

THE INFLUENCE OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE AT CLASS IIA WOMEN'S PRISON BANDAR LAMPUNG



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ABSTRACT

This study aims to analyze the influence of quality of work life on employee performance at the Class IIA Women's Prison in Bandar Lampung. In this era of digitalization could be increasing the competitive level and demands in organizations, it makes the transformation of human resources is crucial to ensure optimal employee performance and maximum achievement of organizational goals. This study used a descriptive quantitative approach with a cross-sectional survey design. Data were collected from 73 respondents obtained from the Krejcie and Morgan table, while data collection was carried out using simple random sampling techniques. The results of this study are the quality of work life has a positive and significant influence on employee performance at the Class IIA Women's Prison in Bandar Lampung. This study concludes that the quality of work life is an important factor affecting employee performance. Therefore, improving the quality of work life through various initiatives and programs can be an effective strategy to improve employee performance in a competitive and demanding work environment such as the Class IIA Women's Prison in Bandar Lampung.

Keywords: *Quality of Work Life; Employee Performance; Prisons*



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INTRODUCTION

Along with the rapid and significant development of technology, it is necessary to be able to adapt in the era of digitization. This event is a demand for an organization to carry out a comprehensive transformation of human resources, and has an impact on the increasingly high competitive level. One way to overcome this is to manage human resources to be more effective. The importance of human resources for an organization is to carry out management activities, such as planning, organizing, implementing, and supervising all organizational activities in achieving its goals (Abrori & Rizki, 2022).

Based on Law Number 22 of 2022 concerning Corrections, Correctional Institutions (Lapas) has a function to provide guidance to prisoners, so that later they become individuals who have the ability to continue their lives after being released from prison to achieve this function, of course, cannot be separated from the role of correctional officers as stipulated by Republic of Indonesia Government Regulation Number 31 of 1999 Article 1 Paragraph (4) Concerning Guidance and Mentoring of Correctional Inmates. This research was conducted because based on the problems found in the Class IIA Women's Prison in Bandar Lampung, it was triggered by various factors, including:

- 1) The influence of technological development, significant technological developments require organizations, including prisons, to transform and improve the quality of human resources in order to keep up with these changes.
- 2) The importance of human resource management, the Directorate General of Corrections has the function of providing guidance to prisoners, which requires an increase in the number of employees and good human resource management.
- 3) Imbalance in the number of employees and prisoners, an unbalanced ratio between employees and prisoners can lead to work overload for employees, which has the potential to reduce the quality of service and guidance.
- 4) Limited training opportunities, Training is essential to improve the quality of human resources. However, if only a small proportion of employees receive training opportunities, then overall quality and performance will be affected. This points to the need for increased resource allocation and equitable training opportunities for all employees.
- 5) Facilities and infrastructure are still inadequate, hampering the daily operations and management of prisons. The availability of complete and adequate facilities and infrastructure is essential to support coaching activities, security, and comfort for employees and prisoners.
- 6) The high level of absence may indicate a low level of job satisfaction and employee welfare, which in turn may affect the productivity and operational efficiency of correctional facilities. High absence can also burden present employees with additional responsibilities, which can lead to stress and reduced performance.

Based on this, human resources in an organization have an important role, so they require good management, one of the ways that can be applied, namely with the concept of quality of work life to improve the performance of human resources. This problem is increasingly complex when considering the importance of Quality Work of Life (QWL). QWL is a concept that emphasizes the importance of organizations in meeting employee needs and creating a supportive work environment.

QWL is the organization's ability to meet the basic needs of its members through meaningful work, providing incentives, facilities, and job security (Gayathiri & Ramakrishnan, 2013; Beh & Rose, 2007; Feldman, 2003). QWL also includes aspects that ensure security, offer incentives, and development opportunities (Davis, 1983; Sirgy et al.,

2001). QWL affects employee behavior, working conditions, and relationships with management (Eren & Hisar, 2016; Kaleel et al., 2018). QWL maintains human values that are essential for productivity and economic growth (Alqarni, 2016). Components of QWL include work environment, work-related strain, professional growth opportunities, recognition, and social support (Nayak et al., 2018).

In Reetika Thakur and Dinesh Sharma's (2019) research entitled "A Study of Impact of Quality of Work Life on Work Performance" and adopted research from Timossi, Pedroso, et al. (2008) to implement Quality of Work Life (QWL). The study used the QWL model by Walton (1975). Then, the eight dimensions adapted from Walton (1975) were redeveloped by Timossi, Pedroso, et al. (2008), which are fair and appropriate salary (compensation), working conditions, capacities at work, opportunities at work, social integration at work, constitutionalism (respect for laws) at work, space work occupies in your life, and social relevance and importance of your work, used in this study.

In the context of Class IIA Women's Correctional Facility Bandar Lampung, a deep understanding of the relationship between QWL and employee performance is critical to developing effective strategies to improve employee well-being, reduce absenteeism, and enhance the overall performance of the organization. The term performance was recognized around 221-265 AD throughout the Wei Dynasty empire (Armstrong, 2009). Performance is defined as measurable deeds, results, and behaviors achieved by employees to support the goals of an organization (Viswesvaran & Ones, 2000). It refers to the level of achievement of specific goals and objectives of an organization by its employees (Cascio, 2013). Bernardin and Russel (1973) provide an understanding of performance by saying "Performance is a record of results achieved over a certain period of time on a particular task or activity at the workplace" which means, performance is a record of results achieved over a certain period of time on a particular task or activity at work (Ruky, 2002).

Employee performance can be described as the productivity of all employees in an organization. Performance can be measured by managers using various methods (Saleem & Amin, 2013). Employee performance refers to job outcomes that are aligned with organizational goals, productivity, and overall performance effectiveness (Gibson, et al., 2003). Performance refers to the realization of the results of employee efforts in a company (Ilyas, 1999). According to Rue and Byars (1981), the definition of performance can be described as the achievement of results or the level of achievement (Keban, 1995). Based on several previously reviewed articles, researchers used the theory of Koopmans (2014) by measuring performance based on three dimensions, namely task performance, contextual performance, and counter-productive work behavior.

Further research is needed to examine the influence of QWL on employee performance, as was done in previous studies. According to A. Wahlberg et al. (2017), QWL has a significant influence on job performance and employee loyalty. Thakur & Sharma (2019) also showed that QWL is an important factor in improving worker performance. A good quality of work life motivates employees to perform better, fulfills their personal needs, and increases creativity and flexibility (Bindi & Arumugam, 2017; Rowley, 1999; Inkpen & Tsang, 2005). Quality of work life plays an important role in employee performance in both the public and private sectors, with employees who have good QWL more receptive and performing well at work (Rubenstein-Montano et al., 2001). QWL also affects job performance, work systems, company policies, management, organizational strategies, and productivity (Grote & Guest, 2021). The organization's role in achieving good QWL is to meet employees' physical and psychological well-being needs

(Robbins & Judge, 2013). Research shows a positive relationship between QWL and job performance (Beh & Rose, 2007; Coculova & Svetozarovova, 2014).

Some previous studies that support the influence between QWL and performance include research by Hasmin Tamsah et al. (2020) which found that QWL has a significant effect on the performance of civil servants in Indonesia. Research by Tarigan et al. (2020) also showed that corporate social responsibility (CSR) has a direct and indirect impact on employee performance through QWL. In addition, research by Ni Luh Putu Surya Astitiani et al. (2019) shows that knowledge sharing has a positive impact on QWL and employee performance.

This study aims to evaluate the influence of QWL on employee performance at the Class IIA Women's Prison in Bandar Lampung, using a comprehensive methodological approach that includes data collection through questionnaires and literature studies, as well as data analysis using normality tests, simple linear regression, significance tests, and determination tests. So that, it can benefit technical implementation units, researchers, and others.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Quality of Work Life

Quality of work life (QWL) was first introduced at the 1972 International Labor Conference and adopted in the literature by Suttle in 1977. QWL is defined as the ability of an organization to meet the basic needs of individuals through meaningful work opportunities and experiences (Gayathiri & Ramakrishnan, 2013). QWL includes various aspects, such as incentives, job security, and facilities that support employee satisfaction and productivity (Beh & Rose, 2007; Feldman, 2003).

According to Davis (1983), QWL helps realize the vision of the institution while meeting the specific needs of employees. Some factors that influence QWL include social, family, and self-fulfillment aspects (Sirgy et al., 2001). QWL has a significant impact on employee behavior in the workplace, including perceptions of work, working conditions, and relationships with management (Eren & Hisar, 2016). This is important because QWL maintains human values, in addition to driving productivity and economic growth (Alqarni, 2016). QWL components include work environment, development opportunities, recognition, and social support (Nayak et al., 2018).

Employee Performance

Performance was first recognized during the Wei Dynasty (221-265 AD) and was defined as the measurable actions, results, and behaviors achieved by employees to support organizational goals (Viswesvaran & Ones, 2000). Bernardin and Russel (1973) described performance as a record of results achieved in a certain period in the workplace (Ruky, 2002). Employee performance includes productivity and effectiveness measured based on alignment with organizational goals (Gibson et al., 2003). Rue and Byars (1981) also linked performance to the level of task accomplishment, which is a measure of organizational effectiveness (Keban, 1995). In conclusion, performance is very important for achieving organizational goals optimally.

Research Framework

A diagram that illustrates the concept of a study is a definition of a framework of thought. The framework of thought that researchers use explains the conceptual relationship between research theories and various factors that must be resolved to achieve research objectives. The framework of thought is adapted from (Beh & Rose, 2007) and processed by the author according to the theory used. The following is a framework of thought from the quality of work life to employee performance at the Class IIA Women's Prison in Bandar Lampung.

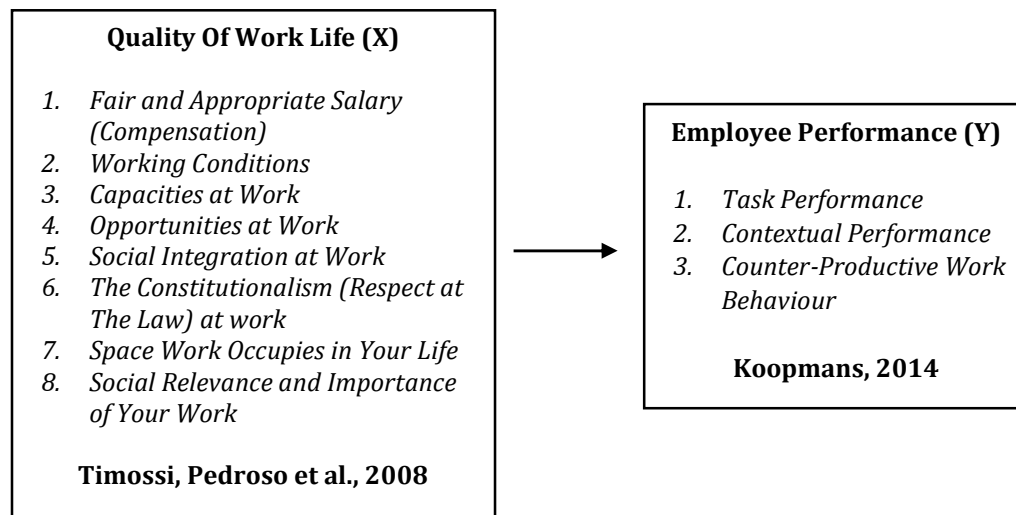


Figure 1
Research Framework

Hypothesis

The hypotheses tested in conducting this research are:

1. Ho : There is no influence of the quality of work life on employee performance at the Class IIA Bandar Lampung Women's Prison.
2. Ha : There is an influence of the quality of work life on employee performance at the Class IIA Bandar Lampung Women's Prison.

METHOD

The research method used in this study is a quantitative method that focuses on data analysis using statistical tests. Data were collected through distributing questionnaires with a Likert measurement scale which has five levels of assessment of 73 respondents as a research sample of 92 employees of the Class IIA Bandar Lampung Women's Correctional Center. The sample was obtained using the Krejcie and Morgan table.

According to Creswell (2016), quantitative methods require careful research planning, selection of representative samples, development of valid and reliable measurement instruments, and accurate data analysis with appropriate statistical techniques. The distribution of questionnaires was carried out to describe the attitudes, opinions, behaviors, or characteristics of respondents. The data collected in the form of numbers is then analyzed and presented in statistical tests to generalize the research findings (Creswell, 2016). This research includes several stages of data analysis, namely

validity and reliability tests, normality tests, simple linear regression tests, significance tests, and determination tests.

The test was conducted on two variables in this study, the independent variable, namely quality of work life, and the dependent variable, namely employee performance. The quality of work life variable adopted research from Timossi, Pedroso, et al. (2008) to implement Quality of Work Life (QWL) or quality of work life. The study used the QWL model by Walton (1975). Then, the eight dimensions adapted from Walton (1975) were redeveloped by Timossi, Pedroso, et al. (2008) and used in this study, namely fair and appropriate salary (compensation), working conditions, capacities at work, opportunities at work, social integration at work, constitutionalism (respect for laws) at work, space work occupies in your life, and social relevance and importance of your work. For employee performance variable, researchers use the theory of Koopmans (2014) by measuring performance based on three dimensions, namely task performance, contextual performance, and counter-productive work behavior.

RESULTS AND DISCUSSION

Characteristic of Respondents

This data provides an overview of the demographic profile of the respondents who participated in the study, showing variations in gender, age, latest education, and length of employment. The data results show that the majority of respondents based on gender are female with a percentage of 68.5%. The largest age range of respondents is 27-34 years old with a percentage of 45.2%. The last education of most respondents is high school/equivalent with a percentage of 54.8%. In addition, most respondents have a working period between 1-6 years with a percentage of 58.9%.

Table 1
Demographic Characteristic of Respondents

Demographic	Categories	Frequency	Percentage
Gender	Male	23	68,5
	Female	50	31,5
Age (In Years)	19 – 26	16	21,9
	27 – 34	33	45,2
	35 – 42	17	23,3
	43 – 50	4	5,5
	≥ 51 Years Old	3	4,1
Last Education	High School/Equivalent	40	54,8
	Associate's Degree	3	4,1
	Bachelor's Degree	20	27,4
	Master's Degree	10	13,7
Years of Service (In Years)	1 – 6	43	58,9
	7 – 12	8	11,0
	13 – 18	14	19,2
	19 – 24	4	5,5
	≥ 25	4	5,5

Source: Data processed by the author via SPSS 27, 2024

Validity and Reliability Test

In the validity test of the quality of work life variable, there are 25 statement items which are answered in the form of a questionnaire by 73 respondents. Therefore, it is known that the number of samples or $N = 73$, so the R table with a significance level of 0.05 is 0.232. A statement item can be said to be valid if $R_{\text{calculate}} > R_{\text{table}}$, or if the significance value (Sig.) < 0.05 . Based on the results of the validity test that has been carried out, all statement items have the results of $R_{\text{calculate}} > R_{\text{table}}$ in accordance with the validity test provisions. Thus, 25 statements are declared valid, and are suitable for use as measurements of research variables.

Table 2
Quality of Work Life Validity Test Result

Variable	Question Item	Sig	R-Calculate	R-Table	Information
Quality of Work Life	X_1	0,002	0,354	0,230	VALID
	X_2	0,006	0,319	0,230	VALID
	X_3	0,000	0,637	0,230	VALID
	X_4	0,003	0,340	0,230	VALID
	X_5	0,008	0,306	0,230	VALID
	X_6	0,007	0,315	0,230	VALID
	X_7	0,000	0,594	0,230	VALID
	X_8	0,000	0,463	0,230	VALID
	X_9	0,000	0,481	0,230	VALID
	X_10	0,000	0,398	0,230	VALID
	X_11	0,015	0,284	0,230	VALID
	X_12	0,001	0,382	0,230	VALID
	X_13	0,001	0,386	0,230	VALID
	X_14	0,012	0,294	0,230	VALID
	X_15	0,000	0,400	0,230	VALID
	X_16	0,015	0,284	0,230	VALID
	X_17	0,001	0,371	0,230	VALID
	X_18	0,001	0,380	0,230	VALID
	X_19	0,000	0,417	0,230	VALID
	X_20	0,000	0,500	0,230	VALID
	X_21	0,003	0,341	0,230	VALID
	X_22	0,010	0,300	0,230	VALID
	X_23	0,018	0,277	0,230	VALID
	X_24	0,006	0,316	0,230	VALID
	X_25	0,000	0,453	0,230	VALID

Source: Data processed by the author via SPSS 27, 2024

In the validity test of the employee performance variable, there are 13 statement items which are answered in the form of a questionnaire by 73 respondents. Therefore, it is known that the number of samples or $N = 73$, so the R table with a significance level of 0.05 is 0.232. A statement item can be said to be valid if $R_{\text{calculate}} > R_{\text{table}}$, or if the significance value (Sig.) < 0.05 . Based on the results of the validity test that has been carried out, all statement items have the results of $R_{\text{calculate}} > R_{\text{table}}$ or in accordance with the validity test provisions. Thus, 13 statements are declared valid, and are suitable for use as measurements of research variables.

Table 3
Employee Performance Validity Test Result

Variable	Question Item	Sig	R-Calculate	R-Table	Information
Employee Performance	Y_1	0,000	0,721	0,230	VALID
	Y_2	0,000	0,414	0,230	VALID
	Y_3	0,000	0,670	0,230	VALID
	Y_4	0,000	0,406	0,230	VALID
	Y_5	0,000	0,521	0,230	VALID
	Y_6	0,000	0,408	0,230	VALID
	Y_7	0,006	0,317	0,230	VALID
	Y_8	0,013	0,289	0,230	VALID
	Y_9	0,001	0,395	0,230	VALID
	Y_10	0,000	0,497	0,230	VALID
	Y_11	0,003	0,344	0,230	VALID
	Y_12	0,000	0,731	0,230	VALID
	Y_13	0,000	0,820	0,230	VALID

Source: Data processed by the author via SPSS 27, 2024

The instrument can be said to be reliable if Cronbach's Alpha ($\alpha = 0.6$). The results of the reliability test on the quality of work life variable show that the 25 statement items tested have a value of $\alpha = 0.744$. Based on these results, it can be stated that the statement items have a fairly high level of reliability, so they are suitable for use as measuring instruments in this study. In the employee performance variable, it shows that the 13 statement items tested have a value of $\alpha = 0.760$. Based on these results, it can be stated that the statement items have a fairly high level of reliability, so they are suitable for use as measuring instruments in this study.

Table 4
Variable Reliability Test Result

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
Quality of Work Life	0,744	26
Employee Performance	0,760	13

Source: Data processed by the author via SPSS 27, 2024

Normality Test

The normality test is a statistical test used to determine whether the samples in the study are normally distributed or not. If the value of Asymp. Sig. (2-tailed) $\geq \alpha$, then the test results are normally distributed, whereas if the Asymp. Sig. (2-tailed) $\leq \alpha$ is not normally distributed, knowing that the value of the significance level (α) = 0.05. The results of this test can be done using the IBM SPSS 27 application through the One-Sample Kolmogorov Test results. Based on the table above, the normality test results found that the value of Asymp. Sig. (2-tailed) is 0.200. Therefore, it can be said that the normality test is normal because it has met the requirements, namely with the results of $0.200 > 0.05$ or exceeding the significance level (α) = 0.05. Based on these results, the samples distributed at the Class IIA Women's Prison in Bandar Lampung are normally distributed, so they can be used in further analysis.

Table 5
Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		73
Normal	Mean	0,0000000
Parameters ^{a,b}	Std. Deviation	2,41229455
	Absolute	0,057
Most Extreme	Positive	0,040
Differences	Negative	-0,057
Test Statistic		0,057
Asymp. Sig. (2-tailed) ^c		,200 ^d

Source: Data processed by the author via SPSS 27, 2024

Simple Linear Regression Test

This test aims to determine and calculate the magnitude of the influence of the independent variable on the dependent variable. There are two variables in this study, namely work life variables as independent variables, and employee performance as the dependent variable.

Table 6
Simple Linear Regression Test Result

<i>Coefficients^a</i>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	45,020	0,936		48,099
	Quality of Work Life	0,078	0,009	0,736	9,166

a. Dependent Variable: Employee Performance

Source: Data processed by the author via SPSS 27, 2024

Based on the coefficients table 6, in the unstandardized coefficients column and sub column B, it is known that the constant value (intercept) or value a = 45.020, while for the regression coefficient value (slope) or value b = 0.078. These values are used in the equation which aims to predict how much the Y value or employee performance variable is if the X value is known. So, the formula for the value of the regression equation can be obtained as follows:

$$Y = a + bX$$

$$Y = 45,020 + 0,078X$$

Based on the regression equation above, it can be concluded that the constant value (a) of the quality of work life variable is 45.020, which indicates that the value of the variable is constant, and the value of the employee performance variable shows a value of 0.078, so that the coefficient value in the regression equation above is positive. This indicates a change in value that is directly proportional between the quality of work life variable and the employee performance variable. An increase in the value of the quality of work life variable affects the increase in the value of the employee performance variable, and vice versa. Based on the formula above, it can be interpreted that an increase

of 1 unit of the quality of work life variable will increase the employee performance variable by 0.078. The directly proportional nature of the regression also causes the greater the influence of the quality of work life variable given, the more the employee performance at the Class IIA Women's Prison in Bandar Lampung will increase.

Significance Test

The significance test is the testing stage to determine the conclusion of the research. Significance testing determines the answer to the hypothesis tested using the confidence level in this study is 95% ($\alpha = 5\%$). The hypotheses tested in this study are as follows:

1. H_0 : There is no effect of quality of work life on employee performance at Class IIA Women's Prison in Bandar Lampung.
2. H_a : There is an influence of the quality of work life on employee performance at the Class IIA Women's Prison in Bandar Lampung.

Table 7
Significance Test Result

<i>ANOVA^a</i>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 <i>Regression</i>	12,691	1	12,691	84,010	,000 ^b
<i>Residual</i>	10,726	71	0,151		
Total	23,417	72			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Quality of Work Life

Source: Data processed by the author via SPSS 27, 2024

Based on the ANOVA table 7, if the confidence level is 95%, then the value of Sig. < 0.05 (5%), so H_0 will be rejected. Meanwhile, based on the research results it is known that the Sig value. $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted. Thus, the quality of work life variable significantly affects the employee performance variable at the Class IIA Women's Prison in Bandar Lampung.

Determination Test

Based on the model summary table 8, it is known that the correlation value between variables is $R = 0.736$ and the coefficient of determination value is $R^2 = 0.542$. This means that the relationship between variables is strongly positive and for the coefficient of determination it is known that the variable of quality of work life affects the variable of employee performance by 54.2%, while the remaining 45.8% is influenced by other variables that are not analyzed and tested in this study. Thus, employee performance at the Class IIA Women's Prison in Bandar Lampung is also influenced by variables other than the quality of work life.

Table 8
Determination Test Result

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,736 ^a	0,542	0,536	0,38868

a. Predictors: (Constant), Quality of Work Life

Source: Data processed by the author via SPSS 27, 2024

CONCLUSION

This study revealed that the quality of work life in the Class IIA Bandar Lampung Women's Prison is in the moderate category with a percentage of 78.1%. This reflects that most employees have sufficient perceptions of the eight dimensions of fair and appropriate salary (compensation), working conditions, capacities at work, opportunities at work, social integration at work, constitutionalism (respect for the law) at work, space work occupies in your life, and social relevance and importance of your work. However, there are 12.3% of employees who gave a low rating, while 9.6% rated the quality of work life in the high category. Therefore, the Class IIA Bandar Lampung Women's Prison has the opportunity to make improvements in human resource management, especially related to improving facilities that support work, assignments that are adjusted to employee capacity, and equal training for all employees.

Overall, the performance of employees at the Class IIA Bandar Lampung Women's Prison is in the moderate category with 49 people or 67.1%, while the high category consists of 17 people or 23.3% and the low category consists of 7 people or 9.6%. Employee perceptions of employee performance are based on three dimensions, namely task performance, contextual performance, and counter-productive work behavior. These findings indicate that employee performance at the Class IIA Bandar Lampung Women's Prison is at a moderate level. In finding the results of the influence of the quality of work life on employee performance, several stages of testing were carried out.

Based on the results of the regression calculation, it is known that an increase of one unit in the variable quality of work life will increase employee performance by 0.078. A positive regression relationship indicates that the better the quality of work life, the higher the employee performance. This influence is significant with a Sig value of 0.000 < 0.05, so the results of the hypothesis obtained are H_0 is accepted, and H_a is rejected.

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