

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supportive work environment (Snell & Bohlander, 2011). For employees, performance serves to measure their abilities and help develop competencies and careers in the future. Performance is also a reference for employees in evaluating the work they do.

Job Satisfaction

Job satisfaction refers to the positive feelings that arise from the evaluation of one's work experience. Mathis & Jackson (2010) define it as an emotional state that arises when one's expectations are met in a job, while dissatisfaction occurs when those expectations are not met. According to Robbins & Judge (2013), job satisfaction is a positive feeling that arises from an individual's evaluation of their job, which can be strengthened through challenges and interesting aspects of the job. This satisfaction can also be seen as a pleasant feeling that arises when employees feel that the work they do fulfills values that are important to them. Although job satisfaction does not always guarantee the success of a company, there is strong evidence that improving employee attitudes can have a positive impact on the effectiveness of the company (Cascio, 2016).

Robbins and Judge (2009) mentioned several factors that influence job satisfaction, including job satisfaction, salary, promotion opportunities, supervision, and relationships with coworkers. Employees who do work according to their interests tend to be more satisfied, especially if the wages received are in accordance with the workload given. Opportunities for promotion and positive relationships with superiors and coworkers also play an important role in increasing satisfaction. Other factors such as physical condition, mental health, social interaction, and financial well-being also play an influence. Herzberg in Robbins (2008) stated that motivation is one of the main factors in increasing job satisfaction, while the quality of work life also plays an important role in this (Wijono, 2012).

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RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure :

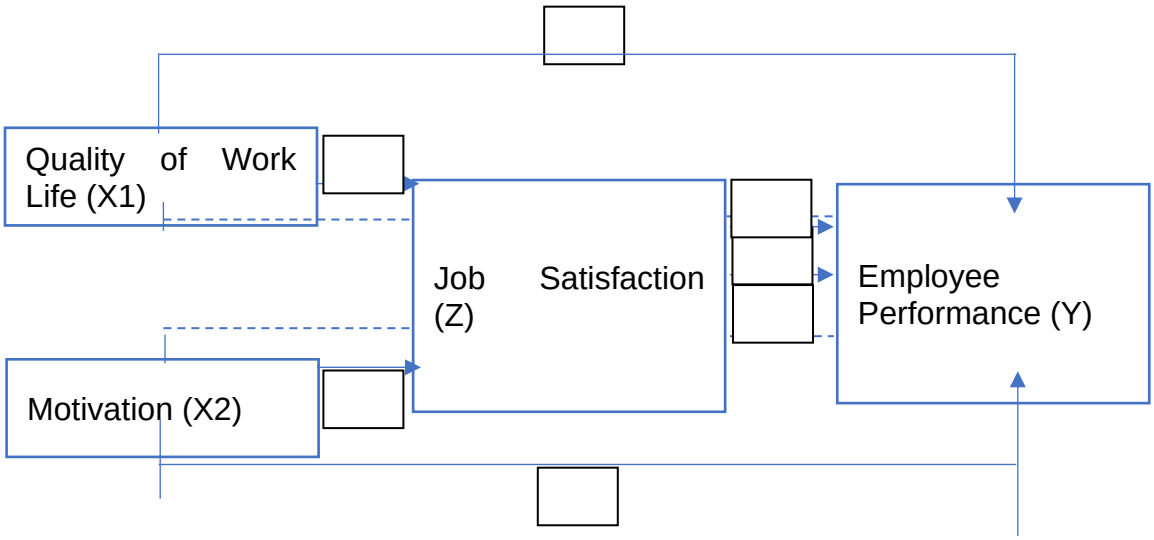


Figure 1. Research Framework

RESEARCH METHODS

This study uses a quantitative method, which aims to test the relationship between variables through the collection and analysis of numerical data. Data were collected through questionnaires distributed to all employees of PT BPD Sulawesi Tenggara, totaling 252 people. The sampling technique used was saturated sampling, where the entire population was used as a sample. This quantitative method allows for objective and structured analysis, so that the results obtained can be measured statistically and accounted for.

Data analysis in this study was carried out using the Partial Least Square (PLS) method, which is part of Structural Equation Modeling (SEM). PLS was chosen because it is able to handle complex models with low theory, and can predict relationships between latent variables. Model evaluation involves convergent and discriminant validity tests, as well as reliability tests with composite reliability and Cronbach's alpha. The results of the

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analysis will be used to test the research hypothesis and provide an overview of the causal relationship between the variables studied.

RESULTS

From the results of the questionnaires distributed, 252 respondents were obtained. From a number of respondents, data analysis was then carried out using model evaluation. The evaluation of the measurement model was tested using several indicators, including:

Descriptive Analysis

Respondent Characteristics Test

Table 1. Respondent Descriptive Analysis Results

Gender	Frequency	Percentage
Male	188	74,6%
Female	64	25,4%
Total	252	100%
Age	**Frequency**	**Percentage**
< 25 Years Old	2	0,8%
26-30 Years Old	115	45,6%
31-40 Years Old	111	44%
41-50 Years Old	16	6,3%
> 50 Years Old	8	3,2%
Total	252	100%
Latest Education	**Frequency**	**Percentage**
Senior High School	4	10%
Diploma	-	-
Bachelor (S1)	211	83,7%
Magister (S2)	31	12,3%
Doctoral (S3)	-	-
Total	252	100%
Marriage Status	**Frequency**	**Percentage**

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Not Married Yet	114	45,2%
Married	138	54,8%
Total	252	100%
Length of Work	**Frequency**	**Percentage**
< 5 Years Old	73	29%
5-10 Years Old	155	61,5%
11-15 Years Old	21	8,3%
16-20 Years Old	3	1,2%
21-25 Years Old	-	-
26-30 Years Old	-	-
> 30 Years Old	-	-
Total	252	100%
Income Per Month	**Frequency**	**Percentage**
2.000.000 – 5.000.000	9	3,6%
6.000.000 – 10.000.000	228	91,3%
11.000.000 – 15.000.000	12	4,8%
16.000.000 – 20.000.000	3	0,4%
> 20.000.000	-	-
Total	252	100%

Statistics Analysis

Outer Model Testing (Measurement Model)

Convergent Validity Testing

An indicator is said to be valid if the loading factor of an indicator is positive and greater than 0.7 and the AVE value is more than 0.5. The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor indicates that the indicator is the strongest (dominant) measure of the variable.

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Table 2. Convergent Validity Testing Results

Variabel	Item	*Loading Factor*	AVE	Keterangan
Kualitas Kehidupan Kerja	X1.1	0.814	0.643	Valid
	X1.10	0.801		Valid
	X1.11	0.828		Valid
	X1.12	0.814		Valid
	X1.13	0.801		Valid
	X1.14	0.831		Valid
	X1.15	0.791		Valid
	X1.16	0.781		Valid
	X1.17	0.749		Valid
	X1.18	0.813		Valid
	X1.19	0.816		Valid
	X1.2	0.788		Valid
	X1.20	0.818		Valid
	X1.21	0.836		Valid
	X1.22	0.794		Valid
	X1.23	0.833		Valid
	X1.24	0.808		Valid
	X1.25	0.814		Valid
	X1.26	0.821		Valid
	X1.27	0.780		Valid
	X1.3	0.737		Valid
	X1.4	0.813		Valid
	X1.5	0.796		Valid
	X1.6	0.815		Valid
	X1.7	0.785		Valid
	X1.8	0.800		Valid
	X1.9	0.769		Valid
Motivasi	X2.1	0.779	0.618	Valid
	X2.2	0.803		Valid

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	X2.3	0.807		Valid
	X2.4	0.765		Valid
	X2.5	0.795		Valid
	X2.6	0.774		Valid
	X2.7	0.736		Valid
	X2.8	0.790		Valid
	X2.9	0.822		Valid
Kepuasan Kerja	Z.1	0.868	0.720	Valid
	Z.10	0.843		Valid
	Z.11	0.756		Valid
	Z.12	0.829		Valid
	Z.13	0.852		Valid
	Z.14	0.846		Valid
	Z.15	0.781		Valid
	Z.2	0.818		Valid
	Z.3	0.803		Valid
	Z.4	0.789		Valid
	Z.5	0.856		Valid
	Z.6	0.823		Valid
	Z.7	0.827		Valid
	Z.8	0.840		Valid
	Z.9	0.805		Valid
Kinerja Karyawan	Y.1	0.878	0.677	Valid
	Y.10	0.860		Valid
	Y.11	0.853		Valid
	Y.12	0.851		Valid
	Y.13	0.858		Valid
	Y.14	0.858		Valid
	Y.15	0.819		Valid
	Y.2	0.858		Valid
	Y.3	0.852		Valid
	Y.4	0.842		Valid

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	Y.5	0.859		Valid
	Y.6	0.795		Valid
	Y.7	0.859		Valid
	Y.8	0.846		Valid
	Y.9	0.842		Valid

Based on table 2, it is known that the loading factor value produced by each indicator is more than 0.7 and the AVE value is more than 0.5. Thus, these indicators are declared valid as a measure of the latent variables.

Discriminant Validity Testing

Discriminant validity measures the validity of the model by examining the cross-loading value and the Fornell-Larcker criterion, which shows the correlation between the construct and its indicators compared to other constructs. Discriminant validity is considered good if the square root value of the Average Variance Extracted (AVE) of each construct is higher than the correlation between the construct and other constructs in the model.

Table 3. Fornell Larcker Criterion

Variable	Job Satisfaction	Employee Perfocmance	Quality of Work Life	Motivation
Job Satisfaction	**0.849**			
Employee Performance	0.809	**0.823**		
Quality of Work Life	0.734	0.774	**0.802**	
Motivation	0.656	0.761	0.647	**0.786**

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Table 4. Cross-Loading Results

Item	Kepuasan Kerja	Kinerja Karyawan	Kualitas Kehidupan Kerja	Motivasi
X1.1	0.600	0.632	**0.814**	0.508
X1.10	0.587	0.627	**0.801**	0.527
X1.11	0.604	0.645	**0.828**	0.570
X1.12	0.597	0.656	**0.814**	0.542
X1.13	0.562	0.616	**0.801**	0.557
X1.14	0.596	0.603	**0.831**	0.525
X1.15	0.596	0.612	**0.791**	0.474
X1.16	0.554	0.579	**0.781**	0.496
X1.17	0.541	0.571	**0.749**	0.482
X1.18	0.603	0.632	**0.813**	0.516
X1.19	0.594	0.621	**0.816**	0.525
X1.2	0.565	0.601	**0.788**	0.511
X1.20	0.564	0.642	**0.818**	0.528
X1.21	0.683	0.693	**0.836**	0.554
X1.22	0.563	0.637	**0.794**	0.515
X1.23	0.633	0.665	**0.833**	0.554
X1.24	0.624	0.655	**0.808**	0.572
X1.25	0.578	0.603	**0.814**	0.528
X1.26	0.587	0.637	**0.821**	0.535
X1.27	0.556	0.549	**0.780**	0.472
X1.3	0.550	0.586	**0.737**	0.460
X1.4	0.644	0.649	**0.813**	0.534
X1.5	0.590	0.616	**0.796**	0.493
X1.6	0.574	0.600	**0.815**	0.509
X1.7	0.586	0.604	**0.785**	0.505
X1.8	0.572	0.621	**0.800**	0.542
X1.9	0.568	0.583	**0.769**	0.468
X2.1	0.489	0.582	0.499	**0.779**

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X2.2	0.546	0.625	0.514	**0.803**
X2.3	0.510	0.604	0.539	**0.807**
X2.4	0.527	0.579	0.543	**0.765**
X2.5	0.529	0.600	0.511	**0.795**
X2.6	0.526	0.592	0.491	**0.774**
X2.7	0.480	0.576	0.488	**0.736**
X2.8	0.522	0.615	0.467	**0.790**
X2.9	0.509	0.606	0.528	**0.822**
Y.1	0.692	**0.868**	0.686	0.667
Y.10	0.680	**0.843**	0.668	0.634
Y.11	0.608	**0.756**	0.610	0.602
Y.12	0.660	**0.829**	0.649	0.634
Y.13	0.701	**0.852**	0.679	0.608
Y.14	0.669	**0.846**	0.623	0.646
Y.15	0.664	**0.781**	0.605	0.588
Y.2	0.636	**0.818**	0.637	0.638
Y.3	0.652	**0.803**	0.564	0.585
Y.4	0.652	**0.789**	0.598	0.590
Y.5	0.684	**0.856**	0.693	0.647
Y.6	0.688	**0.823**	0.645	0.659
Y.7	0.671	**0.827**	0.647	0.642
Y.8	0.687	**0.840**	0.670	0.615
Y.9	0.635	**0.805**	0.565	0.626
Z.1	**0.878**	0.694	0.673	0.556
Z.10	**0.860**	0.684	0.628	0.587
Z.11	**0.853**	0.705	0.602	0.565
Z.12	**0.851**	0.713	0.631	0.542
Z.13	**0.858**	0.689	0.626	0.561
Z.14	**0.858**	0.701	0.666	0.539
Z.15	**0.819**	0.650	0.622	0.538
Z.2	**0.858**	0.708	0.640	0.589
Z.3	**0.852**	0.671	0.609	0.536

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Z.4	**0.842**	0.701	0.624	0.529
Z.5	**0.859**	0.697	0.614	0.539
Z.6	**0.795**	0.632	0.568	0.576
Z.7	**0.859**	0.709	0.622	0.592
Z.8	**0.846**	0.657	0.612	0.558

Based on Tables 3 and 4, the cross-loading value on each item has a value > 0.70, and also each item has the largest value when connected to its latent variable compared to when connected to other latent variables. This shows that each variable in this study has correctly explained its latent variable and proves that the discriminant validity of all items is valid.

Reliability Testing

Table 5. Reliability Testing Results

Variable	*Cronbach's Alpha*	*Composite Reliability*
Job Satisfaction	0.972	0.975
Employee Performance	0.966	0.969
Quality of Work Life	0.979	0.980
Motivation	0.923	0.936

Based on table 5, it can be seen that the composite reliability value of all research variables is > 0.7 and Cronbach Alpha > 0.7. These results indicate that each variable has met the composite reliability and Cronbach alpha so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by examining the goodness of fit model by evaluating the inner model.

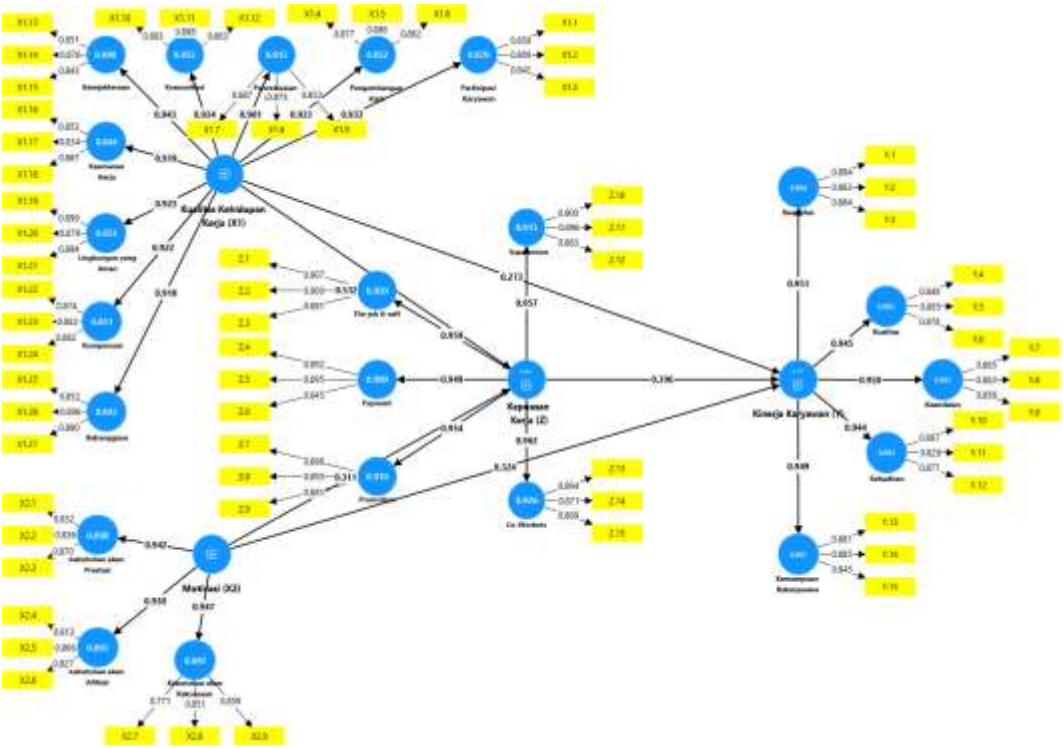
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Inner Model (Structural Model)

Figure 2. Structural Model

The evaluation of the PLS structural model begins by looking at the R-square of each



dependent latent variable. Table 7 is the result of the R-square estimate using PLS.

R-Square (R^2)

Table 6. R-Square Testing Results

Variable	R-*Square*	R-*Square Adjusted*
Job Satisfaction	0.594	0.591
Employee Performance	0.777	0.775

Based on Table 6, the R Square value for the Job Satisfaction variable is 0.594, indicating that 59.4% of the variation in Job Satisfaction can be explained by the independent variables in this study, while the remaining 40.6% is influenced by other

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factors not included in the study. Meanwhile, the R Square value for the Employee Performance variable is 0.777, indicating that 77.7% of the variation in Employee Performance can be explained by the independent variables studied, while the remaining 22.3% is influenced by other variables not studied.

Q Square Predict

Table 7. Q Square Predict

Variable	Q^2predict	Results
Job Satisfaction	0.572	Has a predictive relevance
Employee Performance	0.687	Has a predictive relevance

Based on the data presented in the table above, it can be seen that the Q square value on the dependent variable is > 0. By looking at this value, it can be concluded that this study has a good observation value because the Q square value is > 0 (zero).

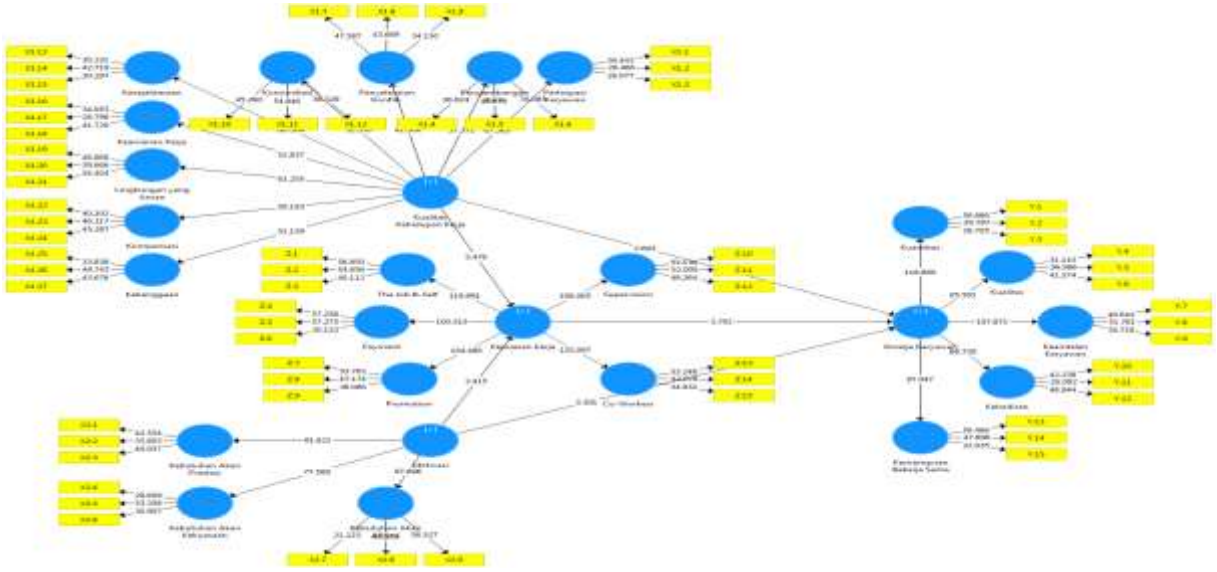


Figure 3. Bootstrapping

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Hypotesis Testing

Table 8. Hypothesis Testing Results

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Quality of Work Life -> Employee Performance	0.274	0.107	2.559	0.011
Motivation -> Employee Performance	0.324	0.103	3.133	0.002
Quality of Work Life -> Job Satisfaction	0.533	0.101	5.267	0.000
Motivation -> Job Satisfaction	0.311	0.093	3.348	0.001
Job Satisfaction -> Employee Performance	0.395	0.111	3.563	0.000
Quality of Work Life -> Job Satisfaction -> Employee Performance	0.210	0.076	2.786	0.005
Motivation -> Job Satisfaction -> Employee Performance	0.123	0.060	2.043	0.041

Table 9. Hypothesis Results

Hypothesis	Results
H1: Quality of Work Life has a positive effect on Employee Performance	**Accepted**
H2: Motivation has a positive effect on Employee Performance	**Accepted**
H3: Quality of Work Life has a positive effect on Job Satisfaction	**Accepted**
H4: Motivation has a positive effect on Job Satisfaction	**Accepted**
H5: Job Satisfaction has a positive effect on Employee Performance	**Accepted**
H6: Quality of Work Life has a positive effect on Employee Performance through Job Satisfaction	**Accepted**

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H7: Motivation has a positive effect on Employee Performance through Job Satisfaction	**Accepted**

Table 9 presents an analysis of the influence between variables in this study. The P-Value obtained is less than 0.05 indicating that the data obtained is statistically significant. The following is a detailed explanation for each hypothesis tested: First, the hypothesis regarding the Influence of Quality of Work Life on Employee Performance shows a coefficient value of 0.274 with a p-value of 0.011 and a t-statistic of 2.559. This value indicates a positive and significant influence of Quality of Work Life on Employee Performance, so the first hypothesis is accepted.

Second, the results for the hypothesis of the Influence of Motivation on Employee Performance show a coefficient of 0.324, a p-value of 0.002, and a t-statistic of 3.133. This confirms that Motivation has a significant influence on Employee Performance, and the second hypothesis is also accepted. Third, the test for the Influence of Quality of Work Life on Job Satisfaction produces a coefficient of 0.533 with a p-value of 0.000 and a t-statistic of 5.267. These findings indicate that Quality of Work Life has a positive and significant effect on Job Satisfaction, so the third hypothesis is accepted.

Fourth, the test of the Effect of Motivation on Job Satisfaction shows a coefficient of 0.311, p-value of 0.001, and t-statistic of 3.348, which confirms that Motivation has a significant effect on Job Satisfaction. Therefore, the fourth hypothesis is accepted. The fifth hypothesis regarding the Effect of Job Satisfaction on Employee Performance shows a coefficient value of 0.395, p-value of 0.000, and t-statistic of 3.563, indicating a positive and significant effect of Job Satisfaction on Employee Performance, which means the fifth hypothesis is accepted. Finally, for the sixth and seventh hypotheses, the test shows that Job Satisfaction mediates the effect of Quality of Work Life and Motivation on Employee Performance, with coefficients of 0.210 and 0.123, p-values of 0.005 and 0.041 respectively, and t-statistics of more than 1.960. These results confirm that Job Satisfaction acts as a mediator in the relationship between these variables.

DISCUSSION

Based on the results of the study, the quality of work life has been proven to have a positive and significant influence on employee performance at PT Bank Pembangunan

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Daerah (BPD) Sulawesi Tenggara. This finding indicates that employees who feel they have a good quality of work life—including a balance between work and personal life, a supportive work environment, and fair rewards—tend to show better performance. This study is in line with the findings of Alfani (2018), which also shows that the quality of work life contributes to improving employee performance at PT Bank BRI Syariah. In addition, research by Sari et al. (2019) in the hospitality sector and Rizky & Rahardja (2019) in the cigarette industry also supports the results of this study, although there are differences in industry contexts. The results of the study indicate that the quality of work life is an important determinant that can improve employee performance in various sectors.

However, there is a difference with the findings of Diana et al. (2022), which shows that the quality of work life does not have a significant effect on employee performance in the health sector. This difference is likely due to the different characteristics of work and work environments, where factors such as high workload and stress may be more dominant. These findings suggest that while there is a general consensus on the importance of quality of work life, specific contextual variables need to be considered when assessing its impact on performance. This study provides practical implications for PT BPD Sulawesi Tenggara to continue to improve the quality of work life and create a supportive work environment, in order to achieve optimal performance from employees.

The results of the study indicate that job satisfaction has a positive and significant effect on employee performance at PT BPD Sulawesi Tenggara. The higher the level of satisfaction felt by employees, the better their performance. Job satisfaction, which is reflected in positive feelings toward work, motivates employees to work more productively. Research by Latifah and Muafi (2021) supports this finding, which shows that aspects such as a good work environment and adequate compensation improve performance. This finding reinforces the importance of the role of job satisfaction in increasing employee commitment and loyalty.

In addition, research by Komang et al. (2018) also found that job satisfaction plays an important role in employee performance, especially when employees feel appreciated and supported. This confirms that factors such as rewards and opportunities for self-development can affect the level of job satisfaction and, ultimately, performance. These results are consistent with the findings at PT BPD Sulawesi Tenggara, where satisfied employees showed increased productivity, which ultimately contributed to the company's long-term success.

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CONCLUSION

The conclusion of this study shows that all tested hypotheses are accepted based on the results of the significant analysis. First, the quality of work life is proven to have a positive and significant effect on employee performance, with a coefficient value of 0.274 and a p-value of 0.011. Furthermore, motivation also contributes significantly to employee performance, as indicated by a coefficient of 0.324 and a p-value of 0.002. In addition, the quality of work life and motivation are proven to significantly affect job satisfaction, with coefficients of 0.533 and 0.311, respectively, and p-values below 0.05.

Furthermore, job satisfaction is proven to function as a mediator in the relationship between the quality of work life and employee performance, with a coefficient value of 0.210 and a p-value of 0.005. Likewise, job satisfaction mediates the relationship between motivation and employee performance, which is confirmed by a coefficient value of 0.123 and a p-value of 0.041. These findings confirm that job satisfaction plays an important role in mediating the influence of the quality of work life and motivation on employee performance.

RESEARCH LIMITATIONS

The limitations of this study include several aspects that affect the results and generalization of the findings. First, this study only uses data obtained from PT Bank Pembangunan Daerah (BPD) Sulawesi Tenggara, so the results may not be fully generalized to other companies with different characteristics. In addition, although this study has covered various variables such as quality of work life, motivation, and job satisfaction, the data collected may still have limitations in terms of scope and depth. External factors that may affect these variables, such as economic conditions or company culture, may not have been fully taken into account. Therefore, further studies are expected to overcome these limitations by covering a wider sample and taking into account external variables that may affect the results of the study.

RECOMMENDATION

Based on the research results, several suggestions can be given to PT Bank Pembangunan Daerah (BPD) Sulawesi Tenggara to improve the quality of work life, motivation, employee performance, and job satisfaction. Theoretically, it is recommended that further researchers expand relevant and current sources and references on this topic.

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This is important to gain a broader and deeper perspective related to the research being conducted. In addition, to improve the quality of work life, companies need to implement more measurable programs and facilitate open communication between management and employees. Companies must maintain transparency in policies and decisions and involve employees in the decision-making process to minimize conflict and create a work environment that supports a balance between work and personal life.

For the motivational aspect, companies are advised to reassess employees' Needs of Power and manage them with a strategic approach. Through leadership training that includes communication skills, conflict management, and team management, employees can be more effective in leading and motivating their teams. Furthermore, to improve job satisfaction, companies must implement a holistic strategy by providing career development opportunities, fair rewards, and a good work-life balance. Finally, in an effort to increase productivity, companies can consider flexibility in working hours and evaluate the main issues that affect employee performance, while maintaining the structure and quality of work produced.

MANAGERIAL IMPLICATIONS

The managerial implications of this study indicate that PT Bank Pembangunan Daerah (BPD) Sulawesi Tenggara needs to pay attention to various factors to improve employee performance and job satisfaction. First, the company must focus on improving the quality of work life, which has been proven to have a significant effect on employee performance and satisfaction. This includes efforts to create a supportive work environment, facilitate open communication, and involve employees in decision making. Second, employee motivation also plays an important role, especially in meeting the need for power. Therefore, the company needs to provide leadership and conflict management training to manage motivation more effectively. Finally, to improve job satisfaction holistically, the company must implement a comprehensive strategy, including career development opportunities, fair rewards, and adequate compensation, as well as providing flexibility in working hours. This will support long-term productivity and employee well-being.

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