

The Impact of quality of work life on employee performance with job satisfaction and organizational citizenship behaviour as mediating variables (Case study at LinkAja company)

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Abstract

The purpose of this study was explore the relationship between quality of work life, and performance through work satisfaction and organization citizenship behaviour as intervening variables. This research was conducted at LinkAja office in Jakarta, Indonesia The method used was path analysis, with partial least square (SEM-PLS). The result shows that there is a significant but insignificant effect of Quality Work Life on Performance through the mediating effect of Organization Citizenship Behavior while all other variables show various effects toward performance.

Keywords: *quality of work life, performance, work satisfaction, organization citizenship behaviour*

Introduction

By the end of 2019, LinkAja's monthly active user growth reached 5.1 times, while the monthly gross transaction value (GTV) increased 4.8 times and the number of monthly transactions increased 4.7 times. With this aggressive target, of course, employees who work at LinkAja are required to have high performance and the company must strengthen its position in facing competition in the global era, including by creating a good quality of work life, fostering organizational citizenship behavior (OCB) so as to create job satisfaction. and has implications for improving the performance of LinkAja employees.

Table 1: PT Fintek Karya Nusantara (LinkAja) Business Growth Target

Source: Data processed by the author

Indicator	Realization in 2019	Initial Target for 2020
Registered User	Registered users have reached more than 40 million, exceeding the initial target set.	PT Fintek Karya Nusantara (LinkAja) targets business growth to double next year.
Transaction Value	The transaction value or gross transaction value (GTV) per month	

	increased 4.8 times.	
Number of Transactions	The increase of monthly transactions with 4,7 fold increase.	

Based on the explanation above, the researcher is interested in discussing further about the Effect of Quality of Work Life on LinkAja Employee Performance through Job Satisfaction and Organizational Citizenship Behavior (OCB). The research objectives of this article are:

1. Analyzing the effect of Quality of Work Life on Employee Performance at LinkAja in the Jakarta office.
2. Analyzing the effect of Quality of Work Life on Employee Job Satisfaction at LinkAja in the Jakarta office
3. Analyzing the effect of Quality of Work Life on Employee OCB at LinkAja in the Jakarta office
4. Analyzing the effect of Job Satisfaction on Employee Performance at LinkAja in the Jakarta office
5. Analyzing the influence of OCB on Employee Performance Employees at LinkAja in the Jakarta office
6. Analyzing the influence of Quality of Work Life on Performance through Employee Job Satisfaction at LinkAja in the Jakarta office
7. Analyzing the effect of Quality of Work Life on Performance through Employee OCB at LinkAja in the Jakarta office

Literature Review

2.1 The Impact of Quality of Work Life on Performance

According to Arifin (2006) there are four main things related to the manifestation of the quality of work life. Work involvement measures the extent to which a person takes sides with his work and considers his perceived level of performance to be important for his self-esteem. Employee involvement means allowing employees to participate in organizational decisions. Then a higher QWL tends to drive a higher level of commitment to the organization and higher performance.

The Quality of Work Life program is basically looking for ways to improve the quality of life and create better jobs or achieve high performance. Performance is influenced by several variables, one of which is the quality of work life. Some literature concludes that these two variables have a significant influence. For example, notably Rathamani and Ramchandra (2013 and Shahbazi et al. (2011).

2.2 The Impact of Quality of Work Life on Job Satisfaction.

Research conducted by Rubel et al. (2014) with research results showing that the quality of work life has a significant positive effect on job satisfaction (supervision behavior, compensation and benefits and work-life balance) and can be considered as a predictor of job satisfaction. This finding also shows that supervisors play an important role in increasing

employee satisfaction which is also supported by previous studies. The findings are consistently related to the previous literature and prove that there is a positive influence between the dimensions of quality of work life and job satisfaction. While Kermansaravi et al. (2015) with results in research showing that there is a significant and positive correlation between quality of work life and job satisfaction of members of the Faculty of Medical Sciences, Zahedan University. Then the research conducted by Fatehi et al. (2015) with research results showing that there is a positive influence between the dimensions of the quality of work life on job satisfaction in employees. Furthermore, research conducted by Othman and Lieng (2009) which proves that in general there is a significant influence between the quality of work life and job satisfaction.

2.3 The Effect of Quality of Work Life on Organizational Citizenship Behavior, effect of Job Satisfaction on Performance.

Quality of Work Life refers to a person's level of happiness or dissatisfaction with his career (Pradana et al., 2021). Taleghani et al (2019), the quality of work life is seen as job description, speaking positively about organization to outsiders and suggest improvements in the organization's functioning. The theory that shows the effect of Quality of Work Life with OCB according to V.G. Kondalkar (Marhamah 2014) which explains that the Quality of Work Life includes factors that measure organizational growth and effectiveness. Job satisfaction shows the attitude of employees towards their work. According to Luthans, with job satisfaction it will increase productivity, reduce turnover, reduce absenteeism, reduce work accidents, fewer complaints, good physical and mental health, and work faster. Research conducted by Hira and Waqas (2012). With the title "A Study of Job Satisfaction and It's Impact on the Performance in the Banking Industry of Pakistan". With the results of research that proves that there is a positive influence between job satisfaction on employee performance. Research conducted by Khan et al. (2012), with the results of the study showing that aspects of job satisfaction such as promotion, salary, working conditions, job autonomy, influence with colleagues, influence with superiors, and the nature of work significantly affect the level of job satisfaction and employee performance.

Research conducted by Fadlallah (2015) with the title "Impact of Job Satisfaction on Employees Performance an Application on the Faculty of Science and Humanity Studies University of Salman Bin Abdul-Aziz-Al Aflaj". With the results of the study indicate that there is a positive and significant influence between the factors of job satisfaction and employee performance.

2.4. Effect of Organizational Citizenship Behavior and Employee Performance

It can be seen that OCB has a significant relationship and has a direct effect on employee performance (Sadeghi et al., 2018). The results of research by Endah Rahayu Lestari et al (2018) state that OCB has a significant positive effect on employee performance. The result also shows that the respondents have the awareness to do work outside of their job descriptions with reasons for smoothing the production and performance of the company where the smooth running of the work is not enough just to do the work according to their

duties, but they voluntarily play an extra role as a form of employee loyalty. against the company.

The results of this study are supported by previous research conducted by Tehran, Abtahi, and Esmaeili (2013), that the dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue. Based on the results of the literature review above, the conceptual framework to be developed in this research is as follows:

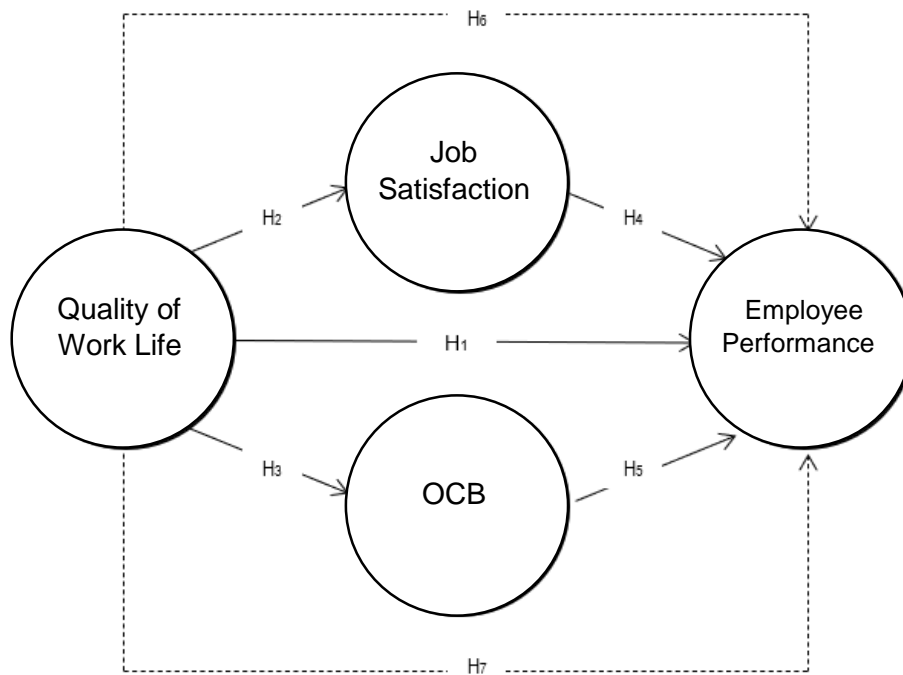


Figure 1. Research Model

Methodology

The respondents were employees of the LinkAja Jakarta Head Office with a total of 100 (one hundred) employees and data processing on the characteristics of respondents was obtained through the distribution of online questionnaires. Data processing is carried out to take an overview of the characteristics of respondents by grouping them into four parts, namely gender, age of respondents, last education level, and length of work.

Data on the characteristics of respondents showed that the number of male respondents was 68 people (68%) and the number of female respondents was 32 people (32%). It can be concluded that the majority of respondents' characteristics based on the gender of the respondents are male by 68 people or 68% of the 100 samples of respondents. From the research it is known that the age of respondents between 21-30 years is 54 people (54%), the age of respondents is between 31-40 years is 38 people (38%), the age of respondents is between 41-50 years is 8 people (8%), and none of the respondents were more than 50 years old.

From the explanation above, it can be concluded that the majority of respondents based on the age of the respondents are between the ages of 21-30 years by 54 employees or 54% of the total 100 respondents. From the data it is known that 8 people (8%) with Diploma education, 79 people (79%) with S1 education and 13 people (13%) of them with S2/S3 education.

Thus, it can be concluded that the characteristics based on the education of the respondents, namely the lowest education is Diploma education with a total of 8 people or 8% and the highest education is S2/S3 education with a total of 13 people or 13%, and the majority of respondents' education in the sample of this study is S1 education with a total of 79 employees or 79% of the 100 employees in the sample. 13 employees (13%) have worked for less than 6 months, 34 people (34%) have worked between 6-12 months, and 53 people (53%) of them have worked more than 1 year. The conclusion is that the majority of employees who became respondents in this study were employees who had worked for more than 1 year with a total of 53 employees or 53% of the 100 employees who were the research sample.

Results and Discussion

At this stage, the authors test the hypothesis by using the t test and F test. In the t test, it has the following provisions.

The following describes each hypothesis test

Hypothesis:

H0 : There is no significant effect of Quality Work Life on Performance.

H1: There is a significant influence by Quality Work Life on Performance.

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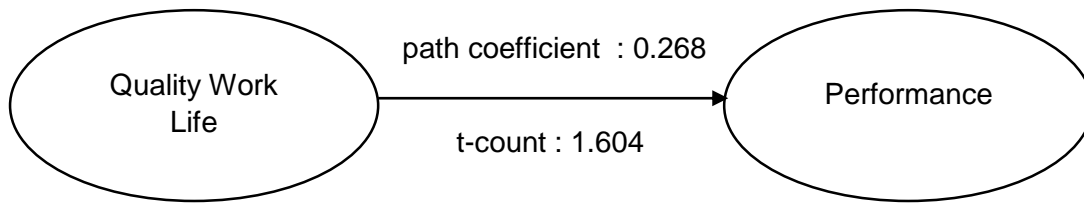


Figure 2. Hypothesis testing 1

Based on the provisions previously stated, H0 is accepted and H1 is rejected, then there is no significant influence by Quality Work Life on Performance. With path coefficient of 0.268, there is a unidirectional relationship between the Quality Work Life variables on performance. These results indicate that the higher the Quality Work Life variable, the lower the performance value, and not at a significant level. At a significance level of 5% (2 tailed) it is obtained t-table 1.96, so that t-count (1.604) < t-tabe (1.96). This means that H0 is accepted and H1 is rejected, then there is no significant influence by Quality Work Life on Performance.

Hypothesis:

H0 : There is no significant effect of Quality Work Life on job satisfaction.

H1: There is a significant influence by Quality Work Life on job satisfaction.

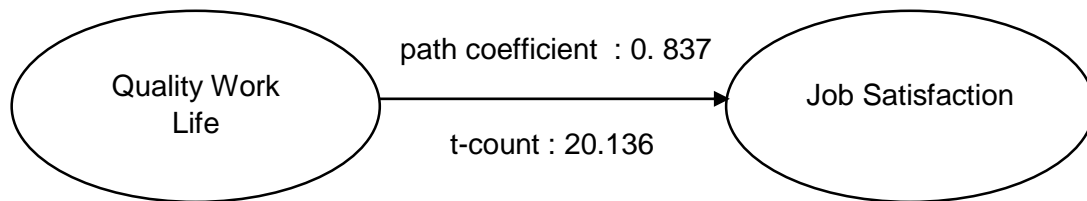


Figure 3. Hypothesis testing 2

These results show that if the Quality Work Life variable increases it will increase Job Satisfaction, on the contrary if the Quality Work Life variable decreases then Job Satisfaction will decrease.

Hypothesis:

H0 : There is no significant effect of Quality Work Life on Organizational Citizenship Behavior.

H1: There is a significant effect of Quality Work Life on Organizational Citizenship Behavior.

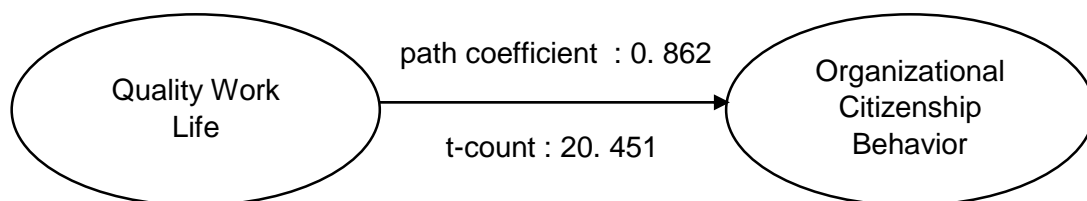


Figure 4. Hypothesis testing 3

Here we can see that H0 is rejected and H3 is accepted, then there is a significant influence by Quality Work Life on Organizational Citizenship Behavior. These results show that if the Quality Work Life variable increases, it will increase Organizational Citizenship Behavior. On the other hand, if the Quality Work Life variable decreases, Organizational Citizenship Behavior will decrease.

Hypothesis:

H0 : There is no significant effect of Job Satisfaction on Performance.

H1: There is a significant effect of job satisfaction on performance.

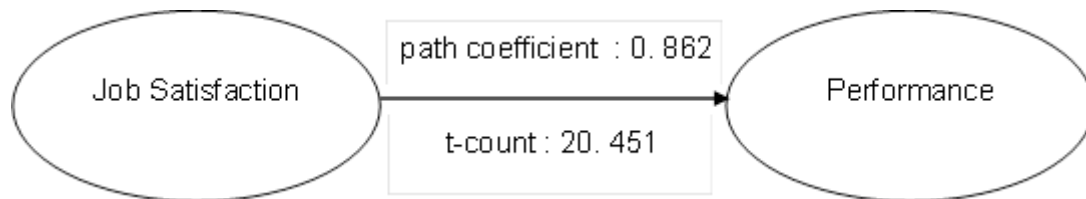


Figure 5. Hypothesis testing 4

Here, the t-count is 3.531 and at a significance level of 5% (2 tailed) it is obtained t-table 1.96, so that t-count (3.531) > t-table (1.96). The result concludes H0 is rejected and H4 is accepted, then there is a significant influence by Job Satisfaction on Performance. The path coefficient is positive, meaning that there is a unidirectional relationship between the variable job satisfaction and performance.

These results show that if the job satisfaction variable increases it will increase performance, otherwise if the job satisfaction variable decreases then the performance will decrease.

Hypothesis:

H0 : There is no influence of Organization Citizenship Behavior on Performance.

H5: There is an influence of Organizational Citizenship Behavior on Performance.

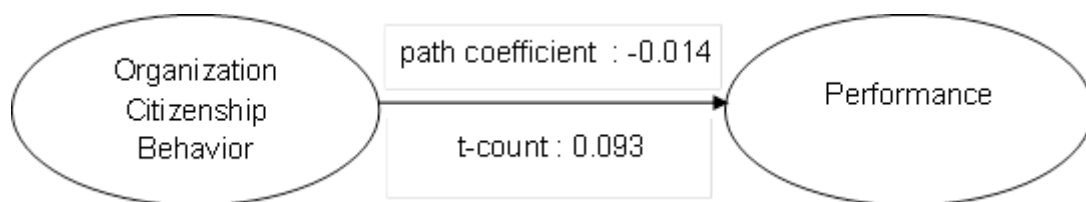


Figure 6. Hypothesis testing 5

Based on the previously stated provisions, where the t-count is 0.093 and at a significance level of 5% (2 tailed) it is obtained t-table 1.96, so that t-count (0.093) < t-table (1.96). This means that H0 is accepted and H5 is rejected, then there is no influence between Organizational Citizenship Behavior on Performance.

Judging from the path coefficient of -0.014. The path coefficient is negative, meaning that there is no relationship between Organization Citizenship Behavior and Performance variables.

3.1 Intervening Variable Test

In the test results of the relationship between latent variables, there are 2 (two) types of influence, namely direct influence and indirect influence. Direct effect is a relationship that connects 2 (two) constructs with a single arrow direction. While the indirect effect is a relationship that involves several linkages between constructs (Pradana et al., 2020).

The variables of Quality Work Life, Job Satisfaction and Organizational Citizenship Behavior can directly affect performance, depending on the results of the path coefficient analysis and the respective p-value or T-stat. On the other hand, the variables of Job Satisfaction and Organizational Citizenship Behavior can be mediating variables that make the indirect effect of Quality Work Life affect performance loyalty.

Table 2: Results of Estimating Effects Between Research Variables (Mediation)

Connection	Path Coefficient	p-value	T-Stat	Conclusion
QWL -> WS -> WP	0,519	0,001	3,409	Valid and significant
QWL -> OCB -> WP	-0,012	0,927	0,092	Not valid*

Based on the results of the mediation test, the calculated t value was 3.409. Because the value of t count (3.409) > t table (1.96) then H0 is rejected and H1 is accepted, meaning that Quality Work Life has a significant effect on performance through the mediating effect of Job Satisfaction. On the other hand. based on the results of the mediation test of hypothesis 7, the calculated t value was 0.092. Because the t arithmetic value is (0.092) < t table (1.96) then H0 is accepted, meaning that there is no significant effect of Quality Work Life on Performance through the mediating effect of Organization Citizenship Behavior. Based on the calculation of the research results using the SmartPLS software, it is stated that there is no significant direct effect between Quality Work Life on Performance (H1 is rejected).

Conclusion

The results of the analysis show that there is a positive but not significant effect of Quality Work Life on performance. It can be seen that the quality of work life variable that has the highest value is the compensation indicator while the performance variable is the work quality indicator. This finding shows that employees get proper compensation, it will have an impact on the quality of employees' work. Based on the author's experience in the field, LinkAja is currently one of the best companies in the field of financial technology during 2020, according to the Good News From Indonesia article (GNFI, 2020). The author also observes that LinkAja's work environment is supported by good communication between employees and satisfactory compensation, in addition to satisfied employees who feel that they are always involved in every process. So, it's all proof that a quality work life will result in good performance.

The results of the analysis show that there is an influence between the variables of Quality of Work Life on Job Satisfaction. It can be seen that the variable of quality of work life that has the highest value is the indicator of compensation, while the variable of job satisfaction is the indicator of the relationship between superiors and subordinates (Saragih et al., 2021). This

finding shows that when employees think about their compensation, the compensation can affect the relationship between superiors and subordinates in the office. A person with a high level of job satisfaction holds positive feelings about his job, while a person with a low level of satisfaction holds negative feelings. This finding supports the research conducted by Kermansaravi et al. (2015) which shows that there is a significant and positive correlation between the quality of work life and job satisfaction of members of the Faculty of Medicine, Zahedan University. In addition, research conducted by Fatehi et al. (2015) with research results showing that there is a positive influence between the dimensions of the quality of work life on job satisfaction in employees. The results of the analysis show that there is a significant influence by Quality Work Life on Organizational Citizenship Behavior. It can be seen that the quality of work life variable that has the highest value is the compensation indicator, while the OCB variable is the altruism indicator. This finding shows that if employees are properly compensated, they will be willing to help work colleagues who are not from the same division as them. This finding supports the research of Kashani (2012) which explains that a high quality of work life is important for all organizations to continue to attract and retain employees. Quality of work life is a comprehensive program aimed at increasing employee satisfaction and OCB in Delshad Companies.

The results of the analysis also show that there is a significant effect of job satisfaction on performance. And also shows if the job satisfaction variable increases it will increase performance, on the contrary if the job satisfaction variable decreases then the performance will decrease. It can be seen that the job satisfaction variable that has the highest value is an indicator of the relationship between superiors and subordinates, while the performance variable is an indicator of work quality. These findings indicate that job satisfaction resulting from the relationship between superiors and subordinates will make them work in accordance with what the company has given them to the maximum. The same thing was also found in the research conducted by Fadlallah (2015). The results showed that there was a positive and significant influence between the factors of job satisfaction and employee performance, as well as there is no effect between Organization Citizenship Behavior on Performance. And when viewed from the path coefficient which is negative, it can be concluded that there is no relationship between Organizational Citizenship Behavior and Performance variables.

Finally, from the analysis, it can be seen that there is a significant but insignificant effect of Quality Work Life on Performance through the mediating effect of Organization Citizenship Behavior. If employees have a good quality of work life, then employee participation will be better. This will encourage the quality of their work and will result in good performance for the company. These results support the research conducted by Rathamani and Ramchandra (2013) which shows that the quality of work life has an influence on the productivity of textile industry employees in Perundurai. Then the research conducted by Tehran, Abtahi, and Esmaeili (2013), that the dimensions contained in OCB can improve employee performance.

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