

The Influence of Quality of Work Life on Employees' Performance with Job Satisfaction and Work Motivation as Intervening Variables in Star-Rated Hotels in Ubud Tourism Area of Bali

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Abstract

The development of human resources is important because labor is an important asset, so maintaining competent human resources is important for hotel management. All things related to welfare, comfort in work life are known as Quality of Work Life (QWL). High QWL is achieved if employees get job satisfaction, both in participating in decision making, as well as in having opportunities to develop. The research objective was to analyze (1) the influence of Quality of Work Life on job satisfaction and work motivation, (2) the influence of job satisfaction and work motivation on employee performance (3) the influence of Quality of Work Life on employee performance mediated by job satisfaction and work motivation in star-rated hotels in the Tourism area of Ubud, Bali. The determination of respondents used was by proportional stratified random sampling method with a sample size of 240. The data analysis method used is Structural Equation Modeling (SEM). The results showed that (1) QWL had a positive and significant influence on job satisfaction and work motivation (2) Job satisfaction and work motivation had a positive and significant influence on employee performance (3) QWL had a positive and significant influence on employee performance which was mediated by job satisfaction and work motivation. The findings of this study were as follows: satisfaction and work motivation acted as a moderator variable to strengthen the influence of QWL on employees' performance in star-rated hotels in the tourism area of Ubud.

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

1. Introduction

The hotel and restaurant industries had grown to become one of the largest labor companies in the world that employs more than 35% of the world's workforce in the 21st century, and is expected to grow to more than 48% by 2020. Hotels as part of accommodation in the tourism industry requires human resources. Human resource development is important because labor is an important asset so maintaining competent human resources is important for hotel management. All things related to welfare, comfort in work life are known as Quality of work life. High Quality of Work Life is achieved if the employees get job satisfaction both in participating in decision making, as well as in having opportunities to develop. Employees who have work motivation and high job satisfaction will influence customer satisfaction. Satisfied employees are motivated employees; that is, they have motivational resources to provide good service. Satisfied employees are empowered employees, in other words, they have the resources, training, and responsibility to understand and serve customer needs. Bali as a tourism destination continues to grow to provide accommodation services. The 2017 Hotel Directory data shows that as many as 4,290 accommodations were available in Bali to support tourism facilities (Bali Provincial Tourism Office, 2018). Along with the large number of accommodations available, they certainly requires workers as executors of hotel operations.

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The total workforce employed in accommodations in Bali were 93,794 people (Bali Provincial Labor Office 2016 and 2017 data projection). These employees need to be given high satisfaction and work motivation because they are the ones who will provide services to guests staying at the hotel.

The purpose of this study was to analyze (1) The influence of Quality of Work Life on job satisfaction and work motivation of star-rated hotel employees in Ubud tourism area, (2) The influence of job satisfaction and work motivation on the performance of star-rated hotels' employees in Ubud tourism area, (3) Influence of Quality of Work Life on the performance of star-rated hotel employees in the tourism area of Ubud.

2. Theoretical Review and Research Model

2.1 Theoretical Review

The grand theory used is organizational behavior theory. Robbins and Judge (2013) provide an understanding of organizational behavior as a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations with the aim of applying this knowledge to improve organizational influenceiveness. Muindi (2015) suggests that employee behavior is found in organizational behavior theory. This organizational behavior theory discusses employee behavior at the individual, group and organizational levels. Employee behavior is influenced by factors such as motivation, attitude, job satisfaction, personality, stress, leadership, and group dynamics (Luthans, 2006). Stephen (2014) argues that employee performance is multi-dimensional construction. Performance is said to be a record of individual achievement. Performance, other than as a result, is a way of doing work and the results achieved. Campbell et al. (1990) and Stephen (2014) believes that performance is a behavior. Performance is a behavior or behavior sand results. Therefore, employee performance is an activity that is related to the work expected of an employee and how the activity is carried out. Campbell et al. (1990) states that employee performance consists of observable behavior by people in their work that is relevant to the organization's goals. Murphy (1989) emphasizes that the definition of employee performance must focus on behavior rather than results.

Mathison (2012) suggests that QWL is a construct that is related to employee welfare. Job satisfaction is a result of QWL where QWL also affects satisfaction in all aspects of other life such as family life, and social life. QWL is a construct that is more holistic than job satisfaction, which involves workplace influences on job satisfaction, QWL is considered an important construction because there is evidence to show that happy employees are productive, dedicated, and loyal employees. The organizational behavior theory is generally an umbrella of satisfaction theory, motivation theory, expectation theory, Quality Of Work Life concept, work satisfaction concept, work motivation concept and employee performance concept, because all variables are based on behavior.

According to Wexley and Yukl (1977) there are three theories about job satisfaction, namely: (1) Discrepancy Theory which explains that an employee will be satisfied if there is no difference between what is desired and the perception of reality, (2) Equity Theory explains that people will feel satisfied or dissatisfied, depending on whether or not there is justice for a situation. (3) Two Factors Theory proposed by Herzberg which was divided into two groups, namely: a) Satisfiers group, namely the situation that is proven as a source of job satisfaction consisting of responsibility, achievement, appreciation, promotion, and work itself. The presence of these factors will lead to satisfaction, but the absence of this does not always lead to dissatisfaction, b) Groups of dissatisfiers are factors that prove to be a source of dissatisfaction, which consists of working conditions, salaries, supervisors, co-workers, administrative policies, and security.

The theory of motivation was also put forward by 2 (two) experts namely the Maslow's Need Hierarchy Theory by Maslow and Herzberg's two factor theory by Frederick Herzberg. The view in motivational theory according to Abraham Maslow is that every human has needs (needs, encouragement, intrinsic and extrinsic factors), whose appearance depends on individual interests. Human needs are classified into five needs hierarchies, namely physiological needs, safety needs, social needs, esteem needs, self actualization. Herzberg (in Hasibuan, 1996) states that people in carrying out their work are influenced by two factors: maintenance factor (group of dissatisfiers), and motivation factor (satisfiers group). According to Rivai and Sagala (2009), McClelland analyzed three human needs, namely the needs of achievement, the need for power, the need for affiliation.

Muindi (2015) states that one of the behavioral theories of organizations responsible for performance is the theory of expectations. Expectation theory (expectancy theory of motivation) was put forward by Victor Vroom in 1964. Vroom emphasized outcomes, rather than needs, as stated by Maslow and Herzberg. This theory states that the

intensity of the tendency to do in a certain way depends on the intensity of the expectation that performance will be followed by definite results and on the attractiveness of the results to the individual.

2.2. Research Model

Nanjundeswaraswamy and Swamy (2013) on their review of Quality Of Work Life literature stated that the 8 indicators of Quality of Work Life according to Walton (1975) were: 1) Adequate and fair compensation, 2) Safe and healthy working conditions (3) Immediate opportunity to use and develop human capacities, 4) Opportunity for continued growth and development, 5) Social integration in work organizations, 6) Work organization constitutionalism, 7) Work and total life space, 8) The social relevance of work life. Indicators of job satisfaction according to the concept of Smith (*in* Robbins, 2001) which is also used by Husniawati (2006), namely: The job itself, Paid, opportunities for promotion, boss, co-workers. The concept of work motivation uses indicators according to Herzberg (1966), namely the condition of the workspace, salary, benefits, pleasant supervision, and work performance. While the indicators of performance used are as many as 6 (six) indicators which are a combination of Robbins, (2003) and Suyadi, (1999), namely the quality of work, quantity of work, timeliness, influenceiveness, responsibility, and work discipline.

Based on the theoretical review and identification of indicators forming variables, the research model can be formulated as presented in Figure 1:

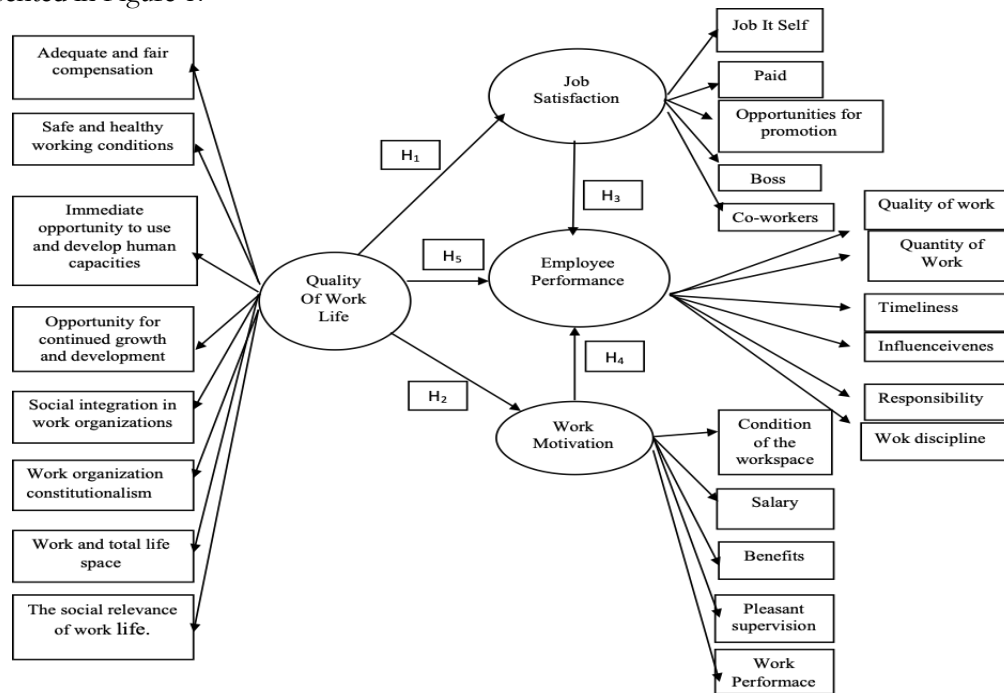


Figure 1: Model of the Relationship between Quality Of Work Life, Job Satisfaction, Work Motivation and Employee Performance

Based on data from previous studies, the hypothesis in this study are:

- H1: Quality Of Work Life had a positive and significant influence on job satisfaction in star-rated hotels in the Ubud Tourism Area
- H2: Quality Of Work Life had a positive and significant influence on work motivation in star-rated hotels in the Ubud Tourism Area
- H3: Job satisfaction had a positive and significant influence on employee performance in star-rated hotels in the Ubud Tourism area.
- H4: Work Motivation had a positive and significant influence on employee performance in star-rated hotels in the Ubud Tourism area.
- H5: Quality Of Work Life had a positive and significant influence on employee performance in star-rated hotels in the Ubud Tourism area

3. Research Methods

The research was located in star-rated hotels in the Ubud tourism area of Gianyar Regency, Bali Province, Indonesia. The study population was 2,365 people working in star-rated hotels in Ubud tourism area spread over 14 samples of research hotels, namely Amandari Hotel, Sayan Four Season, Mandapa A Ritz Carlton, Kupu-Kupu Barong, Maya Ubud, Puri Kamandalu, Puri Wulandari, Sens Hotel & Spa, The Mansion, The Payogan Villa Resort & Spa, The Semaya Ubud, Visesa Village, Como Sambhala Estate, and Alila Ubud.

This study used 24 indicators, therefore the number of respondents needed was 240. While the determination of respondents was conducted by using proportional stratified random sampling method (see Sugiyono, 2014). Data collection was conducted through observation, interview, and library research methods, using questionnaire instruments handed to each respondent. While the variable measurements used a Likert scale with five categories.

Before the questionnaire was used, a validity and reliability tests were conducted. The test results showed that the research instruments were declared valid because the correlation coefficient value exceeds 0.3 and the reliability value was more than 0.6. The analytical method used to test the hypothesis was the Structural Equation Model (SEM) which was operated through the AMOS 22 (Analysis of Moment Structure) program and SPSS Version 17.

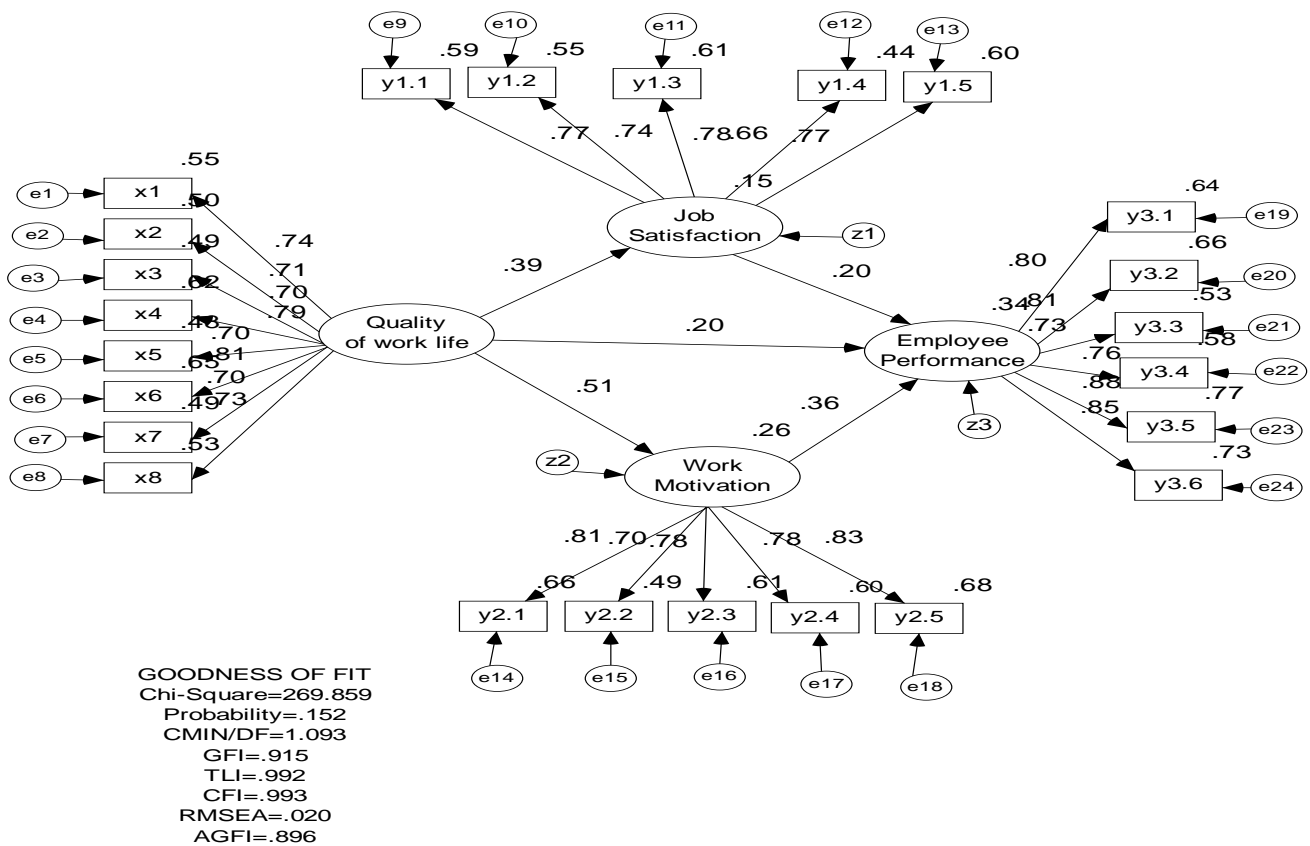
4. Results and Discussion

Respondents' assessment of Quality Of Work Life in star-rated hotels in the Ubud tourism area was of 3.99 in average. This showed that the average respondent gave an agreed assessment of this QWL variable. Respondents gave the highest rating on the opportunity indicator to advance by 4.04. The average rating of respondents towards Job Satisfaction in star-rated hotels in Ubud tourism area was satisfied with a score of 3.82. The highest satisfaction was at a score of 3.94, which was on the worker's indicator and the lowest was on the pay indicator with a score of 3.71. Respondents' assessment of work motivation with an average score of 3.99. This showed that the average respondent agreed with work motivation in star-rated hotels in the tourism area of Ubud. The indicators of respondent benefits gave the highest score of 4.08. The average score on the performance appraisal showed a result of 3.99. Performance with work discipline indicators showed the highest score of 4.11.

The construct validity test was declared valid because the magnitude of the indicator loading factor was above 0.4. Construct reliability (CR) was of more than 0.7 and the results of calculation of VE and CR indicated that this research model was acceptable. The data normality test also showed that no CR exceeded the range of ± 2.58 and the uni-variate kurtosis index was in the range ± 1.96 at the 5% significance level. There was no multi-collinearity and singularity in the data used, so this research could be used in the analysis. Confirmatory factor analysis showed significant results. This was evidenced by the CR value that was greater than 1.96 or the p-value which was smaller than 0.05 and the standard coefficient value or loading factor was more than 0.4.

Model testing included the Goodness of Fit Model. Test the accuracy of this model had a usefulness to find out which model was formed according to available data. The results of data processing with the AMOS program could be seen in Figure 1:

Figure 1: Structural Model of the Relationship between Quality of Work Life, Job Satisfaction, Work Motivation and Employee Performance



(Source: Research Result Data, 2018)

Tests on the feasibility of full SEM models were summarized as presented in Table 1.

Table 1. Feasibility Test Results of the Structural Equation Model (SEM)

Goodness of fit Index	Cut-of Value	Model Results	Explanation
Chi-square (X ²)	Expected to be small	269.859	Good
Probability	>0.05	0.152	Good
RMSEA	≤0.08	0.020	Good
GFI	≥0.90	0.915	Good
AGFI	≥0.90	0.896	Marginal
CMIN/DF	≤2.00	1.093	Good
TLI	≥0.95	0.992	Good
CFI	≥0.95	0.993	Good

Source: Research Results Data, 2018

The test results of model accuracy were acceptable models used. This was seen from the chi square of 269,859 and the probability value of 0.152 which value was greater than 0.05. The value of the conformity index of other models such as GFI (0.915), AGFI (0.896), CMIN (1.093), TLI (0.992) and CFI (0.993) were in the range of expected values so that the full model was acceptable. Table 2 shows the results of the hypothesis.

Table 2: Influences of Quality Of Work Life, Job Satisfaction, Work Motivation on Employee Performance

Hypothesis	Path Direction	Regression Coefficient	C.R.	p- value	Estimate
H1	Quality of Work Life → Job satisfaction	0.401	5.177	0.000	0.390
H2	Quality of Work Life → Work motivation	0.554	6.910	0.000	0.513
H3	Job satisfaction → Employee performance	0.216	2.918	0.004	0.204
H4	Work motivation → Employee performance	0.362	4.653	0.000	0.358
H5	Quality of Work Life → Employee performance	0.217	2.604	0.009	0.199

Source: Research Results Data, 2018

Based on the estimation results of regression weight structural equation models in Table 2, the results of hypothesis testing were shown as follows:

- 1) Hypothesis 1 was acceptable (H1): Quality Of Work Life had a positive and significant influence on employees' job satisfaction in star-rated hotels in the Ubud Tourism Area,
- 2) Hypothesis 2 was acceptable (H2): Quality Of Work Life had a positive and significant influence on employees' motivation at star-rated hotels in the Ubud Tourism Area,
- 3) Hypothesis 3 was acceptable (H3): Job Satisfaction had a positive and significant influence on employees' performance in star-rated hotels in the Ubud Tourism Area,
- 4) Hypothesis 4 was acceptable (H4): Work motivation had a positive and significant influence on employees' performance in star-rated hotels in the Ubud Tourism Area,
- 5) Hypothesis 5 was acceptable (H5): Quality Of Work Life had a positive and significant influence on the performance of employees in star-rated hotels in the Tourism Area of Ubud, Bali.

The influence of Quality Of Work Life on job satisfaction and work motivation shown by QWL had a positive and significant influence on job satisfaction. The direct influence of QWL on job satisfaction was indicated by the results of p-value that was smaller than 0.05 and the standard coefficient value (standardized coefficient) of 0.390, while QWL had a positive influence on increasing the employee's job satisfaction in star-rated hotels in the Ubud tourism area by 39%. The influence of QWL on job satisfaction had been confirmed by the average value of QWL assessment of 3.99 with a standard deviation of 0.69. This assessment showed that overall respondents gave a good response to the statements in the QWL. Efforts to increase job satisfaction were carried out by optimizing the provision of QWL in hotels such as by setting working hours that could be adjusted by providing clear career paths, promotion, and fair wages. In accordance with the theory put forward by Wexley and Yukl (1977) which is in Discrepancy Theory employees will feel satisfied if there is no difference between what is desired and the reality that exists. The results of this study indicated that employees expressed satisfaction with the support of co-workers in carrying out their work. The dominant labor forces were the local community who were very busy with religious and other social activities which were really require a workplace that could accommodate their desire to be able to keep earning income while could also continue to participate in community social activities as *banjar* residents. Justice theory also states that people feel satisfied if they feel the existence of justice. In this study, indicators of job satisfaction, namely work colleagues, work itself, opportunities for promotion, superiors and wages, obtained high scores with satisfied categories and all these indicators were significant as variables that shape the construct of job satisfaction in star-rated hotels in the tourism area of Ubud. This form of justice was in accordance with the theory of justice that had indeed been fulfilled by the hotels where they worked. In this study it was found that 2 (two) indicators as the satisfier groups used namely the work itself and promotion as sources of employees' job satisfaction in star-rated hotels in Ubud tourism area - so that Herzberg's theory in the satisfier group could be verified. Ashwini (2014) also confirmed that all factors in QWL were positively correlated with job satisfaction.

Chaturvedi and Yadav (2011) also supported that there was a positive relationship between job satisfaction and quality of work life; if Quality of Work Life increased then job satisfaction also increased. QWL had a positive and significant influence on work motivation. The direct influence of QWL on work motivation was shown by the results of the p-value which was smaller than 0.05 and the standard coefficient value (standardized coefficient) of 0.513, then QWL had a positive influence on increasing work motivation of workers in star-rated hotels in the Ubud tourism area of 51.3%. The average workforce assessment of work motivation was 3.99 with a standard deviation of 0.71. This assessment showed that as a whole the respondents gave a response that agreed to the statements in the work motivation indicators which were consisted of the conditions of the work space, salary, benefits, pleasant supervision and work performance.

Benefits in the form of health insurance, old age insurance, transportation allowances and others were sources of work motivation because they had the highest average score compared to other indicators which was 4.08. This indicated that the provision of benefits from the company was very important for workers who worked in star-rated hotels in the tourism area of Ubud. Provision of benefits in addition to basic salary was the basis consideration for employees when deciding to work at a hotel. But in this study the benefits categorized as dissatisfiers actually became the highest source of motivation for hospitality workers in the tourism area of Ubud. So that in this study, employees needed more maintenance factors as benefits from their work. This research was not in line with Herzberg's theory because of indicators of work conditions, salaries, benefits, supervision were as a good motivator for workers in star-rated hotels in the tourism area of Ubud. But this study agreed with Maslow's that the indicator was a motivator for employees. In addition to benefits, the salary indicator was also an intrinsic factor in this study. The study by Baleghizadeh & Gordani (2012) also supported the findings of this study that QWL affected work motivation. The same results to the Baleghizadeh & Gordani (2012) was also found in that improving the quality of work life was an effort to achieve higher motivation.

The influence of job satisfaction and work motivation on employee performance was shown by (1) Job satisfaction had a positive and significant influence on employees' performance. The direct influence of job satisfaction on employee performance was shown from the results of the p-value that was smaller than 0.05 with the standard coefficient value (standardized coefficient) of 0.204, then job satisfaction had a positive influence on improving employees' work performance in star-rated hotels in the Ubud tourism area by 20.4%. Respondents' assessment of performance was shown by the average rating of employees' performance of 3.99 with a standard deviation of 0.72, which meant that the workforce stated that they already had a high performance in their company. (2) Work motivation had a positive and significant influence on employees' performance. The direct influence of work motivation on employees' performance was shown from the results of the p-value that was smaller than 0.05 and the standard coefficient value of 0.358, then work motivation had a positive influence on improving employees' performance in star-rated hotels in the Ubud tourism area by 35.8%.

This meant that an increase in work motivation would be followed by an increase in employees' performance. The results of this study were supported by the expectation theory proposed by Vroom, where the performance of employees in star-rated hotels in the tourism area of Ubud was high. This indicated that employees had a high motivation so that the direction of their actions would lead to achieving high performance as well. Strong motivation was also driven by reciprocity gained from the work done. This was also supported by the employees' assessment of employees' work motivation that was also good.

The influence of Quality of Work Life on employees' performance was shown by (1) QWL that had a positive and significant influence on employees' performance mediated by job satisfaction and work motivation shown from the results of p-value that was smaller than 0.05 with a standard coefficient of 0,199. This meant that the variables of job satisfaction and work motivation were proven to partially mediate the influence of QWL on employees' performance. This could be seen from the significant influence of QWL on job satisfaction, a significant influence of QWL on work motivation, a significant influence of job satisfaction on employees' performance, a significant influence of work motivation on performance and a significant direct influence of QWL on employees' performance. Respondents' assessment of employees' performance showed that the average values were 3.99 which meant that all respondents tended to give high answers to statements in performance indicators. The performance that had been produced was in the high performance category. The results of this study also showed that the influence of QWL on performance without mediation from the variables of job satisfaction and work motivation was significant.

This was evidenced by the regression coefficient with a positive sign of 0.502 with a CR of 6.246 and a probability below 0.005. QWL, job satisfaction, work motivation each had a direct and indirect influences on employees' performance in star-rated hotels in the tourism area of Ubud. The findings from Chaturvedi and Yadav (2011) stated that there was a positive relationship between job satisfaction and QWL. If Quality of Work Life increased, job satisfaction would also also increased. Malini and Washington (2014) supports this study that work motivation affected employee performance. This showed that the higher the work motivation perceived by employees, the employee's performance would increased or vice versa, the lower the work motivation, the lower the employee's performance.

Table 3: Inter Variable Influence of Quality of Work Life, Job Satisfaction, Work Motivation on Employees' Performance

Independent Variable	Dependent Variable	Direct Influence	Indirect Influence	Total Influence
Quality of Work Life →	Job satisfaction	0.390		0.390
Quality of Work Life →	Work motivation	0.513		0.513
Job satisfaction →	Employee performance	0.204		0.204
Work motivation →	Employee performance	0.358		0.358
Quality of Work Life →	Employee performance	0.199	0.263	0.462
Quality of Work Life →	Job satisfaction → Employee performance	0.199	0.080	0.279
Quality of Work Life →	Work motivation → Employee performance	0.199	0.184	0.383

Source: 2018 Research Data

Table 3 showed that the QWL direct influence on employee performance through job satisfaction and motivation was respectively by 19.9%. QWL indirect influence on performance through variable of job satisfaction by 8% and through work motivation was 18.4%.

Indirectly the influence of the QWL variable on performance was 0.263. The results of the study showed that the variable of employees' performance was predominantly influenced by work motivation variables compared to job satisfaction variables. Based on the results of the calculation of total direct influence, the variable that gave the most total influence was the QWL variable on work motivation of 0.513. This indicated that QWL had a strong influence on work motivation and improving employees' performance could be done by increasing employees' motivation. This research was supported by Rai and Tripathi (2015) who stated that there was a positive and significant relationship between QWL and Job Performance. The stronger QWL in an organization would had a significant impact on job performance. The views of Lian, Lin, and Wu (2007) suggested that if employees had high job satisfaction and performance, the QWL would also increase. This result was also in line with the opinions of Robbins (2003) that employees' performance was a function of the interaction between ability and motivation.

5. Conclusions and Recommendations

5.1 Conclusions

1. Quality Of Work Life had a positive and significant influence on job satisfaction and job motivation of employees in star-rated hotels in the Ubud Tourism Area. QWL contributed to increasing work satisfaction for employees in star-rated hotels in the Ubud tourism area by 39% and on increasing job motivation by 51.3%.

2. Job satisfaction and work motivation had a significant influence on employees' performance. Job satisfaction contributed to employees' performance by 20.4%, because work motivation contributed by 35.8%. This meant that an increase in work motivation would be followed by an increase in employees' performance.
3. Quality of Work Life had a positive and significant influence on employees' performance. The direct influence of QWL on employees' performance through job satisfaction and work motivation contributed by 19.9% respectively. The indirect influence of QWL on performance through job satisfaction variables was 8% and through work motivation was 18.4%. Indirectly, the influence of the QWL variable on performance was 26.3%

5.2 Policy recommendations

1. Hotel management should improve Quality of Work Life for employees to improve their employees' performance, such as improving working conditions for work convenience.
2. Hotel management should pay attention to a better wage system in order to increase the influence of Quality of Work Life on job satisfaction and work motivation.
3. Hotel management should be more intensive in conducting training to improve the ability of local workers to use available resources (energy, costs, technology, raw materials) to the maximum to help increase the level of production of work so that it was useful for improving employees' performance.
4. Employees' performance could be improved through improving Quality of Work Life, job satisfaction and work motivation in order to maintain quality human resources for the sustainability of hotel operations.

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