



INFLUENCE OF QUALITY OF WORK LIFE, WORK LIFE BALANCE AND *EMPLOYEE ENGAGEMENT* ON PERFORMANCE THROUGH *PERSON ORGANIZATION FIT* EMPLOYEE AT PLANNING AGENCY RESEARCH DEVELOPMENT AND DEVELOPMENT OF TANJUNGPINANG CITY

Sheptya Y. Putri¹, Indrayani², Muammar Khaddafi³, Diana Titik Windayati⁴

^{1,2,3}Jurusan Ekonomi Dan Bisnis, Prodi Magister Manajemen Universitas Batam, Indonesia

³Faculty of Economics and Business, Universitas Malikussaleh

Email : ¹sheptyayusnitaputri1890@gmail.com, ²yaniindra@gmail.com, ³khaddafi@unimal.ac.id,
⁴dianatik.wgmail.com

ABSTRACT

In this study, researchers used mixed methods research (Qualitative and Quantitative) with the subject being all ASNs in the Research and Development Planning Agency for the City of Tanjungpinang, totaling 120 people. The data collection method used was distributing questionnaires to employees who were the research subjects. The discussion in this chapter is the result of a field study to obtain questionnaire answer data that measures 5 (five) main variables in this study, namely Quality of Work Life, Work Life Balance, Employee Engagement, Performance and Person Organizational Fit. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling Partial Least Square) regarding research variables, instrument tests, normality tests, hypothesis testing and discussion of the results of hypothesis testing and path analysis. This study uses path analysis (Path Analysis) to examine the pattern of relationships that reveal the effect of a variable or set of variables on other variables, both direct and indirect effects. Calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To find out the direct and indirect effects between variables, it can be seen from the calculation of the path coefficient and to find out the significance.

Keywords : *Quality of Work Life, Work Life Balance, Employee Engagement, Performance, Person Organization fit*

1. INTRODUCTION

In government organizations, employee performance is a benchmark for quality efficiency in carrying out tasks and functions. Reliable human resources will provide good output in evaluating employee performance in a government organization. Low or high employee performance can be assessed from several factors, including Quality of Work Life, Work Life Balance, and Employee Engagement and can also be seen through Employee Person Organization fit.

The main problem in human resource management is how to build a productive culture within the company so that it will improve organizational performance. Performance as a determinant of the level of competitiveness both at the level of individuals, companies, industries and countries. In an effort to improve the quality of work life or Quality of Work Life (QWL) is

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not easy because in the process there are many challenges and even if not supported by various parties, this effort can usually fail.

Quality Of Work Life is also an indicator that is used by management in providing a perspective that discusses people, work and organization. thus creating a component of Quality Of Work Life including: Management's concern about the impact of work on humans, organizational effectiveness and the importance of the role of employees in solving a problem at work and making the right decisions, especially issues related to work, career, salary and position of employees in company.

In addition to Quality Of Work Life, Work Life Balance also has an influence on employee performance at work. Employees who have a good Quality Of Work Life will have the opportunity to have a Work Life Balance and vice versa. Employees are required to work well to produce good performance but employees also have other lives that must be considered besides work. What is meant is the personal life that is lived in daily life, namely life at work, work and family, work and personal life, work and social activities, all of which describe issues regarding harmonious and balanced arrangements between work and personal life, known as Work Life balance.

Employees have Work Life Balance if employees have achieved balance in their roles both in the world of work and in personal life and there is psychological involvement between the two. When employees experience a balance between work life and personal life, it can be said that Work Life Balance has been achieved but when Work Life Balance is not achieved by employees, this can cause employees to be unable to manage their time properly, not to focus on work so that performance decreases and can cause disturbing the personal life of employees.

Quality of Work Life and employee Work Life Balance will determine the quality of employee Engagement. In this study, we will see how employee engagement influences employee performance. Employees who feel engaged are those who feel truly involved and enthusiastic about their work and organization. Attachment is the willingness of the ability to contribute to the success of the company, namely in the condition that employees want to work hard to complete their work and use all their minds and energy and are even willing to work overtime.

Employee engagement itself is a concept that is believed to improve employee performance, because employee engagement itself is a situation in which members of an organization carry out their work roles, work and express themselves physically, cognitively and emotionally while demonstrating their performance. Employee Engagement is a construct that touches almost all issues in human resource management.

Employees who have Quality of Work Life will be able

implementing Work Life Balance, if the Quality of Work Life and Work Life Balance are in good condition then the quality of Employee Engagement of employees will also be good. So that Quality of Work Life, Work Life Balance and quality Employee Engagement will result in good performance in the organization.

The author uses attribution theory in the descriptive analysis of research variables. Attribution theory is relevant to explain this research, because a person's behavior in improving performance is caused by various factors. These factors will always coexist with the state of employee behavior in the organization. Therefore the author uses attribution theory to see the effect of Quality of Work Life, Work Life Balance, and Employee Engagement on performance through Employee Person Organization fit.



2. PROBLEM FORMULATION

1. How does the Quality of Work Life affect performance?
2. How does Work Life Balance affect performance?
3. How does Employee Engagement affect performance?
4. How does Person Organization fit influence Performance?
5. How does the Quality of Work Life affect Person
Organization fit?
6. How does Work Life Balance affect Person Organization fit?
7. How the influence of EmployeeEngagement on Person
Organization fit?
8. How does Quality of Work Life influence Performance through Person Organization fit?
9. How does Work Life Balance influence Performance through Person Organization fit?
10. How does Employee Engagement affect Performance through Person Organization fit?

3. RESEARCH METHOD

Data collection techniques using joint variable measurements utilizing survey tools. Each respondent is given a survey instrument which is a measure of the variables investigated. Data was collected using a survey method. Before continuing the research, the researcher first used a pilot test of 30 questionnaires. The population in the research is all ASN of the Tanjungpinang City Research and Development Planning Agency, totaling 120 people. The census method was used as the sampling method for this study. The census method is a sampling method in which a certain population is determined as a census sample. Therefore, the sample size for this study was 120.

4. RESULTS AND DISCUSSION

Internal consistency analysis, namely a form of reliability, is used to calculate the consistency of cross-item results on the same test. Internal consistency testing utilizes the composite reliability rate along with the variety of a variable which is said to be reliable if the composite reliability number is > 0.600 (Christiono, 2017).

Internal Consistency Analysis

Variables	Cronbach's Alpha	Composite Reliability (rho_A)	Composite Reliability	Average Variance Extracted (AVE)
Quality of Work Life	0.937	0.940	0.945	0.534
<i>Work Life Balance</i>	0.938	0.940	0.946	0.538
<i>Employee engagement</i>	0.941	0.943	0.948	0.548

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Performance	0.942	0.943	0.949	0.553
Person Organization fit	0.943	0.945	0.950	0.560

Based on internal consistency analysis data in the table above, the results obtained are variable X1 as a composite reliability number of $0.945 > 0.600$, so variable X1 is reliable, then variable X2 plays a total composite reliability number of $0.946 > 0.600$, so variable X2 is reliable, variable X3 is a composite reliability number. total $0.948 > 0.600$ then variable X3 is reliable, variable Y plays a composite reliability number of $0.949 > 0.600$ then variable Y is reliable, variable Z plays a total composite reliability number of $0.950 > 0.600$ so variable Z is reliable.

Discriminant validity measures the correlation between item scores or component scores. Discriminant validity is carried out in order to understand whether all concepts from a number of latent variables vary with other variables. A model plays a good Discriminant Validity if the number loading a number of indicators in one latent variable plays the highest loading number along with other loading numbers in other latent variables. Discriminant validity means to add up the validity of an indicator of a constituent variable. That is, a variable plays a good discriminant validity (validity) considering the Heterotrait - Monotrait Ratio Of Correlation (HTMT) < 0.90 (Hair, Hult, Ringle, & Sarstedt, 2014).

Discriminant Validity

Variables	X1	X2	X3	Y	Z
X1					
X2	0.986				
X3	1,044	0.99			
Y	0.966	1.006	0.982		
Z	0.978	1.012	1.004	1.028	

Based on the table above, the results show that overall it is greater than 0.90, so that it can be decided that each construct variable cannot form its own latent variable and does not meet the Heterotrait-Monotrait criteria, so the correlation value for a number of variables is declared invalid.

The multicollinearity test aims to test and understand whether there is a high or perfect correlation between the independent variables in the regression model. This test can be recognized as a tolerance number as well as a variance inflation factor (VIF) number. Numbers are used so that the results of the analysis are VIF (Variance Inflation Factor) values. (Hair, Hult, Ringle & Sarstedt, 2014; Garson, 2016). A VIF number greater than 5.00 indicates a collinearity problem, while a VIF value less than 5.00 indicates a collinearity problem. It means no (Hair, Hult, Ringle, & Sarstedt, 2014).



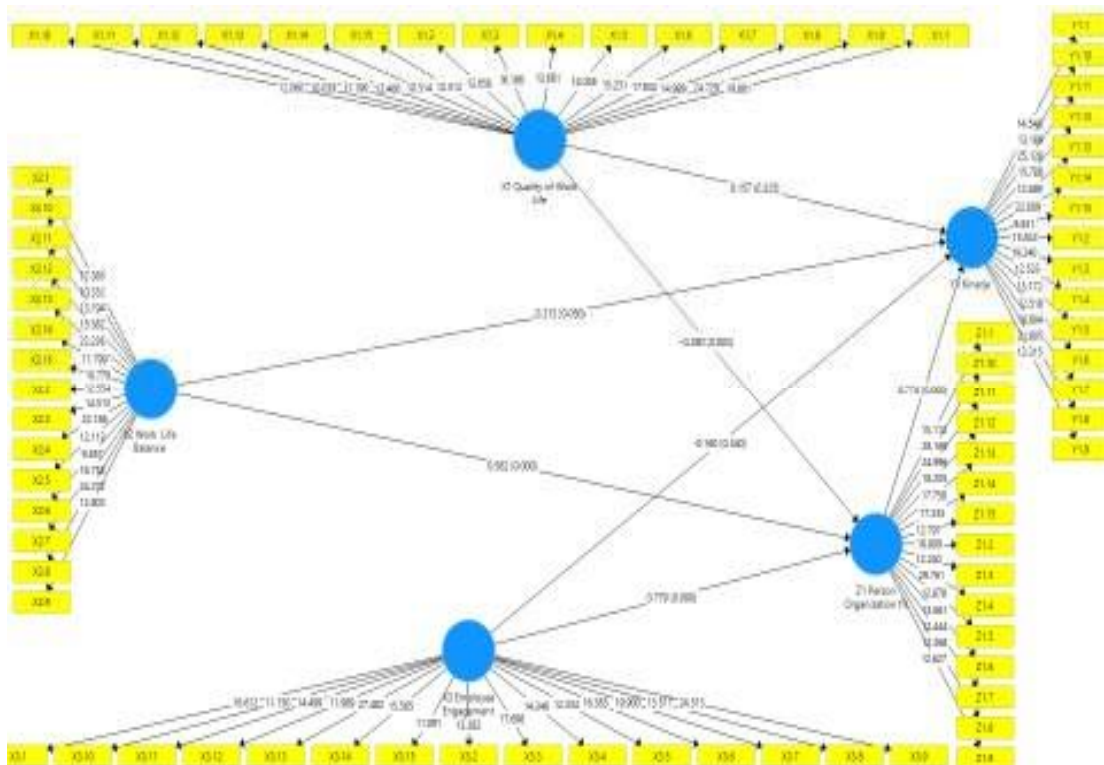
Collinearity

Latent Variable	X1	X2	X3	Y	Z
<i>Quality of Work Life</i>				33,501	30,865
<i>Work Life Balance</i>				14,909	8,722
<i>Employee Engegement</i>				4,947	32,884
<i>Performance</i>					
<i>Person Organization fit</i>				18.253	

Based on the description described, namely:

- VIF so that the correlation of X1 with Y is $33.501 > 5.00$ (collinearity problems occur)
- VIF so that the correlation of X2 with Y is $14.909 > 5.00$ (collinearity problems occur)
- VIF so that the correlation of X3 with Y Customers is $43.947 > 5.00$
(collinearity problem occurs)
- VIF so that the correlation of Z and Y is $18.253 > 5.00$ (collinearity problems occur)

Thus, from the data above, the structural model with this case contains collinearity problems.



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This test consists of two stages: testing the direct effect hypothesis and testing the indirect effect hypothesis. Test the significance of the path coefficient of the structural model. This test serves to determine the path coefficient of the structural model and aims to test the relevance of the bond or test the hypothesis.

A direct effect is when an exogenous latent variable impacts an endogenous latent variable without being mediated or impacted by an intermediate variable. Testing the direct effect hypothesis aims to prove directly (without intermediaries) a hypothesis related to the trigger of a variable on other variables. Ho is rejected if the probability number (P-value) < alpha (0.05) (variable impact on other relevant variables). Ho is rejected if the probability number (Pvalue) > Alpha (0.05) (the impact of the variable on other variables is not important). The Direct Effect Hypothesis

hypothesis	Path Coefficient	Original sample (O)	T Statistics (O/STDEV)	P Values
H1	X1 Quality of Work Life -> Y1 Performance	0.157	0.985	0.325
H2	X2 Work Life Balance -> Y1 Performance	0.213	1966	0.050
H3	X3 Employee Engagement -> Y1 Performance	-0.16	0.955	0.340
H4	Z1 Person Organization fit -> Y1 Performance	0.774	7.176	0.000
H5	X1 Quality of Work Life -> Z1 Person Organization fit	-0.38	2,989	0.003
H6	X2 Work Life Balance -> Z1 Person Organization fit	0.582	7,265	0.000
H7	X3 Employee Engagement -> Z1 Person Organization fit	0.779	5,985	0.000

Based on the table above it is known that:

1. The direct effect of the Quality of Work Life variable on the Performance variable plays a total path coefficient of 0.157 (positive), so an increase in the Quality of Work Life variable can be followed by an increase in the Performance variable. Variable influence
Quality of Work Life on Performance using a total P-Values number of $0.325 > 0.05$, then it can be said that the effect between Quality of Work Life on Performance is positive and irrelevant.
2. The direct effect of the Work Life Balance variable on the Performance variable plays a total path coefficient of 0.213 (positive), so an increase in the Work Life Balance variable number will be followed by an increase in the Performance variable. Variable influence
Work Life Balance on Performance, the total P-Values number is $0.050 > 0.05$, then it can be said that the trigger between Work Life Balance on Performance is positive and irrelevant.



Testing the effect of the hypothesis is not directly meaningful so that convey a hypothesis indirectly (through an intermediary) about the effect of one variable on another. If the indirect effect coefficient > the direct effect coefficient, then the intervening variable mediates the bond between one variable and the other variables. Conversely, if the coefficient has an indirect impact < the value of the coefficient has a direct impact, then the intervening variable is not mediating the relationship between one variable and the other variables.

Indirect Effect Hypothesis

hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values
H8	X1 Quality of Work Life - > Z1 Person Organization fit - > Y1 Performance	-0.294	3,169	0.002
H9	X2 Work Life Balance -> Z1 Person Organization fit - > Y1 Performance	0.451	5,778	0.000
H10	X3 Employee Engagement > Z1 Person Organization fit -> Y1 Performance	0.603	5053	0.000

1. The indirect effect of the Quality of Work Life variable on the Performance variable with Person Organization fit as the intervening variable has a total path coefficient of -0.294 (negative). The effect of the variable Quality of Work Life on Performance mediated by Person Organization fit has a total PValues of 0.002 < 0.05. Then it can be said that the impact between Work Life Balance on Performance and Person Organization fit as an intervening variable is negative and significant.

The indirect effect of the Work Life Balance variable on the Performance variable with Person Organization fit as an intervening variable has a total path coefficient value of 0.451 (positive). The effect of the Work Life Balance variable on Performance moderated by Person Organization fit plays a total PValues of 0.000 < 0.05. Then it can be said that the impact is between Work Life Balance on Performance and Person Organization fit as an intervening variable that is positive and relevant. The coefficient of determination (R Square) is significant in order to consider the accuracy of the prediction of a variable. In other words to consider how the variation in the number of the dependent variable affects the variation in the number of the independent variable in a path model.

Coefficient of Determination

Variable	R Square	Adjusted R Square
Performance	0.951	0.949
Person Organization fit	0.945	0.944

Based on the above table, the results of X1, X2 and X3 for Y are obtained, namely a total of 0.949, meaning that the magnitudes of X1, X2 and X3 for Y are a total of 94.90%. then, X1, X2

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and X3 on Z (e1) which is a total of 0.944 meaning the amount of influence X1, X2 and X3 on Z is a total of 94.40%.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

Based on data analysis with elaboration and hypothesis testing, it can be summarized as follows:

1. The direct effect of the Quality of Work Life variable on the Performance variable plays a total path coefficient of 0.157 (positive), so an increase in the Quality of Work Life variable can be followed by an increase in the Performance variable. The effect of the variable Quality of Work Life on Performance plays a total P-Values number of $0.325 > 0.05$, then it can be said that the effect between Quality of Work Life on Performance is positive and irrelevant.
2. The direct effect of the Work Life Balance variable on the Performance variable plays a path coefficient of 0.213 (positive), so an increase in the Work Life Balance variable number can be followed by an increase in the Performance variable. The trigger for the variable Work Life Balance on Performance plays a total P-Values number of $0.050 > 0.05$, then it can be said that the trigger between Work Life Balance on Performance is positive and irrelevant.
3. The direct effect of the Employee Engagement variable on the Performance variable plays a total path coefficient of -0.16 (negative), so an increase in the Employee Engagement variable number can be followed by an increase in the Performance variable. The trigger variable for Employee Engagement on Performance plays a total P-Values number of $0.340 > 0.05$, then it can be conveyed that the effect of Employee Engagement on Performance is negative and irrelevant.
4. The direct effect of the Person Organization fit variable on the Performance variable plays a total path coefficient of 0.744 (positive), so an increase in the Person Organization fit variable can be followed by an increase in the Performance variable. The effect of the variable Person Organization fit on Performance plays a total P-Values of $0.000 < 0.05$, then it can be said that the trigger between Person Organization fit on Performance is positive and relevant.
5. The direct effect of the Quality of Work Life variable on the Person Organization fit variable has a total path coefficient of -0.38 (negative), so an increase in the Quality of Work Life variable can be followed by an increase in the Person Organization fit variable. The trigger for the variable Quality of Work Life on Person Organization fit is the P-Values of $0.003 < 0.05$, so that it can be conveyed that the influence of Quality of Work Life on Person Organization fit is negative and relevant.

5.2. SUGGESTIONS

1. Since the quality of work life affects employee performance, more attention should be paid to these factors to improve employee quality.
2. Agencies are expected to be able to maintain the work-life balance of their employees so that employees can improve their performance so they can work at their best.
3. With this study, the factor influencing employee engagement is usually the willingness of employees to do more than they want to benefit the organization. For this reason, organizations motivate, advise, mentor and guide their employees and then they are able to go beyond what they have to do. Through this effort, we hope to be able to trigger employees to be involved and increase the performance they can provide.



4. Based on the results of the study it is known that there is a relevant influence between Person organization fit on employee performance. Therefore, the organization is obliged to motivate employees to align with the goal of increasing the quality of the organization. Where the interests of employees are organizational imperatives. Is acting in the interests of employees obligated to play the role of the organization and vice versa. Based on the implementation in order to increase employee performance.
5. Employees are expected to instill the same values and principles in working with the values and principles of the organization.

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