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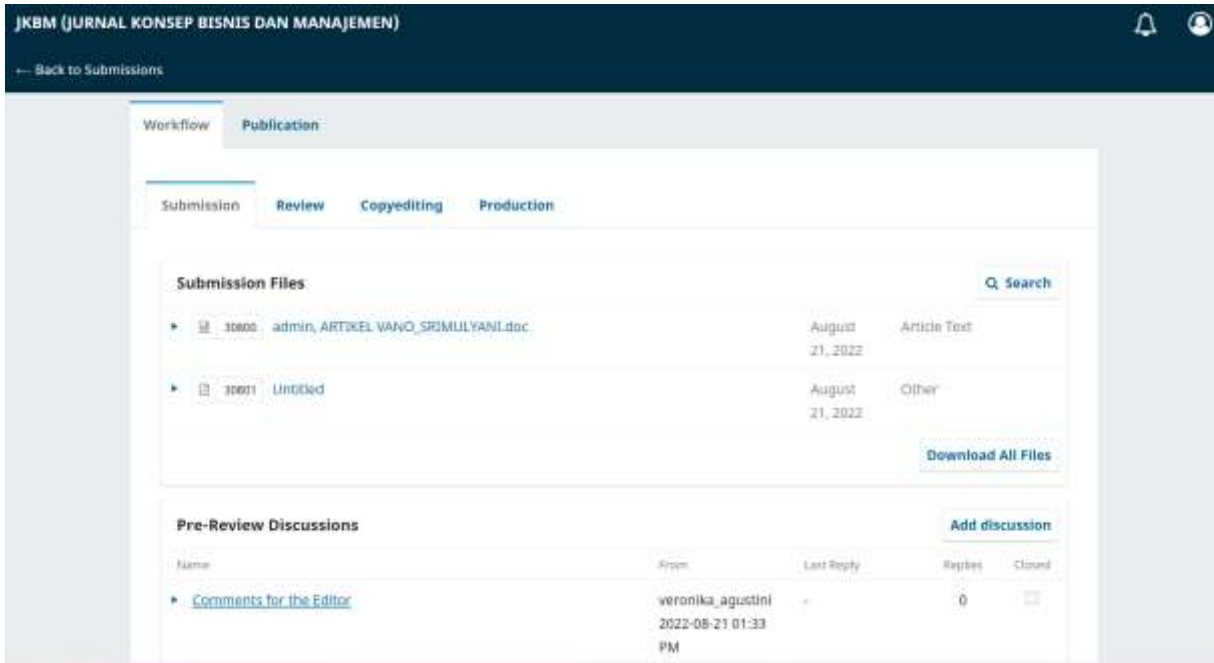
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**Penulis** : 1. Vano Halal Marga Pratama. 2. **Veronika Agustini Srimulyani\***

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Dengan hormat,

Bersama ini kami terataik untuk ikut berkontribusi mempublikasikan hasil penelitian kami pada jurnal ini. Kami berharap tim editor mempertimbangkan artikel kami untuk diproses lebih lanjut.

Terima kasih,

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Pratama dan Srimulyani





## Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction

Vano Halal Marga Pratama<sup>1</sup> Veronika Agustini Srimulyani<sup>2\*</sup>

Management Study Program (Madiun City Campus), Faculty of Business, Widya Mandala  
Surabaya Catholic University, Surabaya, Indonesia  
Submitted: xx-xx-xx; Reviewed: xx-xx-xx; Accepted: xx-xx-xx

\*Corresponding Email: [veronika.agustini.s@ukwms.ac.id](mailto:veronika.agustini.s@ukwms.ac.id)

### Abstrak

*Work life Balance* (WLB) adalah bidang Manajemen Sumber Daya Manusia yang penting dan saat ini menjadi prioritas utama bagi karyawan di mana pun dan di organisasi apa pun. WLB dapat memengaruhi sikap karyawan di perusahaan, seperti *job satisfaction* (JS) dan berdampak juga pada *quality of work-life* (QWL). Tujuan penelitian ini adalah mengkaji dampak langsung maupun tidak langsung WLB terhadap JS melalui QWL sebagai pemediasi, dengan mengambil obyek karyawan PT KAI (Persero) Daop 7 Madiun. Pendekatan penelitian adalah kuantitatif. Data primer yang digunakan dalam penelitian diperoleh dari kuesioner tentang variabel penelitian yang disebarkan kepada 115 karyawan PT KAI (Persero) Daop 7 Madiun sebagai sampel penelitian. Teknik penyampelan adalah *probability sampling* dengan metode *proportionate stratified random sampling*. Analisis data menggunakan regresi linier berganda dan analisis jalur, dengan bantuan software SPSS dan Sobel Test. Hasil kajian empiris menunjukkan bahwa: 1) WLB dapat meningkatkan secara signifikan kepuasan kerja; 2) WLB dapat meningkatkan kualitas kehidupan kerja secara signifikan; 3) QWL dapat meningkatkan secara signifikan kepuasan kerja; 4) QWL memediasi secara parsial pengaruh WLB pada kepuasan kerja.

**Kata Kunci:** *Work-Life Balance; quality of work life; job satisfaction.*

### Abstract

Work-life Balance (WLB) is an important area of Human Resource Management and is currently a top priority for employees anywhere and in any organization. WLB can affect employee attitudes in the company, such as job satisfaction (JS) and also have an impact on the quality of work-life (QWL). This study aims to test and analyze the significance of the direct and indirect influence of WLB on JS through QWL as a mediator, by taking the object of PT KAI (Persero) Daop 7 Madiun employees. The research approach is quantitative. The primary data used in the study were obtained from a questionnaire on research variables distributed to 115 employees of PT KAI (Persero) Daop 7 Madiun as a research sample. The sampling technique is probability sampling with proportionate stratified random sampling method. Data analysis using multiple linear regression and path analysis, with the help of SPSS and Sobel Test software. The results of empirical studies show that: 1) WLB can significantly increase job satisfaction; 2) WLB can significantly improve the quality of working life; 3) QWL can significantly increase job satisfaction; 4) QWL partially mediates the effect of WLB on job satisfaction.

**Keywords:** *Quality of Work Life; Work-Life Balance; Job Satisfaction.*

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## **INTRODUCTION**

In the era of the I.R. 4.0, competition in the business world is increasingly highly competitive. Every company management must prepare a surefire strategy to face this competition, so that the managed business can continue to develop or at least survive.. One of the strategies that can be practiced is to maximize the potential of human resources (HR) in the c ompany. HR have an important role in carrying out the company's business activities or can be regarded as determining the direction and goals of the company. To achieve a goal desired by the company, it is necessary to have superior, reliable, and capable human resources in solving the tasks given by the company.

Qualified human resources will help the company in achieving a company's goals. Every company must ensure that all its employees have high motivation and work productivity, in order to produce good performance and achieve good goals for the company. To maintain optimal employee performance, employee job satisfaction needs to be considered by the company. By achieving work satisfaction, employees will be encouraged to complete their job tasks with all their abilities. Thus, employee productivity and performance will increase optimally along with the high level of job satisfaction (JS). This is proven in the empirical study of Adigun et al. (2017) that when employees feel satisfaction at work, it can improve employee performance. JS is a positive feeling of the work that an employee has, which results from an assessment of the characteristics of his work (Robbins and Judge, 2007). Positive feelings about work are achieved with a high level of job satisfaction, while negative feelings about work are caused by low levels of job satisfaction.

The increase in employee job satisfaction within the company is inseparable from the level of quality of work life (QWL) felt by employees. QWL refers to the circumstances and environments in the workplace that are able to encourage, support, and increase employee job satisfaction (Tripathy, 2017). A high level of QWL can increase job satisfaction in terms of decision-making and employee opportunities to develop (Putra et al., 2021). QWL can be described as the quality of the relationship between employees and the work environment which includes, adequate & fair compensation, rewards & recognition, safe & sound work, opportunities to use & develop the capacity of human resources owned, career development opportunities, social integration in employment, WLB, participatory management (Nair & Subash, 2019). The

quality of working life can affect the job satisfaction of an employee, since his rights when working are already fulfilled. For example, the fulfillment of the right to welfare, the right to health, and occupational safety, as well as other rights to which he is entitled as an employee. The results of previous research by Nair & Subash (2019); Putra et al. (2021); shows that the QWL has a significant positive effect on work literature. That is, the higher the level of QWL, the higher the level of employee job satisfaction. This indicates that the QWL is very important for the company to pay attention to in order to achieve high job satisfaction in employees.

In the midst of work from home conditions, the balance between work and life is a critical component. This is due to the absence of a boundary between working hours and the hours during which individuals carry out domestic duties within the family. If certain conditions are met, working from home will be recommended, this happens because working from home can affect satisfaction in working. The study Srimulyani & Budi Hermanto (2022) showed a significant increase in the WLB of lecturers during the work from home period. One of the shapers of the QWL is the achievement of employee work-life balance. On the other hand, WLB can also reduce employee job satisfaction. Empirical studies on nurses at Qutor General Hospital show that WLB positively affects the QWL and life satisfaction of nurses (Mohammed El-Demerdash, 2019). WLB is positive and significant impact on JS (Nurhasanah M et al., 2019). The results of empirical studies conducted by Makabe et al. (2015) also showed that WLB status and the impact of work-life imbalance on JS. In another study conducted by Alfatihah et al. (2021) showed that WLB has a direct and indirect impact on JS with work motivation as a mediator.

WLB can be seen from two different sides, namely from the employee side is the choice to manage work and obligations, while from the company's side it is a challenge to realize an organizational culture that supports employees so that employees can focus while working. Therefore, to achieve satisfaction at work, employees must have the ability to manage time in order to achieve the WLB, while for companies, they must pay more attention to the balance between work life and personal life of their employees so that JS is maintained. The results of previous research by Ganapathi (2016) showed that WLB consisting of time balance, involvement balance & satisfaction balance had a significant positive impact on JS. Likewise Fatmawati & Irbayuni (2021); Sitorus et al. (2018) proved that WLB can significantly improve employee job satisfaction. This

indicates that employee job satisfaction will increase if employees can achieve an increasing WLB as well.

PT Kereta Api Indonesia (Persero) or abbreviated as PT KAI is an Indonesian State-Owned Enterprise that provides rail transportation services. PT KAI provides services including passenger and freight transportation. PT KAI is headquartered on Perintis Kemerdekaan No. 1 street, Bandung. PT KAI has nine Operating Areas (DAOP), one of which is the VII Madiun Operational Area or abbreviated as Daop 7 Madiun. Daop 7 Madiun is one of the areas of Indonesian railway operations located on Kumpul Sunaryo No 14 street, Madiun. As a company engaged in rail transportation services, Daop 7 Madiun is required to always provide good service quality for its customers. The existence of good service quality will also increase customer satisfaction and maintain customer retention. Daop 7 Madiun certainly expects job satisfaction for each employee to always provide the best service to customers. Similarly, job satisfaction can also improve employee commitment and performance. Reporting from [MerahPutih.com](http://MerahPutih.com), throughout 2020, Daop 7 Madiun recorded zero Train Accidents in the operational performance of travel safety and there was a decrease in cases in the Non-Train Accident category. This proves that Daop 7 Madiun has shown good performance. The work-life quality and work-life balance program implemented by Daop 7 Madiun as a form of the company's commitment to increasing the job satisfaction of its employees, including: the availability of a health clinic (Mediska) that operates for 24 hours to improve health to its employees, a vaccination program that is attended by hundreds of workers and subsidiaries to provide health protection during the Covid-19 pandemic (reported from [beritajatim.com](http://beritajatim.com)), the availability of Covid-19 examination service facilities, the availability of musholla facilities as a means of worship for employees who are Muslims, and the availability of security facilities (CCTV).

From the previous description, it is known that WLB and QWL play an important role in increasing JS in an organization, as well as in employees of PT KAI (Persero) Daop 7 Madiun, so this research was carried out as an effort to measure the direct and indirect impact of the WLB on JS through QWL on employees of PT KAI (Persero) Daop 7 Madiun.

## **THEORETICAL FOUNDATIONS AND HYPOTHESIS DEVELOPMENT**

### **The Concept of Job Satisfaction (JS)**

JS is an important component in the life satisfaction of every employee, this is because the level of job satisfaction that employees have will form a like and dislike attitude towards work. JS refers to pleasant or unpleasant feelings and emotions associated with employees in assessing their work (Nair & Subash, 2019). The higher the JS the employee feels, the more positive attitudes he has towards the work done. According to Luthans (2009) JS is an individual's positive emotion about work that comes from work experience and job evaluation. JS can be interpreted as an employee's response to how well the work done gives something that is considered important.

There are four dimensions to measure JS, including: 1) Satisfaction with comfortable and pleasant working conditions resulting in physical needs; 2) Satisfaction with leadership that refers to the management's ability to support behavior and provide technical assistance through communication for specific purposes; 3) Satisfaction with job responsibilities, namely a series of activities and tasks carried out by employees in order to achieve work results and fulfill the responsibilities given; 4.) Satisfaction with extrinsic rewards in the form of wages, salaries, performance-based rewards and incentive programs outside of working hours, as well as facilities provided to employees (Luthans 2009).

### **The Concept of Quality of Work Life (QWL)**

QWL can affect the survival of the organization, because QWL is considered to be able to increase employee engagement with the organization in assisting in achieving goals. WLB plays a role in increasing employee motivation at work and employee commitment to work (Alfatihah et al., 2021). QWL program initially emphasized the needs of female employees, then expanded to all employees (Putra et al., 2021). QWL is impacting human and organizational effectiveness through a combination of emphasis on involvement in problem solving and organizational decision making (Luthans, 2009).

Herrick and Maccoby (<https://www.yourarticlelibrary.com/>) There are four basic principles of QWL, namely: a) Security Principles: Working conditions must be safe and there is no fear of economic conditions, where employees do not feel anxious, and are not afraid of losing their jobs. b) The Principle of Equity, implies a fair appreciation of the

efforts made by each who works. c) Principle of Individualization: recognizes that each employee is different in terms of attitude, skills, potential, etc., so that each individual should be given the opportunity to develop both from the aspect of his personality and his potential. d) Democratic Principles, implying the right to personal privacy, freedom of speech, and fair treatment. Providing opportunities for employees to participate in the decision-making process can improve QWL.

### **The Concept of Work-Life Balance (WLB)**

WLB is a condition that leads to low levels of stress and high levels of well-being felt by employees (Bhende et al., 2020). WLB is very important and should be applied by every individual in the world of work, this is because WLB has benefits, including: increasing productivity, preventing stress, better relationships, having time to do activities outside of work, and others. The higher the WLB a person feels, the more able one is to balance the two roles between work and personal life that must be fulfilled. WLB refers to the actions of individuals in balancing three dimensions, namely life in organizations, life in person, and social life (Sitorus et al., 2018). This means that the idea of WLB has to do with the actions of individuals in balancing three dimensions namely organizational life, personal life, and social life.

According to Hudson (2005) WLB is a level of satisfaction that relates to a dual role in an individual's life. According to Weckstein (2008) WLB is a broad concept in which there is a balance that involves work and life. WLB is also said to be a form of satisfaction of a person in achieving the balance of life and work done. Greenhaus et al. (2003) state that the degree to which a person is equally bound and equally satisfied at work and within the family is called WLB.

### **Hypothesis Development**

#### **The Role of WLB in Increasing JS**

JS can be caused by WLB, since WLB includes organizational policies in terms of flexible working hours and benefits that the company provides to employees. The impact of WLB on job satisfaction refers to the two-factor theory from Herzberg, where job satisfaction is motivated by several factors, both intrinsic and extrinsic factors that can create a WLB. WLB is defined as the ability that a person has in meeting the demands of work, commitment to family, and other responsibilities outside of work. A person's ability to balance roles in work and personal life contributes positively to his work, these include;



increased job satisfaction, high organizational commitment, and a low desire to leave the organization (Sitorus et al., 2018). In an empirical study Mani et al. (2020) showed that WLB can increase job satisfaction in service companies in Kuala Lumpur, Malaysia. The higher the WLB, the higher the level of JS with employees. This is supported by the results of previous research by Ganapathi (2016); Sitorus et al. (2018); Fatmawati & Irbayuni (2021) which proves that WLB can significantly increase JS. Based on studies and empirical evidence in previous studies, in this study it is hoped that WLB has a significant positive impact on the JS of employees of PT KAI (Persero) Daop 7 Madiun, so that the first hypothesis is formulated as follows:

H1: Achieving work-life balance in employees can significantly increase employee job satisfaction.

### **The Role of WLB in Improving the QWL**

WLB is critical to improving employee QWL. Balance in life and work is a necessity for every employee to create a meaningful and quality life. The reason a person works is to achieve a good level of quality of life (well-being). The achievement of WLB can improve life satisfaction (LS), QWL, general welfare, and reduce work-life conflicts (El-Demerdash, 2019). An employee who feels that he has a high WLB usually tends to have a minimal level of stress, has good work motivation, and has a close relationship with fellow colleagues and superiors. This condition indicates the employee's ability to properly separate work and personal life affairs. There is a significant correlation between work-family conflict and QWL in employees studying part-time job enrichment (Talip et al., 2020). In the study Leitão et al. (2019) WLB is one of the shapers of QWL. In this study, it is hoped that it can provide evidence of the positive influence of WLB on QWL, so that the second hypothesis is formulated as follows:

H2: Achieving work-life balance in employees can significantly increase employee quality of work life.

### **The Role of QWL in Improving JS**

JS and QWL employees need to be managed properly so that employees remain passionate in contributing to the growth and effectiveness of the organization (Nair & Subash, 2019). JS is an important component that every employee should have. If the employee's level of job satisfaction is high, then the employee can do his job happily

without feeling burdened by the work he does. To improve employee JS, one of the factors that need to be considered by the company is QWL. The implementation of the QWL program can affect the JS of employees in the company. This is in accordance with the two-factor theory from Herzberg, that there are two factors, namely: 1) the Satisfiers factor is also called an intrinsic factor, which is a factor related to the perspective that comes from within (job content); 2) Dissatisfiers factor is also called extrinsic factor, which is a factor related to something around the work environment (job context), which can affect a person's job satisfaction Likewise, the opinion of Greenberg and Baron (1995) states that there are two influencing factors in JS that are organizational and individual; and factors affecting JS of an organizational nature, including: pleasant working conditions, social and work rewards, centralization of power, acceptance of supervisors, and reward or reward-for-services system. Organizational programs created by the company in an effort to improve the QWL are part of these organizational factors, so that they can have an impact on JS. The better the company in creating programs to improve the QWL, the higher the level of JS in employees. This is supported by the results of previous research by Ace (2017); Beki (2018); Nair & Subash (2019); Putra et al. (2021) who proved that the QWL has a significant positive impact on JS. Based on studies and empirical evidence by previous studies, in this study it is expected that the QWL has a significant positive impact on JS, so the third hypothesis is formulated as follows:

H3: Achieving quality of work life in employees can significantly increase employee job satisfaction.

### **The Role of QWL in Mediating the Impact of WLB on JS**

WLB from the employee side is a matter of choice in managing work and personal obligations or responsibilities to the family. WLB can also indirectly affect job satisfaction which is basically an individual thing, through the QWL that employees feel. QWL is a form of organizational response to employee needs through the mechanism of employee involvement in designing a good work life so as to create pleasant working conditions, support, and increase job satisfaction through rewarding, job security, and opportunities for employees to develop. Each individual will have different satisfactions according to the value system that applies to him. Employee job satisfaction is one of the important aspects to consider in an effort to improve the quality of human resources of a company. The

application of QWL in an enterprise is to increase employee satisfaction at work. QWL has a positive and significant effect on the job satisfaction (Ruhana et al., 2019; Setyaningrum & Ekhsan, 2021). The better the employee QWL, the more JS will increase. JS is an absolute thing that every employee must achieve at work. To achieve JS, it is necessary for individuals to balance the demands of work and personal life, and with the level of WLB achieved by employees can encourage the high QWL. The level of QWL can impact on JS. A person who works for a supportive and family-friendly organization will be more satisfied with his work. In this study, we tried to conduct an empirical study on the indirect influence of WLB on satisfaction through QWL as mediation, so that the fourth hypothesis was formulated as follows:

H4: Quality of work-life mediates the impact of work-life-balance on job satisfaction

The following research model (figure 1) used in the study, in which describing WLB and QWL is predicted to positively impact on JS; and it is also predicted that the QWL mediates the influence of WLB on JS.

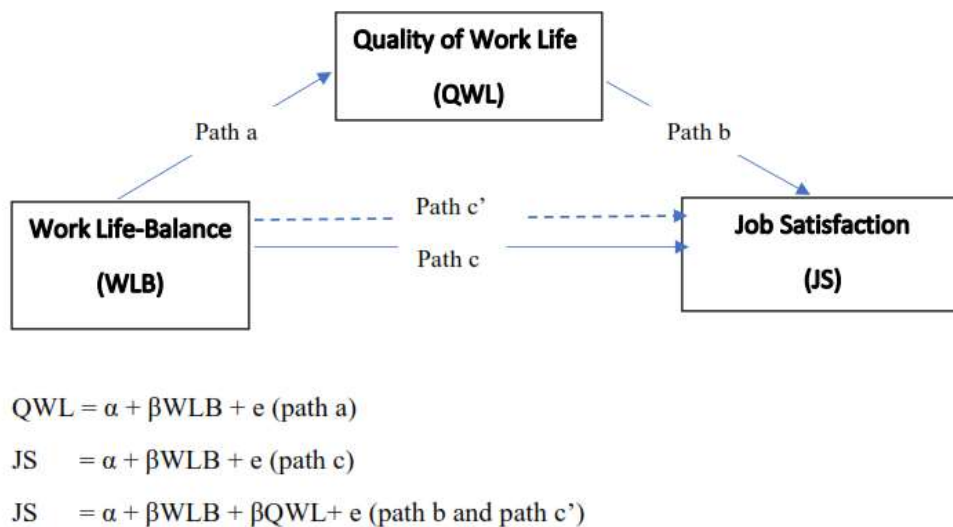


Fig.1. Research Model

**RESEARCH METHODS**

This empirical study uses a quantitative approach with a type of causality research. This study used questionnaires as a data collection technique. The population in this study was employees of PT KAI (Persero) Daop 7 Madiun which amounted to 162 people. Determination of the number of samples using the Slovin formula, obtained the number

of samples of 115 people. The sampling technique used is proportionate stratified random sampling method based on the field of work or position at PT KAI (Persero) Daop 7 Madiun. Operational definitions and measurements of variables are presented in table 1.

Table 1. Operational Definition and Indicators

<b>Variables and Operational Definitions</b>	<b>Indicators</b>	<b>Measurement Scale</b>
WLB is an employee's ability to balance roles in work and other lives outside of work.	Time balance Involvement balance Statisfaction balance	Likert (1-5 Point)
QWL is a set of employee perceptions regarding a sense of security at work, satisfaction at work, as well as conditions for development aimed at increasing employee dignity.	Employee participation Equitable compensation Pride Job security save environment Wellness Career development Conflict resolution Communication	
JS is a positive emotional state that is pleasant and loves his job.	Psychological Social Physical Financial	Likert (1-5 Point)

Data analysis techniques include: 1) data quality tests (validity tests and reliability tests); 2) descriptive statistical; 3) classical assumption test; 4) hypothesis test (simple and multiple linear regression analysis, t test, and Sobel test). Data analysis techniques were performed using the SPSS version 22 program and the sobel test online.

## RESULTS AND DISCUSSION

### Result

The validity test results on 12 WLB measurement items were declared valid, for the validity test results of 18 items of QWL statements there were 2 invalid statement items, so that the measurement of QWL used 16 valid statement items from 14 items of JS statements there were 2 invalid statement items, so that the measurement of JS used 12 items of statements that were declared valid. Reliability tests were carried out by comparing the values of Cronbach's Alpha ( $\alpha$ ). Variables are declared reliable if ( $\alpha$ ) > 0.60. Table 2 shows that the statement items for the variables WLB, QWL, and JS are stated to be reliable.

Table 2. Reliability Test Results

<b>Variables</b>	<b>Alpha Count</b>	<b>Critical alpha</b>	<b>Result</b>
WLB	0.818	0.60	Reliable
QWL	0.665	0.60	Reliable
JS	0.641	0.60	Reliable

Source: author's calculation results (2022)

To describe the high and low average of respondents' answers, a measuring scale range of 0.8 was made, which was obtained from the following calculation=  $(5-1/5=5/4=0.8)$ . The average respondents' responses to the variables WLB, QWL, and JS are presented in table 3 below:

Table 3. Mean Value of Research Variables

<b>Variables</b>	<b>Measurement Indicators</b>	<b>Mean Indicator</b>	<b>Criterion</b>	<b>Mean Variables</b>	<b>Criterion</b>
Work-life balance (WLB)	Time balance	4.00	High (H)	4.09	H
	Involvement balance	4.28	Very high (VH)		
	Satisfaction balance	4.00	H		
	Employee participation	3.99	H		
	Equitable compensation	3.76	H		
Quality of work life (QWL)	Pride	3.98	H	3.96	H
	Job security	3.78	H		
	save environment	4.06	H		
	Wellness	4.21	VH		
	Career development	3.59	H		
	Conflict resolution	3.97	H		
	Communication	4.05	H		
Job satisfaction (JS)	Psychological	3.89	H	3.90	H
	Social	4.14	H		
	Physical	3.79	H		
	Financial	3.91	H		

Source: author's calculation results (2022)

Based on table 3 shows that the work-life balance variable is measured from three aspects or indicators: time balance, engagement balance, and satisfaction balance; getting an average score of 4.09 (high). The involvement balance aspect received employee responses with the highest average value of 4.28 (very high), while in the aspects of time balance and satisfaction balance, each received employee responses with the same average value which was relatively high at 4.00.

Based on table 3 shows that the variables of quality of working life are measured from nine aspects or indicators: employee engagement, balanced compensation, a sense of pride in the organization (workplace company), a sense of security towards work, safety of the work environment, well-being, career development, problem solving, and communication; got an average score of 3.96 (high). The highest response of employees lies in the aspect of welfare which gets a very high average score of 4.21, while the lowest response in the aspect of career development by getting a high average score of 3.59.

In table 3 it can be seen that the variables of job satisfaction are measured from four aspects or indicators: psychological, social, physical, and financial; getting an average score of 3.90 (high). The social aspect received employee responses with the highest average score of 4.14 (high category), while in the physical aspect, they received employee responses with the lowest average score of 3.79 (high category). The results of hypothesis testing are shown in table 4 below:

Table 4. Linier Regression Analysis Summary

Path	Unstandardized Coefficients		Standardized Coefficients	t count	P-value	Result
	B	Std. Error	Beta			
1 Constant	2.318	.344		6.747	.000	
WLB→ JS (path c)	.388	.084	.474	4.637	.000	Significant H1 accepted
2 Constant	2.434	.302		8.058	.000	
WLB→ QWL (path a)	.357	.074	.491	4.853	.000	Significant H2 accepted
3 Constant	1.604	.458		3.504	.001	
QWL→ JS (path b)	.283	.094	.347	3.032	.003	Significant H3 accepted
WLB→ JS (path c')	.293	.129	.260	2.279	.026	Significant

Source: author's calculation results (2022)

The test results shown in table 4 show that H1 which states that "achieving work-life balance in employees can significantly increase employee job satisfaction" was accepted. Likewise, H2 states that "achieving work-life balance in employees can significantly increase employee quality of work life" is accepted. H3 test results stating that "achieving quality of work life in employees can significantly increase employee job satisfaction" was accepted.

Testing the role of QWL as a mediator of the impact of WLB on JS as well, using the Sobel test. The results of testing with Sobel test are shown in the following table 5:

Table 5. Sobel Test Results

<b>Path</b>	<b>t test</b>	<b>Std. Error</b>	<b>p-value</b>	<b>Result</b>
WLB→QWL→JS	3.336	0.041	0.000	Significant H4 accepted

Source: author's calculation results (2022)

Results of the mediating test with the Sobel test (table 5) the results were obtained that H4 which states "quality of work-life mediates the effect of work-life-balance on job satisfaction" was accepted. The role of mediation of the QWL in employees of PT KAI (Pesero) Daop 7 Madiun is partial mediation, this is shown in the impact of WLB on JS before and after controlling the QWL, remains significant.

### **Discussion**

The results of the H1 test, showed that the effect of WLB on job satisfaction was positive and significant. This indicates that the higher the WLB felt by employees will be able to improve the QWL of employees. The results of this study support the statement expressed by Ganapathi (2016); that the better the WLB felt by employees, the more it will increase JS. These empirical results are in line with the results of previous studies, such Fatmawati & Irbayuni (2021) which proves the positive and significant impact of WLB on JS. Based on the overall average value, WLB (which is seen from aspects or indicators: time balance, engagement balance, and satisfaction balance) gets a relatively high average value of 4.09 with the involvement balance aspect getting employee responses with the highest average value of 4.28 (very high). This aspect of the balance of engagement is seen from: a sense of responsibility to the work that employees have, the ability of employees to divide family responsibilities with work responsibilities, employee loyalty to the company where they work, and employee commitment to the family. Likewise, the average value of JS (which is measured from aspects: psychological, social, physical, and financial) has an average value of 3.90 (high category). This indicates that the policies implemented by PT KAI (Persero) Daop 7 Madiun in striving for employees to feel that the WLB is good, so that employees feel a high WLB, so that it has a dominant impact on increasing JS of employees of PT KAI (Persero) Daop 7 Madiun.

H2 testing proves that WLB can have a positive and significant impact on the QWL in employees. This indicates that the higher the WLB felt by employees, the higher the QWL felt by employees. In principle, the QWL is the existence of a balance between work and non-employment of the employees. This can also be seen from the perception of employees of PT KAI (Persero) Daop 7 Madiun on one of the indicators of measuring

work-life balance, namely involvement balance getting a very high response (4.28) and one of the measurement indicators on the QWL, namely wellness (4.21). Involvement-related balance refers to the degree of psychological involvement of employees and the commitment of employees in the main work as well as outside the main work in the organization. Wellness refers to the efforts made by the company in retaining its employees by providing adequate facilities both facilities and infrastructure. The QWL is seen as able to increase participation & the contribution of employees to the organizational (Ace, 2017). The company's efforts in increasing employee involvement can be in the form of providing opportunities to engage in the decision-making process both in regular meetings and in virtual forums. The results of this study developed the study of Talip et al. (2020) which showed the existence of a significant correlation between the WLB in employees the quality of life of employees who study part-time.

The results of the H3 test showed that the QWL has a significant influence on JS. That is, the increase in QWL, will improve JS significantly. The results of this study support the statement expressed by Ace (2017) that job satisfaction will tend to increase along with the good QWL program created by the company. These findings are consistent with the findings of several previous studies, such as Ace (2017); Bektı (2018); Nair & Subash (2019); Putra et al. (2021) who showed that improving the QWL can increase JS. Based on the overall average value, the quality of working life (which is seen from aspects or indicators: employee involvement, balanced compensation, a sense of pride in the organization, a sense of security for work and work environment, welfare, career development, communication and problem solving) got a relatively high average score of 3.96; where the welfare aspect gets employee responses with the highest average score of 4.21 (very high category). The aspect of welfare that employees feel is very good, is measured by the benefits provided by the company to employees as an effort to support the fulfillment of the basic needs of employees and families, and the provision of health insurance by the company to employees and families in accordance with applicable regulations. Likewise, the average value of JS (which is measured from aspects: psychological, social, physical, and financial) has a high average value of 3.90 with the highest responses located in the social aspect of 4.14 (high category), which is measured by the relationship of employees with colleagues, as well as the relationship of employees with leaders. This indicates that the quality of work life felt by employees of



PT KAI (Persero) Daop 7 Madiun is in the high category, so that employees feel high job satisfaction as well.

H4 testing shows that the QWL plays a partial mediating role in the impact of WLB on JS. This means that the level of WLB that employees have can impact the QWL which can further impact JS, but the WLB felt by employees can also affect employee JS directly. The company's goal of offering family-friendly benefits programs that employees need, through flextime, job sharing and others is as an effort by company management to create a WLB for employees. In this study, it was shown that WLB impact positively significantly the QWL of employees. This shows that companies can implement various WLB initiatives that can help employees to better balance their work and family responsibilities, get improved welfare and provide organizational benefits such as through the implementation of flexible working hours, telecommuting or job-sharing. In the study Srimulyani & Budi Hermanto (2022) proved that during the Covid-19 pandemic to continue to carry out work roles in teaching tasks and other forms of service tasks, teachers and lecturers carried it out from home, and the results of the analysis showed a significant increase in the level of WLB in lecturers.

The QWL is seen as a set of employee perceptions regarding a sense of security at work, job satisfaction, as well as conditions for development aimed at improving employee dignity. The basic concept of the QWL is to show the importance of respect for human resources in their environment which is important for the QWL as an effort by management to create a work climate so that the organization technically and humanely leads to a better QWL of employees. The purpose of building the QWL is in order to improve JS, improve work safety, improve employee performance, create organizational learning, and support change management. Test results show that high QWL as a consequence of high WLB, in turn can increase JS in the workplace (table 5). In other conditions, JS can be formed directly due to the high WLB of employees (table 4). It is denied that individuals who are able to manage their career and personal life well, will feel more comfortable at work. This makes them more comfortable at work which will ultimately encourage JS. JS is an assessment of the difference between what an employee expects from his job and what the organization gives him back. Job satisfaction is an illustration of how happy employees are with certain components of the work, supervisor, and work environment as a whole.

## CONCLUSION

The conclusions obtained from the results of the study are as follows: 1) An increase in WLB can have an impact on increasing JS significantly, meaning that if the WLB felt by employees increases, the more JS felt by employees increases.; 2) The increase in WLB can have an impact on significantly improving the QWL, meaning that if the WLB felt by employees increases, the QWL felt by employees will also increase; 3) Improving the QWL can have an impact on significantly increasing JS, meaning that if the QWL of employees in an organization increases, the more JS felt by employees increases; 4) The QWL acts as a partial mediator of the impact of WLB on JS. This result implies that the company's efforts in realizing WLB need to be strengthened by a QWL program for employees in order to be able to maximize employee job satisfaction.

This research emphasizes the importance of WLB aspects and the QWL as determinants of JS, especially for transportation service managers, such as PT KAI (Persero). This research can be an illustration related to aspects of WLB and what QWL needs to be fulfilled and improved for the management of PT KAI (Persero).

There are new findings that can be used as a reference in the development of subsequent research, where in previous studies, each of them is rarely carried out, namely the impact of WLB on the QWL and the role of QWL in mediating the influence of WLB on JS. As a suggestion for further research, it is expected to be able to research by using other PT KAI (Persero) Daop employees as a sample that allows researchers to get a larger number, considering that this study only uses a sample of PT KAI (Persero) Daop 7 Madiun employees, so that the research results can be better generalized to PT KAI (Persero).

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## [JKBM] Editor Decision

2022-10-08 05:52 PM

Vano Halal Marga Pratama, Veronika Agustini Srimulyani:

We have reached a decision regarding your submission to JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN), "Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction".

Our decision is: Revisions Required

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JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN)  
<http://ojs.uma.ac.id/index.php/bisman>

## [JKBM] Editor Decision

2022-11-02 05:13 AM

Vano Halal Marga Pratama, Veronika Agustini Srimulyani:

We have reached a decision regarding your submission to JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN), "Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction".

Our decision is: Revisions Required

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JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN)  
<http://ojs.uma.ac.id/index.php/bisman>

## Perbaikan Final

### Participants

- Syafrida Hafni Sahir, M.Si, Ph.D (syafrida)
- Tengku Mohd Diansyah ST , M.Kom (tengku121)
- Mrs Veronika Agustini Srimulyani S.E. M.Si (veronika\_agustini)

### Messages

Note	From
Silahkan diperbaiki untuk perbaikan akhir artikel sesuai dengan komentar yang tercantum pada artikel <a href="#">editing 7915.doc</a>	syafrida 2022-11-10 08:22 PM
<a href="#">Settings</a>	veronika_agustini 2022-11-24 11:21 AM
Yth. Dewan redaksi	
Terima kasih atas saran (komentar) dan catatan-catatan perbaikan. Berdasarkan komentar-komentar yang tercantum pada artikel, kami telah melakukan perbaikan (file kami lampirkan). Semoga perbaikan kami sudah sesuai dengan harapan reviewer JKBM.	
Terima kasih banyak untuk proses review atas artikel kami.	
Salam hormat	
Pratama dan Srimulyani <a href="#">editing+7915.doc</a>	
Berikut kami kirimkan kembali untuk perbaikan final kedua, mohon dilakukan perbaikan sesuai dengan komentar yang tersedia pada artikel <a href="#">Perbaikan Final Kedua 7915.doc</a>	syafrida 2022-11-25 12:08 AM



## Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction

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### Abstrak

*Work life Balance* (WLB) adalah bidang Manajemen Sumber Daya Manusia yang penting dan saat ini menjadi prioritas utama bagi karyawan di mana pun dan di organisasi apa pun. WLB dapat memengaruhi sikap karyawan di perusahaan, seperti *job satisfaction* (JS) dan berdampak juga pada *quality of work-life* (QWL). Tujuan penelitian ini adalah mengkaji dampak langsung maupun tidak langsung WLB terhadap JS melalui QWL sebagai pemediasi, dengan mengambil obyek karyawan PT KAI (Persero) Daop 7 Madiun. Pendekatan penelitian adalah kuantitatif. Data primer yang digunakan dalam penelitian diperoleh dari kuesioner tentang variabel penelitian yang disebarluaskan kepada 115 karyawan PT KAI (Persero) Daop 7 Madiun sebagai sampel penelitian. Teknik penyampelan adalah *probability sampling* dengan metode *proportionate stratified random sampling*. Analisis data menggunakan regresi linier berganda dan analisis jalur, dengan bantuan software SPSS dan Sobel Test. Hasil kajian empiris menunjukkan bahwa: 1) WLB dapat meningkatkan secara signifikan kepuasan kerja; 2) WLB dapat meningkatkan kualitas kehidupan kerja secara signifikan; 3) QWL dapat meningkatkan secara signifikan kepuasan kerja; 4) QWL memediasi secara parsial pengaruh WLB pada kepuasan kerja.

**Kata Kunci:** *Work-Life Balance; quality of work life; job satisfaction.*

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### Abstract

Work-life Balance (WLB) is an important area of Human Resource Management and is currently a top priority for employees anywhere and in any organization. WLB can affect employee attitudes in the company, such as job satisfaction (JS) and also have an impact on the quality of work-life (QWL). This study aims to test and analyze the significance of the direct and indirect influence of WLB on JS through QWL as a mediator, by taking the object of PT KAI (Persero) Daop 7 Madiun employees. The research approach is quantitative. The primary data used in the study were obtained from a questionnaire on research variables distributed to 115 employees of PT KAI (Persero) Daop 7 Madiun as a research sample. The sampling technique is probability sampling with proportionate stratified random sampling method. Data analysis using multiple linear regression and path analysis, with the help of SPSS and Sobel Test software. The results of empirical studies show that: 1) WLB can significantly increase job satisfaction; 2) WLB can significantly improve the quality of working life; 3) QWL can significantly increase job satisfaction; 4) QWL partially mediates the effect of WLB on job satisfaction.

**Keywords:** *Quality of Work Life; Work-Life Balance; Job Satisfaction.*

How to Cite: xxxxx, Quality of Work Life as a Mediator on the Impact on Job Satisfaction. *Jurnal Konsep Bisnis dan Manajemen*.....



## INTRODUCTION

In the era of the Industrial Revolution (I.R.) 4.0, competition in the business world is increasingly highly competitive. Every company management must prepare a surefire strategy to face this competition, so that the managed business can continue to develop or at least survive. One of the strategies that can be practiced is to maximize the potential of human resources (HR) in the company. HR have an important role in carrying out the company's business activities or can be regarded as determining the direction and goals of the company. To achieve a goal desired by the company, it is necessary to have superior, reliable, and capable human resources in solving the tasks given by the company.

Qualified human resources will help the company in achieving a company's goals. Every company must ensure that all its employees have high motivation and work productivity, in order to produce good performance and achieve good goals for the company. To maintain optimal employee performance, employee job satisfaction needs to be considered by the company. By achieving work satisfaction, employees will be encouraged to complete their job tasks with all their abilities. Thus, employee productivity and performance will increase optimally along with the high level of job satisfaction (JS). This is proven in the empirical study of Adigun et al. (2017) that when employees feel satisfaction at work, it can improve employee performance. JS is a positive feeling of the work that an employee has, which results from an assessment of the characteristics of his work (Robbins and Judge, 2007). Positive feelings about work are achieved with a high level of job satisfaction, while negative feelings about work are caused by low levels of job satisfaction.

The increase in employee job satisfaction within the company is inseparable from the level of quality of work life (QWL) felt by employees. QWL refers to the circumstances and environments in the workplace that are able to encourage, support, and increase employee job satisfaction (Tripathy, 2017). A high level of QWL can increase job satisfaction in terms of decision-making and employee opportunities to develop (Putra et al., 2021). QWL can be described as the quality of the relationship between employees and the work environment which includes, adequate & fair compensation, rewards & recognition, safe & sound work, opportunities to use & develop the capacity of human resources owned, career development opportunities, social integration in employment, WLB, participatory management (Nair & Subash, 2019). The

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quality of working life can affect the job satisfaction of an employee, since his rights when working are already fulfilled. For example, the fulfillment of the right to welfare, the right to health, and occupational safety, as well as other rights to which he is entitled as an employee. The results of previous research by Nair & Subash (2019); Putra et al. (2021); shows that the QWL has a significant positive effect on work literature. That is, the higher the level of QWL, the higher the level of employee job satisfaction. This indicates that the QWL is very important for the company to pay attention to in order to achieve high job satisfaction in employees.

In the midst of work from home conditions, the balance between work and life is a critical component. This is due to the absence of a boundary between working hours and the hours during which individuals carry out domestic duties within the family. If certain conditions are met, working from home will be recommended, this happens because working from home can affect satisfaction in working. The study Srimulyani & Budi Hermanto (2022) showed a significant increase in the WLB of lecturers during the work from home period. One of the shapers of the QWL is the achievement of employee work-life balance. On the other hand, WLB can also reduce employee job satisfaction. Empirical studies on nurses at Qutor General Hospital show that WLB positively affects the QWL and life satisfaction of nurses (Mohammed El-Demerdash, 2019). WLB is positive and significant impact on JS (Nurhasanah M et al., 2019). The results of empirical studies conducted by Makabe et al. (2015) also showed that WLB status and the impact of work-life imbalance on JS. The study of Alfatihah et al. (2021) by taking a sample of 212 employees working in companies in Indonesia, obtained results that WLB and work motivation affect job satisfaction, and WLB can mediate the influence of work motivation on job satisfaction.

The results of the study of Efendi et al. (2022) by taking a sample of research by Non-Lecturer Education Personnel at Pertamina University Jakarta, showed that WLB had a significant impact on job satisfaction and job satisfaction mediating the influence of WLB on the performance of Non-Lecturer Education Personnel. Meanwhile, Aruldoss et al (2020) examined the relationship of QWL with WLB in 445 respondents in the cosmopolitan city of India, showing the result that job stress was negatively related to WLB; job satisfaction is positively related to WLB; work commitments are positively

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related to WLB; and there is partial mediation of work stress, job satisfaction, and work commitment in the relationship between QWL and WLB.

WLB can be seen from two different sides, namely from the employee side is the choice to manage work and obligations, while from the company's side it is a challenge to realize an organizational culture that supports employees so that employees can focus while working. Therefore, to achieve satisfaction at work, employees must have the ability to manage time in order to achieve the WLB, while for companies, they must pay more attention to the balance between work life and personal life of their employees so that JS is maintained.

Empirical studies on the impact of WLB on job satisfaction were conducted on different types of organizations. Fatmawati & Irbayuni (2021) in an empirical study on employees at the Bhakti Loyal Women's Cooperative Surabaya showed that a well-managed WLB can increase employee job satisfaction; Likewise, good compensation can increase employee job satisfaction. The results of previous research by Ganapathi (2016) at PT Bio Farma Persero showed that the WLB dimension consisting of time balance, involvement balance, and satisfaction balance, partially showed that satisfaction balance had a significant effect on employee job satisfaction, while time balance and involvement balance did not have a significant effect on employee job satisfaction. Sitorus et al. (2018) proved that WLB can significantly improve employee job satisfaction. This indicates that employee job satisfaction will increase if employees can achieve an increasing WLB as well.

Based on several empirical studies that have been described, this study explores the role of QWL as a mediator of the influence of WLB on employee job satisfaction during the Covid-19 pandemic, which has not been widely studied by previous researchers. The object of the research taken was employees at one of the companies that violated public transportation, which during the pandemic was also affected by the economy, namely PT Kereta Api Indonesia (Persero) or abbreviated as PT KAI. PT KAI is an Indonesian State-Owned Enterprise that provides rail transportation services. PT KAI provides services including passenger and freight transportation. PT KAI is headquartered on Perintis Kemerdekaan No. 1 street, Bandung. PT KAI has nine Operating Areas (DAOP), one of which is the VII Madiun Operational Area or abbreviated as Daop 7 Madiun. Daop 7 Madiun is one of the areas of Indonesian railway operations located on Kompol Sunaryo No 14 street, Madiun. As a company engaged in rail transportation services, Daop 7

Madiun is required to always provide good service quality for its customers. The existence of good service quality will also increase customer satisfaction and maintain customer retention. Daop 7 Madiun certainly expects job satisfaction for each employee to always provide the best service to customers. Similarly, job satisfaction can also improve employee commitment and performance. Reporting from [MerahPutih.com](http://MerahPutih.com), throughout 2020, Daop 7 Madiun recorded zero Train Accidents in the operational performance of travel safety and there was a decrease in cases in the Non-Train Accident category. This proves that Daop 7 Madiun has shown good performance. The work-life quality and work-life balance program implemented by Daop 7 Madiun as a form of the company's commitment to increasing the job satisfaction of its employees, including: the availability of a health clinic (Mediska) that operates for 24 hours to improve health to its employees, a vaccination program that is attended by hundreds of workers and subsidiaries to provide health protection during the Covid-19 pandemic (reported from [beritajatim.com](http://beritajatim.com)), the availability of Covid-19 examination service facilities, the availability of musholla facilities as a means of worship for employees who are Muslims, and the availability of security facilities (CCTV).

From the previous description, it is known that WLB and QWL play an important role in increasing JS in an organization, as well as in employees of PT KAI (Persero) Daop 7 Madiun, so this research was carried out as an effort to measure the direct and indirect impact of the WLB on JS through QWL on employees of PT KAI (Persero) Daop 7 Madiun.

## **THEORETICAL FOUNDATIONS AND HYPOTHESIS DEVELOPMENT**

### **The Concept of Job Satisfaction (JS)**

JS is an important component in the life satisfaction of every employee, this is because the level of job satisfaction that employees have will form a like and dislike attitude towards work. JS refers to pleasant or unpleasant feelings and emotions associated with employees in assessing their work (Nair & Subash, 2019). The higher the JS the employee feels, the more positive attitudes he has towards the work done. According to Luthans (2009) JS is an individual's positive emotion about work that comes from work experience and job evaluation. JS can be interpreted as an employee's response to how well the work done gives something that is considered important.

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There are four dimensions to measure JS, including: 1) Satisfaction with comfortable and pleasant working conditions resulting in physical needs; 2) Satisfaction with leadership that refers to the management's ability to support behavior and provide technical assistance through communication for specific purposes; 3) Satisfaction with job responsibilities, namely a series of activities and tasks carried out by employees in order to achieve work results and fulfill the responsibilities given; 4.) Satisfaction with extrinsic rewards in the form of wages, salaries, performance-based rewards and incentive programs outside of working hours, as well as facilities provided to employees (Luthans 2009).

### **The Concept of Quality of Work Life (QWL)**

QWL can affect the survival of the organization, because QWL is considered to be able to increase employee engagement with the organization in assisting in achieving goals. WLB plays a role in increasing employee motivation at work and employee commitment to work (Alfatihah et al., 2021). QWL program initially emphasized the needs of female employees, then expanded to all employees (Putra et al., 2021). QWL is impacting human and organizational effectiveness through a combination of emphasis on involvement in problem solving and organizational decision making (Luthans, 2009).

Herrick and Maccoby (<https://www.yourarticlelibrary.com/>) There are four basic principles of QWL, namely: a) Security Principles: Working conditions must be safe and there is no fear of economic conditions, where employees do not feel anxious, and are not afraid of losing their jobs. b) The Principle of Equity, implies a fair appreciation of the efforts made by each who works. c) Principle of Individualization: recognizes that each employee is different in terms of attitude, skills, potential, etc., so that each individual should be given the opportunity to develop both from the aspect of his personality and his potential. d) Democratic Principles, implying the right to personal privacy, freedom of speech, and fair treatment. Providing opportunities for employees to participate in the decision-making process can improve QWL.

### **The Concept of Work-Life Balance (WLB)**

WLB is a condition that leads to low levels of stress and high levels of well-being felt by employees (Bhende et al., 2020). WLB is very important and should be applied by every individual in the world of work, this is because WLB has benefits, including: increasing productivity, preventing stress, better relationships, having time to do

activities outside of work, and others. The higher the WLB a person feels, the more able one is to balance the two roles between work and personal life that must be fulfilled. WLB refers to the actions of individuals in balancing three dimensions, namely life in organizations, life in person, and social life (Sitorus et al., 2018). This means that the idea of WLB has to do with the actions of individuals in balancing three dimensions namely organizational life, personal life, and social life.

According to Hudson (2005) WLB is a level of satisfaction that relates to a dual role in an individual's life. According to Weckstein (2008) WLB is a broad concept in which there is a balance that involves work and life. WLB is also said to be a form of satisfaction of a person in achieving the balance of life and work done. Greenhaus et al. (2003) state that the degree to which a person is equally bound and equally satisfied at work and within the family is called WLB.

## **Hypothesis Development**

### **The Role of WLB in Increasing JS**

JS can be caused by WLB, since WLB includes organizational policies in terms of flexible working hours and benefits that the company provides to employees. The impact of WLB on job satisfaction refers to the two-factor theory from Herzberg, where job satisfaction is motivated by several factors, both intrinsic and extrinsic factors that can create a WLB. WLB is defined as the ability that a person has in meeting the demands of work, commitment to family, and other responsibilities outside of work. A person's ability to balance roles in work and personal life contributes positively to his work, these include; increased job satisfaction, high organizational commitment, and a low desire to leave the organization (Sitorus et al., 2018). In an empirical study Mani et al. (2020) showed that WLB can increase job satisfaction in service companies in Kuala Lumpur, Malaysia. The higher the WLB, the higher the level of JS with employees. This is supported by the results of previous research by Ganapathi (2016); Sitorus et al. (2018); Fatmawati & Irbayuni (2021) which proves that WLB can significantly increase JS. Based on studies and empirical evidence in previous studies, in this study it is hoped that WLB has a significant positive impact on the JS of employees of PT KAI (Persero) Daop 7 Madiun, so that the first hypothesis is formulated as follows:

H1: Achieving work-life balance in employees can significantly increase employee job satisfaction.

### **The Role of WLB in Improving the QWL**

WLB is critical to improving employee QWL. Balance in life and work is a necessity for every employee to create a meaningful and quality life. The reason a person works is to achieve a good level of quality of life (well-being). The achievement of WLB can improve life satisfaction (LS), QWL, general welfare, and reduce work-life conflicts (El-Demerdash, 2019). An employee who feels that he has a high WLB usually tends to have a minimal level of stress, has good work motivation, and has a close relationship with fellow colleagues and superiors. This condition indicates the employee's ability to properly separate work and personal life affairs. There is a significant correlation between work-family conflict and QWL in employees studying part-time job enrichment (Talip et al., 2020). In the study Leitão et al. (2019) WLB is one of the shapers of QWL. In this study, it is hoped that it can provide evidence of the positive influence of WLB on QWL, so that the second hypothesis is formulated as follows:

H2: Achieving work-life balance in employees can significantly increase employee quality of work life.

### **The Role of QWL in Improving JS**

JS and QWL employees need to be managed properly so that employees remain passionate in contributing to the growth and effectiveness of the organization (Nair & Subash, 2019). JS is an important component that every employee should have. If the employee's level of job satisfaction is high, then the employee can do his job happily without feeling burdened by the work he does. To improve employee JS, one of the factors that need to be considered by the company is QWL. The implementation of the QWL program can affect the JS of employees in the company. This is in accordance with the two-factor theory from Herzberg, that there are two factors, namely: 1) the Satisfiers factor is also called an intrinsic factor, which is a factor related to the perspective that comes from within (job content); 2) Dissatisfiers factor is also called extrinsic factor, which is a factor related to something around the work environment (job context), which can affect a person's job satisfaction Likewise, the opinion of Greenberg and Baron (1995) states that there are two influencing factors in JS that are organizational and individual; and factors affecting JS of an organizational nature, including: pleasant

working conditions, social and work rewards, centralization of power, acceptance of supervisors, and reward or reward-for-services system. Organizational programs created by the company in an effort to improve the QWL are part of these organizational factors, so that they can have an impact on JS. The better the company in creating programs to improve the QWL, the higher the level of JS in employees. This is supported by the results of previous research by Ace (2017); Beki (2018); Nair & Subash (2019); Putra et al. (2021) who proved that the QWL has a significant positive impact on JS. Based on studies and empirical evidence by previous studies, in this study it is expected that the QWL has a significant positive impact on JS, so the third hypothesis is formulated as follows:

H3: Achieving quality of work life in employees can significantly increase employee job satisfaction.

#### **The Role of QWL in Mediating the Impact of WLB on JS**

WLB from the employee side is a matter of choice in managing work and personal obligations or responsibilities to the family. WLB can also indirectly affect job satisfaction which is basically an individual thing, through the QWL that employees feel. QWL is a form of organizational response to employee needs through the mechanism of employee involvement in designing a good work life so as to create pleasant working conditions, support, and increase job satisfaction through rewarding, job security, and opportunities for employees to develop. Each individual will have different satisfactions according to the value system that applies to him. Employee job satisfaction is one of the important aspects to consider in an effort to improve the quality of human resources of a company. The application of QWL in an enterprise is to increase employee satisfaction at work. QWL has a positive and significant effect on the job satisfaction (Ruhana et al., 2019; Setyaningrum & Ekhsan, 2021). The better the employee QWL, the more JS will increase. JS is an absolute thing that every employee must achieve at work. To achieve JS, it is necessary for individuals to balance the demands of work and personal life, and with the level of WLB achieved by employees can encourage the high QWL. The level of QWL can impact on JS. A person who works for a supportive and family-friendly organization will be more satisfied with his work. In this study, we tried to conduct an empirical study on the indirect

influence of WLB on satisfaction through QWL as mediation, so that the fourth hypothesis was formulated as follows:

H4: Quality of work-life mediates the impact of work-life-balance on job satisfaction

The following research model (figure 1) used in the study, in which describing WLB and QWL is predicted to positively impact on JS; and it is also predicted that the QWL mediates the influence of WLB on JS.

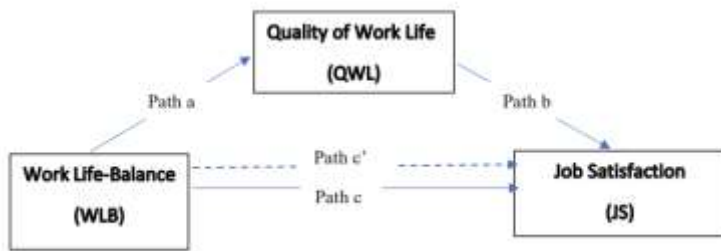


Fig.1. Research Model

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The regression equation developed for path analysis (Fig. 1) is as follows:

$$\begin{array}{ll}
 \text{QWL} & = \alpha + \beta \text{ WLB} + e & \text{(path a)} \\
 \text{JS} & = \alpha + \beta \text{ WLB} + e & \text{(path c)} \\
 \text{JS} & = \alpha + \beta \text{ WLB} + \beta \text{ QWL} + e & \text{(path b and path c')}
 \end{array}$$

Description of notation:

a = raw (unstandardized) regression coefficient for the association between WLB (independent variable) and QWL (mediator).

b = raw (unstandardized) coefficient for the association between the mediator (QWL) and the dependent variable (JS); when the WLB is also a predictor of the JS).

c = raw (unstandardized) coefficient for the association from WLB to JS directly

c' = raw (unstandardized) coefficient of WLB to JS by controlling QWL

$\alpha$  = constant

$\beta$  = raw (unstandardized) coefficient

e = errors

JS = Job satisfaction

QWL = Quality of work life

WLB = Work life balance

## RESEARCH METHODS



This empirical study uses a quantitative approach with a type of causality research. This study used questionnaires as a data collection technique. The population in this study was employees of PT KAI (Persero) Daop 7 Madiun which amounted to 162 people. Determination of the number of samples using the Slovin formula, obtained the number of samples of 115 people. The sampling technique used is proportionate stratified random sampling method based on the field of work or position at PT KAI (Persero) Daop 7 Madiun.

Measurements of research variables are as follows: 1) WLB measured by indicators: a) time balance; b) involvement balance; c) satisfaction balance; 2) QWL measured by indicators: a) employee participation; b) equitable compensation; c) pride; d) save environment; e) career development; f) conflict resolution; g) communication; 3) JS measured by indicators: a) psychological; b) social; c) physical; d) financial. The measurement scale of the three research variables used a 1-5point Likert scale, ranging from strongly disagreeing (1) to strongly agreeing (5).

Data analysis techniques include: 1) data quality tests (validity tests and reliability tests); 2) descriptive statistical; 3) classical assumption test; 4) hypothesis test (simple and multiple linear regression analysis, t test, and Sobel test). Data analysis techniques were performed using the SPSS version 22 program and the Sobel test online.

## RESULTS AND DISCUSSION

### Result

The validity test results on 12 WLB measurement items were declared valid, for the validity test results of 18 items of QWL statements there were 2 invalid statement items, so that the measurement of QWL used 16 valid statement items from 14 items of JS statements there were 2 invalid statement items, so that the measurement of JS used 12 items of statements that were declared valid. Reliability tests were carried out by comparing the values of Cronbach's Alpha ( $\alpha$ ). Variables are declared reliable if ( $\alpha$ ) > 0.60. Table 1 shows that the statement items for the variables WLB, QWL, and JS are stated to be reliable.

Table 1. Reliability Test Results

Variables	Alpha Count	Critical alpha	Result
WLB	0.818	0.60	Reliable
QWL	0.665	0.60	Reliable



Based on Table 2 shows that the variables of quality of working life are measured from nine aspects or indicators: employee engagement, balanced compensation, a sense of pride in the organization (workplace company), a sense of security towards work, safety of the work environment, well-being, career development, problem solving, and communication; got an average score of 3.96 (high). The highest response of employees lies in the aspect of welfare which gets a very high average score of 4.21, while the lowest response in the aspect of career development by getting a high average score of 3.59.

In Table 2 it can be seen that the variables of job satisfaction are measured from four aspects or indicators: psychological, social, physical, and financial; getting an average score of 3.90 (high). The social aspect received employee responses with the highest average score of 4.14 (high category), while in the physical aspect, they received employee responses with the lowest average score of 3.79 (high category). The results of hypothesis testing are shown in Table 3 below:

Table 3. Linier Regression Analysis Summary

Path	Unstandardized Coefficients		Standardized Coefficients Beta	t count	P-value	Result
	B	Std. Error				
1 Constant	2.318	.344		6.747	.000	
WLB → JS (path c)	.388	.084	.474	4.637	.000	Significant H1 accepted
2 Constant	2.434	.302		8.058	.000	
WLB → QWL (path a)	.357	.074	.491	4.853	.000	Significant H2 accepted
3 Constant	1.604	.458		3.504	.001	
QWL → JS (path b)	.283	.094	.347	3.032	.003	Significant H3 accepted
WLB → JS (path c')	.293	.129	.260	2.279	.026	Significant

Source: author's calculation results (2022)

The test results shown in Table 3 show that H1 which states that "achieving work-life balance in employees can significantly increase employee job satisfaction" was accepted. Likewise, H2 states that "achieving work-life balance in employees can significantly increase employee quality of work life" is accepted. H3 test results stating that "achieving quality of work life in employees can significantly increase employee job satisfaction" was accepted.

Testing the role of QWL as a mediator of the impact of WLB on JS as well, using the Sobel test. The results of testing with Sobel test are shown in the following table 5:

Table 4. Sobel Test Results

Path	t test	Std. Error	p-value	Result
WLB→QWL→JS	3.336	0.041	0.000	Significant H4 accepted

Source: author's calculation results (2022)

Results of the mediating test with the Sobel test (Table 4) the results were obtained that H4 which states "quality of work-life mediates the effect of work-life-balance on job satisfaction" was accepted. The role of mediation of the QWL in employees of PT KAI (Pesero) Daop 7 Madiun is partial mediation, this is shown in the impact of WLB on JS before and after controlling the QWL, remains significant.

### Discussion

The results of the H1 test, showed that the effect of WLB on job satisfaction was positive and significant. This indicates that the higher the WLB felt by employees will be able to improve the QWL of employees. The results of this study support the statement expressed by Ganapathi (2016); that the better the WLB felt by employees, the more it will increase JS. These empirical results are in line with the results of previous studies, such Fatmawati & Irbayuni (2021) which proves the positive and significant impact of WLB on JS. Based on the overall average value, WLB (which is seen from aspects or indicators: time balance, engagement balance, and satisfaction balance) gets a relatively high average value of 4.09 with the involvement balance aspect getting employee responses with the highest average value of 4.28 (very high). This aspect of the balance of engagement is seen from: a sense of responsibility to the work that employees have, the ability of employees to divide family responsibilities with work responsibilities, employee loyalty to the company where they work, and employee commitment to the family. Likewise, the average value of JS (which is measured from aspects: psychological, social, physical, and financial) has an average value of 3.90 (high category). This indicates that the policies implemented by PT KAI (Persero) Daop 7 Madiun in striving for employees to feel that the WLB is good, so that employees feel a high WLB, so that it has a dominant impact on increasing JS of employees of PT KAI (Persero) Daop 7 Madiun.

H2 testing proves that WLB can have a positive and significant impact on the QWL in employees. This indicates that the higher the WLB felt by employees, the higher the QWL felt by employees. In principle, the QWL is the existence of a balance between work and non-employment of the employees. This can also be seen from the perception of employees of PT KAI (Persero) Daop 7 Madiun on one of the indicators of measuring

work-life balance, namely involvement balance getting a very high response (4.28) and one of the measurement indicators on the QWL, namely wellness (4.21). Involvement-related balance refers to the degree of psychological involvement of employees and the commitment of employees in the main work as well as outside the main work in the organization. Wellness refers to the efforts made by the company in retaining its employees by providing adequate facilities both facilities and infrastructure. The QWL is seen as able to increase participation & the contribution of employees to the organizational (Ace, 2017). The company's efforts in increasing employee involvement can be in the form of providing opportunities to engage in the decision-making process both in regular meetings and in virtual forums. The results of this study developed the study of Talip et al. (2020) which showed the existence of a significant correlation between the WLB in employees the quality of life of employees who study part-time.

The results of the H3 test showed that the QWL has a significant influence on JS. That is, the increase in QWL, will improve JS significantly. The results of this study support the statement expressed by Ace (2017) that job satisfaction will tend to increase along with the good QWL program created by the company. These findings are consistent with the findings of several previous studies, such as Ace (2017); Bektı (2018); Nair & Subash (2019); Putra et al. (2021) who showed that improving the QWL can increase JS. Based on the overall average value, the quality of working life (which is seen from aspects or indicators: employee involvement, balanced compensation, a sense of pride in the organization, a sense of security for work and work environment, welfare, career development, communication and problem solving) got a relatively high average score of 3.96; where the welfare aspect gets employee responses with the highest average score of 4.21 (very high category). The aspect of welfare that employees feel is very good, is measured by the benefits provided by the company to employees as an effort to support the fulfillment of the basic needs of employees and families, and the provision of health insurance by the company to employees and families in accordance with applicable regulations. Likewise, the average value of JS (which is measured from aspects: psychological, social, physical, and financial) has a high average value of 3.90 with the highest responses located in the social aspect of 4.14 (high category), which is measured by the relationship of employees with colleagues, as well as the relationship of employees with leaders. This indicates that the quality of work life felt by employees of

PT KAI (Persero) Daop 7 Madiun is in the high category, so that employees feel high job satisfaction as well.

H4 testing shows that the QWL plays a partial mediating role in the impact of WLB on JS. This means that the level of WLB that employees have can impact the QWL which can further impact JS, but the WLB felt by employees can also affect employee JS directly. The company's goal of offering family-friendly benefits programs that employees need, through flextime, job sharing and others is as an effort by company management to create a WLB for employees. In this study, it was shown that WLB impact positively significantly the QWL of employees. This shows that companies can implement various WLB initiatives that can help employees to better balance their work and family responsibilities, get improved welfare and provide organizational benefits such as through the implementation of flexible working hours, telecommuting or job-sharing. In the study Srimulyani & Hermanto (2022) proved that during the Covid-19 pandemic to continue to carry out work roles in teaching tasks and other forms of service tasks, teachers and lecturers carried it out from home, and the results of the analysis showed a significant increase in the level of WLB in lecturers.

The QWL is seen as a set of employee perceptions regarding a sense of security at work, job satisfaction, as well as conditions for development aimed at improving employee dignity. The basic concept of the QWL is to show the importance of respect for human resources in their environment which is important for the QWL as an effort by management to create a work climate so that the organization technically and humanely leads to a better QWL of employees. The purpose of building the QWL is in order to improve JS, improve work safety, improve employee performance, create organizational learning, and support change management. The test results show that high QWL as a consequence of high WLB, in turn can improve JS in the workplace. WLB was found to partially mediate the influence of QWL on JS (Table 4). In other conditions, JS can be formed directly due to the high WLB of employees (Table 3). This indicates that individuals who are able to manage their careers and personal lives well, will feel more comfortable at work, so that in some individuals can increase job satisfaction; however, in some other individuals it is shown that the impact of work -life balance on job satisfaction through the quality of working life. This makes them more comfortable at work which will ultimately encourage JS. JS is an assessment of the difference between what an employee expects from his job and what the organization gives him back. Job

satisfaction is an illustration of how happy employees are with certain components of the work, supervisor, and work environment as a whole.

Referring to Hudson (2005) there are three aspects of WLB, namely time balance, involvement balance, and satisfaction balance. Time balance; refers to the equality between the time a person gives for his career and the time given to family or aspects of life other than career, for example an employee in addition to work also needs time for recreation, gathering with friends also provides time for family. Involvement balance; refers to the balance of the psychological involvement of the individual in meeting the demands of roles in work and family, which involves the individual in himself such as the level of stress and involvement of the individual in work and in his personal life. Satisfaction balance is the level of satisfaction at work and outside of work such as employees having comfort in involvement in their work and in the personal life of employees. These three aspects of WLB are individual, each employee has a different ability to achieve WLB, and based on the results of research on employees of PT KAI (Persero) Daop 7 Madiun, the level of WLB achieved by some employees can directly increase employee job satisfaction as a whole, but in some employees it can indirectly increase job satisfaction felt through QWL which is felt.

## **CONCLUSION**

The conclusions obtained from the results of the study are as follows: 1) An increase in WLB can have an impact on increasing JS significantly, meaning that if the WLB felt by employees increases, the more JS felt by employees increases.; 2) The increase in WLB can have an impact on significantly improving the QWL, meaning that if the WLB felt by employees increases, the QWL felt by employees will also increase; 3) Improving the QWL can have an impact on significantly increasing JS, meaning that if the QWL of employees in an organization increases, the more JS felt by employees increases; 4) The QWL acts as a partial mediator of the impact of WLB on JS. This result implies that the company's efforts in realizing WLB need to be strengthened by a QWL program for employees in order to be able to maximize employee job satisfaction.

This research emphasizes the importance of WLB aspects and the QWL as determinants of JS, especially for transportation service managers, such as PT KAI

(Persero). This research can be an illustration related to aspects of WLB and what QWL needs to be fulfilled and improved for the management of PT KAI (Persero).

There are new findings that can be used as a reference in the development of subsequent research, where in previous studies it is still rarely carried out, namely the impact of WLB on QWL and the role of QWL partial mediation on the influence of WLB on JS. For example, 1) further research could explore the role of work culture as a mediation of the influence of WLB on employee well-being at work (Stankevičienė et al., 2021); 2) Further research can explore the role of QWL in mediating WLB compliance in work engagement (Rebecca et al., 2020). Further research can examine the impact of WLB and job satisfaction on employee performance (Abdirahman et al., 2018); (Thakur & Sharma, 2019); or assessing the impact of QWL on organizational excellence (Dayana & Nadarajan, 2017), organizational commitment (Risla & Ithress, 2018), and organizational performance (Al-Shawabkeh & Hijjawi, 2018; Tripathy, 2017). As a suggestion for further research, it is hoped that it can conduct research using PT KAI (Persero) employees in other operational areas, as a sample that allows researchers to get a larger number, considering that this study only uses a sample of PT KAI (Persero) Daop 7 Madiun employees, so that the research results can be more generalized to PT KAI (Persero).

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Veronika Agustini Scopus ID: 57214892017  
Widya Mandala Surabaya Catholic University Madiun Campus Jl. Manggis 15-17  
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## Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction

**Vano Halal Marga Pratama**  
Universitas Katolik Widyia Mandala Surabaya


**Veronika Agustini Srimulyani**  
Universitas Katolik Widyia Mandala Surabaya  
<https://orcid.org/0009-0001-7423-1087>

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**Abstract**

*Work-life Balance (WLB) can affect employee attitudes in the company, such as job satisfaction (JS) and also have an effect on the quality of work-life (QWL). This study aims to test and analyze the significance of the direct and indirect influence of WLB on JS through QWL as a mediator, by taking the object of PT KAI (Persero) Daap 7 Modun employees. The research approach is quantitative. The primary data used in the study were obtained from a questionnaire on research variables distributed to 115 employees of PT KAI (Persero) Daap 7*



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