

# The Role of Quality Of Work Life On Employee Satisfaction : Using Path Analysis

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## ABSTRACT

In the era of globalization, companies face increasingly complex challenges. Without skilled human resources, a company will struggle in the long-term competitive landscape. The workforce is able to complete high-level tasks whenever have high ability and willingness, job satisfaction, and conducive environmental conditions and a healthy work climate. This article was prepared to complement previous research which discussed the impact of QWL on job satisfaction specifically on the subject of plantation companies. Data collection will be carried out in 2024 using simple random sampling with 101 respondents from the employee. The path analysis model is used in this research. research results show Work environment is related to quality of work life and job satisfaction. Quality of work life also related to job satisfaction, and Work environment influences job satisfaction through quality of work life.

**Keywords :** Quality of work life, job satisfaction, work environment

## 1. INTRODUCTION

Quality of work life (QWL) is an important issue that organizations need to pay attention to (Soetjipto, 2017). In the era of globalization, companies face increasingly complex challenges. Along with the intense competition in business strategy, there is also a struggle to maintain high-quality human resources (Riyono et al., 2022). However, dissatisfaction in the workplace is a persistent issue affecting employees at all levels (Tripathy, 2017). Without skilled human resources, a company will struggle in the long-term competitive landscape. Conversely, talented employees will not remain loyal if they do not experience a high quality of work-life. The workforce is able to complete high-level tasks whenever have high ability and willingness, job satisfaction, and conducive environmental conditions and a healthy work climate (Soetjipto, 2017).

Recently, the term of "quality of work life" has gained prominence to highlight the humanistic and environmental values often overlooked by industrialized societies in their pursuit of technological advancement, industrial productivity, and economic growth. Despite this, dissatisfaction in the workplace remains a pervasive issue affecting employees at all levels. Managers are striving to reduce employee dissatisfaction, though this effort is costly for both employees and organizations (Tripathy, 2017). Many contemporary organizational researchers are focused on enhancing productivity and the QWL within organizations. This is considered a complex issue due to the challenge of isolating and identifying the impact of all the elements of work life quality (Walton, 1973). Today's educated workforce expects more than just a paycheck, prompting modern workplaces to emphasize the importance of human needs and workplace technology (Kang, 2014). The aim of QWL initiatives is to boost job satisfaction, job performance, and organizational effectiveness by fostering employee involvement and commitment while reducing absenteeism and turnover (Reddy & Reddy, 2010).

Many studies discuss the impact of QWL on job satisfaction in manufacturing, service and trading companies. However, it is rare to find studies that discuss the impact of QWL on job satisfaction in plantation companies. It was recorded that research conducted by Andi Mappatoba (2020) discussed QWL on Job Satisfaction of PT Perkebunan Nusantara XIV Makassar. The population is all employees (director's office) of PT Perkebunan Nusantara XIV Makassar, totaling 130 people. The results of this research show that the independent variable, namely Quality of Work Life (QWL), has a positive and significant influence on the dependent variable, namely Employee Job Satisfaction (Mappatoba, 2020).

In general, this article was prepared to complement previous research which discussed the impact of QWL on job satisfaction specifically on the subject of plantation companies. Specifically, this research aims to predict the effect of QWL on job satisfaction through the work environment in Indonesian plantation companies.

## 2. LITERATUR REVIEW

### 2.1. Quality of Work Life

Rivai and Sagala explain the QWL as a company effort carried out collectively systematically to provide greater opportunities for each employees to improve work output and contribution employees on achieving company performance as a whole overall (Rivai, 2009). Dessler said that quality of work life is a condition where employees can fulfill their important needs by working in an organization (Dessler, 2015). According to Cascio (2006), QWL can be interpreted into two views, namely: the first view states that QWL is a set of conditions and practices of organizational goals (for example: job enrichment, promotion policies

from within, democratic supervision, employee participation and comfortable working conditions). The second view states that QWL is employee perceptions such as employees feeling safe, relatively satisfied and getting opportunities to grow and develop as human beings (Cascio, 2015). In this case, the QWL indicators are : 1. Employee participation, 2. Conflict resolution, 3. Communication, 4. Occupational health, 5. Work safety, 6. Work security, 7. Decent compensation, 8. Pride, 9. Employee development (Cascio, 2006).

## **2.2. Work Environment**

The work environment is the totality of tools and materials encountered in the surrounding environment where a person works, their work methods, and work arrangements both as an individual and as a group. In providing a good work environment, the company must provide a physical work environment as well as a non-physical work environment (Sedarmayanti, 2011). Chaniago reminds that dissatisfaction with the work environment can cause a decrease in work productivity which is characterized by symptoms : decreased worker morale, frequent absences, increased number of mistakes at work, slowness in working, getting tired quickly, often getting sick and others (Chaniago, 2016). The work environment can be defined as everything involving physical and psychological aspects that directly or indirectly will affect employees (Widodo, 2015). The work environment is the totality of tools and materials encountered in the surrounding environment where a person works, their work methods, and work arrangements both as an individual and as a group. In providing a good work environment, the company must provide a physical work environment as well as a non-physical work environment. The work environment is everything around the worker that can influence him in carrying out the assigned tasks (Nitisemito, 2010). The work environment is conditions in the workplace that encourage or inhibit employees from working. Work Environment indicators are 1. management support, 2. occupational safety and health. 3. Space required, 4. Employee relationships with other employees (Shravasti, S., & Bhola, 2015).

## **2.3. Job satisfaction**

Job satisfaction is the favorable or unfavorable emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they face in their work environment (Handoko, 2011). Job satisfaction refers to an individual's general attitude towards their job. Someone with high job satisfaction usually has a positive attitude towards their job while someone who is dissatisfied with their job usually has a negative attitude towards their job (Robbins, 2001). Satisfaction can describe the positive and negative feelings of employees from their perception of the work they face, such as feelings of achievement and success in their work, implementing high satisfaction with employees who feel happy and comfortable with the conditions of the organizational environment and receive appreciation from the results of their work (Hasibuan, 2015). According to Edward E. Lawler in 1973, indicators of job satisfaction are 1. Working conditions, 2. Relationships with co-workers, 3. Salary or wages, and 4. Recognition and appreciation.

# **3. Research Method**

## **3.1 Measurement**

To confirm the conceptual model proposed in this research, the questionnaire consisted of two main parts. The first section briefly explains the research objectives, guidelines for filling out the questionnaire, and the relationship to sociodemographic information, including age, gender, and education of respondents. The second part, which focuses on developing the model structure, consists of a multiple-choice item scale using a five-point Likert Scale, from Strongly Disagree (1) to Strongly Agree (5). This section has 35 questions, namely 9 questions for QWL, 4 questions for work environment, and 4 questions for job satisfaction.

## **3.2 Data Collection**

Data collection will be carried out in 2024 using simple random sampling in distributing questionnaires to employees at PTPN 1 Regional 5 Jember Regency. 120 of these questionnaires were distributed offline over 1 day. There were 101 questionnaire answers returned. This means that the sample obtained was 101 respondents from the employee population at PTPN 1 Regional 5.

## **3.3 Data Analysis**

The path analysis model is used to analyze the pattern of relationships between variables in order to determine the direct or indirect influence of a set of independent variables (exogenous) on the dependent variable (endogenous) (Purnomo. et al., 2022). Path analysis techniques are used to test the magnitude of the contribution shown by the path coefficient on each path diagram of the causal relationship between variables  $X_1$ ,  $X_2$ , and  $X_3$  to  $Y$  to  $Z$  (Riduwan. & Kuncoro, 2013). In this research, path analysis aims to analyze the direct and indirect influence of quality of work life through the work environment on job satisfaction. Data processing uses PLS. PLS is a covariance-based structural equation analysis that can simultaneously test the measurement model (outer model) as well as test the structural model (inner model). The outer model is used to test validity and reliability. Inner model for causality testing (hypothesis testing with prediction models) (Jogiyanto. & Abdillah, 2016).

### 3.4 Hypothesis

#### *Work Environment and Job Satisfaction*

A good work environment is not only able to support and support the productive implementation of tasks and work by employees in the company, it is also able to provide security and comfort for these employees which will ultimately give rise to feelings of satisfaction within the employees concerned (Paendong et al., 2020). The work environment can have a direct impact on employee work productivity, because if one of these important factors does not meet the standards of employee interests, then the employee's work results cannot meet the targets set by the company (Refiza, 2016).

#### **H<sub>1</sub> : work environment is related to job satisfaction**

#### *Work Environment and Quality of Work Life*

A work environment that is able to meet employees' personal needs is considered to provide a positive communication effect, which will result in an excellent quality of life. The work environment in a company is very important for management to pay attention to. Even though the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. By creating a competitive work environment, the entire organization will also become competitive in realizing its existence (Ogohi Daniel, 2019). A work environment that is equipped with good facilities, such as a comfortable work space, adequate equipment, and the latest technology, can improve the quality of work life. Apart from that, positive and collaborative interactions between employees create a supportive work atmosphere. A work environment that encourages cooperation and good communication can increase job satisfaction and quality of work life.

#### **H<sub>2</sub> : Work environment is related to the quality of work life**

#### *Quality of Work Life and Job Satisfaction*

The work environment can have a direct impact on employee work productivity, because if one of these important factors does not meet the standards of employee interests, then the employee's work results cannot meet the targets set by the company. QWL means that the company must create a sense of security and satisfaction at work in order to realize the company's goals (Nawawi, 2016). Quality of work life (QWL) is referred to as an intrinsic tool that can lead organizations to achieve higher levels of job satisfaction among employees, if used effectively (Hendrawijaya & Alimuddin, 2022). Organization towards meeting needs, improving safe and comfortable working conditions and improving employee welfare will result in high job satisfaction. Organizations that instill a sense of justice, pride, comfort and safety and responsibility can have an impact on increasing employee job satisfaction (Lisabella & Hasmawaty, 2021).

#### **H<sub>3</sub> : Quality of work life is related to job satisfaction**

#### *Work Environment on job satisfaction through the Quality of Work Life*

A good work environment is not only able to support and support the productive implementation of tasks and work by employees in the company, it is also able to provide security and comfort for these employees which will ultimately give rise to feelings of satisfaction within the employees concerned (Paendong et al., 2020). Quality of work life (QWL) is referred to as an intrinsic tool that can lead organizations to achieve higher levels of job satisfaction among employees, if used effectively (Hendrawijaya & Alimuddin, 2022).

#### **H<sub>4</sub> : work environment influences job satisfaction through quality of work life**

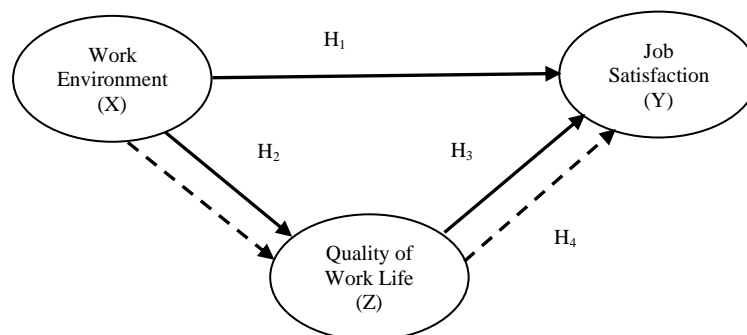


Figure 1. Conceptual framework

## 4. RESULT AND DISCUSSION

### 4.1. Demographic Profile of Respondents

Table 1 shows geographic information, namely gender, age, highest education, and salary described below :

Table 1. Characteristic of respondent

Item	Category	Frequency	Percentage
Gender	Man	67	67%
	Woman	33	33%
	<b>Total</b>	<b>100</b>	<b>100%</b>
Age	20-25	35	35%
	26-30	32	32%
	31-35	27	27%
	36-40	3	3%
	41-45	3	3%
	<b>Total</b>	<b>100</b>	<b>100%</b>
Education	Junior High School	9	9%
	Senior High School	79	79%
	Bachelor	12	12%
	<b>Total</b>	<b>100</b>	<b>100%</b>
Wages	0 – 1.000.000	0	0%
	1.100.000 – 2.000.000	27	27%
	2.100.000 – 3.000.000	59	59%
	3.100.000 – 4.000.000	11	11%
	4.100.000 – 5.000.000	3	3%
	<b>Total</b>	<b>100</b>	<b>100%</b>

Table 1 shows that there were 67 male respondents or 67%, and 33 female respondents or 33%. This shows that male employees are more needed in the plantation sector at PTPN 1 Regional 5. Age characteristics show that those aged 20-25 years are 35 people or 35%. This shows that employees of this age are the most productive employees. Education level shows that the majority of employees working at PTPN 1 Regional 5 are high school level, 79 people or 79%. This means that the majority of employees have a high school education at the time of recruitment. The majority of salaries of 2 million to 3 million are 59 people or 59%. This means that the salary received by employees exceeds the Jember district minimum wage.

### 4.2. Result and Data Analysis

#### 4.2.1. Uji Measurement Model (Outer Model)

##### a) Convergent Validity

Convergent validity is a method used to determine how much correlation a statement has with its construct. To determine convergent validity, it can be measured from the loading factor value, communality and Average Variance Extracted (AVE) value. The standard used to assess convergent validity is a loading factor greater than 0.7; communality greater than 0.5 and Average Variance Extracted (AVE) greater than 0.5 (Hair, 2017).

Table 2. Validity Test Result 1

Item	Job Satisfaction (X)	Quality of Work Life (Z)	Job Satisfaction (Y)
JS1	0,813		
JS2	0,815		
JS3	<b>0,691</b>		
JS4	0,825		
QWL4		0,805	
QWL5		0,817	
QWL6		0,840	

QWL7		0,869	
QWL8		0,762	
QWL9		0,762	
WE1			0,821
WE2			0,733
WE3			0,878
WE4			0,847

Based on table 2, there is an indicator that has a loading factor value of less than 0.7, namely indicator JS3, so this indicator is deleted and a re-validation test is carried out.

Table 3. Validity Test Result 2

Item	Job Satisfaction (X)	Quality of Work Life (Z)	Job Satisfaction (Y)
JS1	0,819		
JS2	0,843		
JS4	0,819		
QWL4		0,806	
QWL5		0,819	
QWL6		0,841	
QWL7		0,868	
QWL8		0,759	
QWL9		0,762	
WE1			0,822
WE2			0,736
WE3			0,876
WE4			0,847

Table 3 shows that the loading factor indicator is greater than 0.7, which means that the model indicator is declared valid.

**b) Discriminant Validity**

Discriminant validity is a way of assessing how different a construct is from another construct, which can be known by comparing the AVE values of the two constructs with the squared correlation value between the two constructs being tested. Discriminant validity can be seen from the cross loading value with its construct, each indicator in a construct has a difference with the indicators in other constructs which can be indicated by a higher loading value than its own construct (Gefen & Straub, 2005). If the AVE value is greater than 0.05 then the discriminant validity is met. Table 4 is a discriminant validity test as follows:

Table 4. Discriminant Validity

Matrix	Cronbach's Alpha	Rho_A	Composite reliability	Average Variance Extract (AVE)
Job satisfaction (Y)	0,770	0,772	0,867	0,684
Quality of work life (Z)	0,895	0,899	0,920	0,656
Work Environment (X)	0,839	0,865	0,892	0,675

Table 4 shows the AVE value of work environment (X) which is 0.675; Quality of work life (Z) which is 0.656; and Job satisfaction (Y) which is 0.684. The AVE value of the three variables is greater than 0.05 so that discriminant validity is met. In addition to the AVE value, discriminant validity also tests the AVE root value. If the AVE root value of each variable is greater than the AVE root of its correlation with other variables, then discriminant validity is met.

Table 5. Fornier Larcker Criterion

Matrix	Job satisfaction (Y)	Quality of work life (Z)	Work Environment (X)
Job satisfaction (Y)	0,827		
Quality of work life (Z)	0,769	0,810	
Work Environment (X)	0,752	0,738	0,822

Based on table 5, the AVE root value of each variable is greater than the AVE root of its correlation with other variables, so discriminant validity is met.

**c) Model Collinearity Test**

Collinearity test in PLS is done by looking at the Variance Inflation Factor (VIF) size. The acceptable VIF value in this test is less than 5 or less than 3.3.

Table 6. Collinearity Statistics (VIF)

	VIF
JS1	1,601
JS2	1,613
JS4	1,514
QWL4	2,938
QWL5	2,347
QWL6	3,063
QWL7	2,873
QWL8	1,909
QWL9	2,711
WE1	2,076
WE2	1,536
WE3	1,063
WE4	2,204

Table 6 shows that the VIF value is less than 5, so there is no collinearity between each variable.

**d) Reliability Test**

Reliability testing is intended to determine the size of the accuracy, consistency and precision of the measuring instrument to measure data. Reliability testing can also use the results of the cronbach alpha value and the composite reliability value. The composite reliability value and the cronbach alpha value of each construct must be greater than 0.7 although a value of 0.6 is still acceptable (Hair, 2017).

Table 7. Construct Reliability

Matrix	Cronbach's Alpha	Composite reliability
Job satisfaction (Y)	0,770	0,867
Quality of work life (Z)	0,895	0,920
Work Environment (X)	0,839	0,892

Table 7 shows that the Cronbach alpha and composite reliability values for each variable have met the reliable requirements.

**4.1.2 Structural Model Test (Inner Model)**

**a) R Square**

*R Square* is a measure of the proportion of variation in the value of the influenced variable (endogenous) that can be explained by the influencing variable (exogenous).

Table 8. R-square

	R Square	Adjusted R Square

Job satisfaction (Y)	0,666	0,659
Quality of work life (Z)	0,545	0,540

Based on table 8, the R-square of Path Model 1 is 0.666. This means that the ability of the exogenous variable (work environment) to explain the intervening variable (Quality of work life) is 66.6% or moderate. While the R-square of path model II is 0.545. This means that the ability of the exogenous variable (work environment) to explain the endogenous variable (job satisfaction) through the intervening variable (QWL) is 54.5% or moderate.

**b) F-Square**

F-square is a measure used to assess the relative impact of an influencing variable (exogenous) on an influenced variable (endogenous).

Table 9. F-square

	Job satisfaction (Y)	Quality of work life (Z)	Work Environment (X)
Job satisfaction (Y)			
Quality of work life (Z)	0,299		
Work Environment (X)	0,226	1,195	

Based on table 9, the influence of work environment (X) on job satisfaction is 0.226 (moderate). The influence of work environment (X) on QWL (Z) is 1.195 (large). The influence of QWL (Z) on job satisfaction (Y) is 0.299 (moderate).

**c) Hypothesis Testing**

1) Direct Effect

Direct effect analysis is useful for testing the hypothesis of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous).

Table 10. Path Coefficient

	Original Sample	P-value
QWL (Z) → Job satisfaction (Y)	0,468	0,000
Work environment (X) → Job satisfaction (Y)	0,407	0,001
Work environment (X) → QWL (Z)	0,738	0,000

Based on table 10, it can be explained as follows:

- a) Work environment has a positive and significant effect on QWL. This means that a good work environment has an impact on good quality of work of life for employees.
- b) Work environment has a positive and significant effect on Job satisfaction. This means that the better the work environment provided, the more satisfied employees are in carrying out their duties
- c) QWL has a positive and significant effect on job satisfaction. This means that the better the QWL received by employees, the better the employee's job satisfaction.

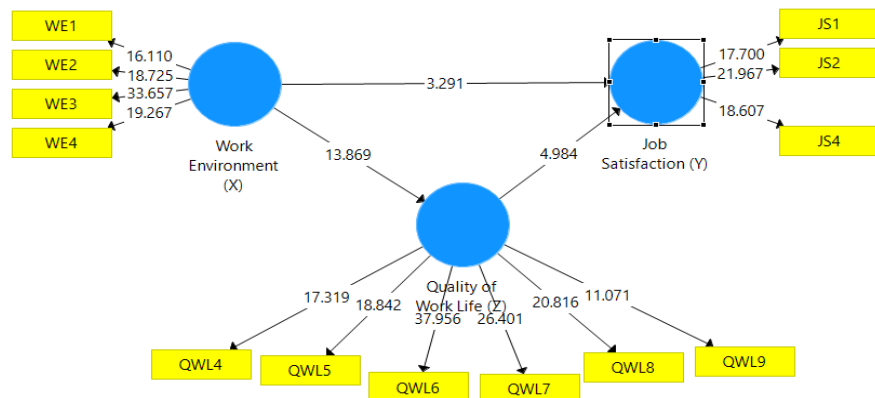


Figure 2. Path Diagram

2) Indirect Effect

Indirect effect analysis aims to test the hypothesis of the indirect influence of exogenous variables on endogenous variables mediated by intervening variables.

Table 10. Specific Indirect Effect

	Original Sample	P-value
Work environment (X) → QWL (Z) → Job Satisfaction (Y)	0,346	0,000

Based on table 10, the indirect effect of work environment (X) on job satisfaction (Y) through QWL (Z) is 0.346 with a p-value of less than 0.05. This means that the QWL variable plays a role in mediating the effect of work environment on job satisfaction.

## 5. Analysis of Results and Discussion

The analysis of the results is carried out based on the results of the evaluation of the structural model that has been obtained, namely the significant value of the relationship between variables to determine the null hypothesis (H<sub>0</sub>) is accepted or rejected. If the P-value is less than 0.05 then H<sub>0</sub> is rejected. If the p-value is greater than 0.05 then H<sub>0</sub> is accepted.

Table 11. Hypothesis Test Results

	Hipotesis	P-Value	Keterangan
H <sub>1</sub>	Work environment (X) is related to job satisfaction (Y)	0,001	H <sub>0</sub> is rejected
H <sub>2</sub>	Work environment (X) is related to the quality of work life (Z)	0,000	H <sub>0</sub> is rejected
H <sub>3</sub>	Quality of work life (Z) is related to job satisfaction (Y)	0,000	H <sub>0</sub> is rejected
H <sub>4</sub>	Work environment (X) influences job satisfaction (Y) through quality of work life (Z)	0,000	H <sub>0</sub> is rejected

a) Hypothesis 1

Table 11 shows the work environment affects employee job satisfaction at PTPN 1 Regional 5 Jember. A good work environment is also able to provide security and comfort for employees which will ultimately create a feeling of satisfaction in them (Yuliantini & Santoso, 2020). A good work environment, the impression of comfort in the work environment in an organization can reduce feelings of boredom and boredom at work. This comfort will certainly have an impact on increasing employee job satisfaction. In addition, a good work environment will make employees feel more satisfied because they feel calm and happy every time they do work activities so that each employee will be able to work optimally and optimally according to their respective duties (Yuliantini & Santoso, 2020). This study complements the results of research conducted by Fathoni et al., (2021), Indra & Rialmi (2022), Adinata & Turangan (2023), and Rulianti & Nurpribadi (2023) which concluded that the work environment has a significant positive effect on job satisfaction.

b) Hypothesis 2

A work environment that is able to meet the personal needs of employees can create a positive communication effect, resulting in a better quality of life. The company management needs to pay attention to the work environment because although the work environment is not directly involved in the production process, the work environment has a direct influence on employees who carry out production. By creating a competitive work environment, the entire organization will become more competitive in maintaining its existence. A work environment that is equipped with good facilities, such as a comfortable workspace, sufficient equipment, and the latest technology, can improve the quality of work life. In addition, positive and collaborative interactions between employees create a supportive work atmosphere. A work environment that encourages good cooperation and communication can improve job satisfaction and the quality of work life. This study complements the research conducted by Ogohi Daniel (2019) which concluded that the work environment has an effect on QWL.

c) Hypothesis 3

The work environment can have a direct impact on employee productivity because if one of the important factors does not meet the standards of employee needs, then their performance may not reach the targets set by the company. Organizations that focus on meeting needs, improving safe and comfortable working conditions, and improving employee welfare will increase job satisfaction. Organizations that instill a sense of justice, pride, comfort, safety, and responsibility will have an impact on increasing employee job



satisfaction (Lisabella & Hasmawaty, 2021). This study complements the research conducted by Hendrawijaya & Alimuddin (2022), (Hafizh & Hariastuti, 2021), and (Arief et al., 2021).

d) Hypothesis 4

A conducive work environment not only supports and facilitates the implementation of employee tasks and work productively in the company, but also provides a sense of security and comfort to employees, which ultimately increases their satisfaction (Paendong et al., 2020). Quality of Work Life (QWL) is considered an intrinsic factor that can help organizations achieve higher levels of job satisfaction among employees if implemented effectively (Hendrawijaya & Alimuddin, 2022).

## 6. Conclusion

The work environment affects employee job satisfaction at PTPN 1 Regional 5 Jember. A good work environment, the impression of comfort in the work environment in an organization can reduce feelings of boredom and boredom at work. This comfort will certainly have an impact on increasing employee job satisfaction.

A work environment that is able to meet the personal needs of employees can create a positive communication effect, resulting in a better quality of life. A work environment that is equipped with good facilities, such as a comfortable workspace, sufficient equipment, and the latest technology, can improve the quality of work life. In addition, positive and collaborative interactions between employees create a supportive work atmosphere.

The work environment can have a direct impact on employee productivity because if one of the important factors does not meet the standards of employee needs, then their performance may not reach the targets set by the company. Organizations that focus on meeting needs, improving safe and comfortable working conditions, and improving employee welfare will increase job satisfaction.

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