Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as Moderating Variable

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ABSTRACT

This study aims to determine the effect of Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as a Moderating Variable at the Agriculture Office of Lubuklinggau City. The research method used in this study is a quantitative method. Quantitative methods can be defined as research methods based on the philosophy of positivism, used to examine certain populations or samples, collecting data using research instruments, analyzing quantitative/statistical data with the aim of testing predetermined hypotheses. Data collection techniques were carried out by means of observation, interviews and documentation. The results of the study indicate that there is an indirect effect of work motivation on employee performance through job satisfaction as a moderating variable at the Lubuklinggau City Agriculture Service. It can be concluded that the quality of work life and work motivation affect employee performance with job satisfaction as a moderating variable at the Lubuklinggau City Agriculture Office. and there is an indirect effect of the variables of Quality of Work Life and Work Motivation have an effect on Employee Performance with Job Satisfaction as a Moderating Variable in the Agriculture Service of Lubuklinggau City.

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

INTRODUCTION

Human Resources (HR) is the most important asset in an organization or agency for driving to achieve the desired goals. In order to achieve the desired organizational goals, the quality of one's work life must be considered. The quality of work life began to be discussed since the seventies, at that time the quality of work life was interpreted narrowly as a response to the need for quality life, job satisfaction, or happiness in the workplace, work quality and the negative impact of work on the health and welfare of workers (Kaswan , 2017)

Subsequent developments Quality of Work Life is defined as a management perspective on people, workers and organizations. There are two elements in the Quality of Work Life that are expected to improve the quality of Human Resources. The elements of Quality of Work Life are: management concern about the impact of work on humans, organizational effectiveness and the importance of the role of human resources within the organization in problem solving and decision making. decisions, especially concerning issues of work, career, income and their fate in work. Quality of work life is not limited to the content of a job, but humanizes the work environment by recognizing and respecting human dignity (Mas, 2016)

Work motivation is defined as a willingness to carry out high efforts to be able to achieve organizational goals. An organization must have employees with high motivation because the presence of motivation will indirectly make the quality of employees increase because motivation is one component that can improve employee performance. , with the attitude shown and a supportive work environment can increase employee morale to be able to complete their work and achieve organizational goals.

Job satisfaction can be influenced by one of the components, namely a good quality of work life in the organization. The level of job satisfaction of each individual is different, that is what makes the hopes and desires of each individual not the same. Differences in the characteristics of each individual can have a different impact in working according to the high or low level of employee job satisfaction. This is because the higher the level of job satisfaction in a person, the higher the performance of employees and vice versa if employees do not get satisfaction at work, it will affect and reduce the quality of employee performance. Job satisfaction is basically an employee's attitude towards their performance.

In terms of quality of work life, which includes an uncomfortable work environment, inadequate work facilities and lack of opportunities to develop work potential in the workplace. Then in terms of motivation itself, it shows where the level of motivation is still relatively low which is embedded in employees so that it has an impact on the level of satisfaction of employees who lack the drive to achieve organizational goals. This is indicated by the fact that there are still employees who work not in accordance with the directions given and there are still employees who do not support each other in their work so that the work being done is not optimal. In terms of job satisfaction, it shows that there are still employees who are less thorough and less responsive in carrying out their work and employees who are not optimal in providing the results of thoughts and actions in order to advance the organization. The level of job satisfaction is still low, such as promotion opportunities, if employees do not get promotion opportunities that are in accordance with their performance and abilities, it will cause job dissatisfaction.

Based on the phenomena encountered, further research will be carried out with the title "The Effect of Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as a Moderating Variable at the Agriculture Service of Lubuklinggau City."

Literature Review
Quality Of Life
a. Understanding Quality Of Life
Quality of Work Life is a process that responds to employee needs by developing an arrangement that gives employees full opportunities to make decisions and plan their work lives (Mawu, 2018). Quality of Work Life is a form of philosophy applied by management in managing organizations in general and human resources in particular. As a philosophy of Quality of Work Life is a management perspective on people, work and organizations (Farmi, 2020).

b. Indicator Quality Of Life

The components of Quality of Work Life that can be used as indicators (Mawu, 2018) consist of:
1) Appropriate and fair compensation
2) Safe and healthy work environment
3) Opportunity to use and develop employee skills, social interaction in the workplace
4) The rights of employees in the office

Motivation
a. Understanding of Motivation

Motivation is a process or force that exists within a person that is driven by physiological or psychological needs, these needs are created because there is a physiological or psychological imbalance (Kaswan, 2017). Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and driven to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. (Afandi, 2016)

b. Indicator Motivation

The indicators for measuring work motivation (Qila, 2018) are:
1) Encouragement to achieve goals
2) Passion for work
3) Initiative and creativity
4)Employee's individual attitude

Performance
a. Understanding Of Performance

Performance is a function of motivation and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it (Qila, 2018). Performance is a series of results obtained by an employee during a certain period and does not include the employee's personal characteristics being assessed (Wibowo, 2016).

b. Indikator Kinerja

As for the performance indicators, there are five indicators to measure the performance of individuals (employees) (Sopiah, 2018), namely:
1)Quality.
2)Quantity.
3) Punctuality.
4) Effectiveness.
5)Independence

Job Satisfaction
a. Understanding Of Job Satisfaction

Basically job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. Job satisfaction is an effectiveness or emotional response to various aspects of work, the more aspects in the work that are in accordance with the wishes of the individual, the higher the level of perceived satisfaction (Afandi, 2016). Job satisfaction is an attitude of pleasure and love for work as evidenced by discipline and achievement and work morale according to Hasibuan in (Sugiyono, 2018).
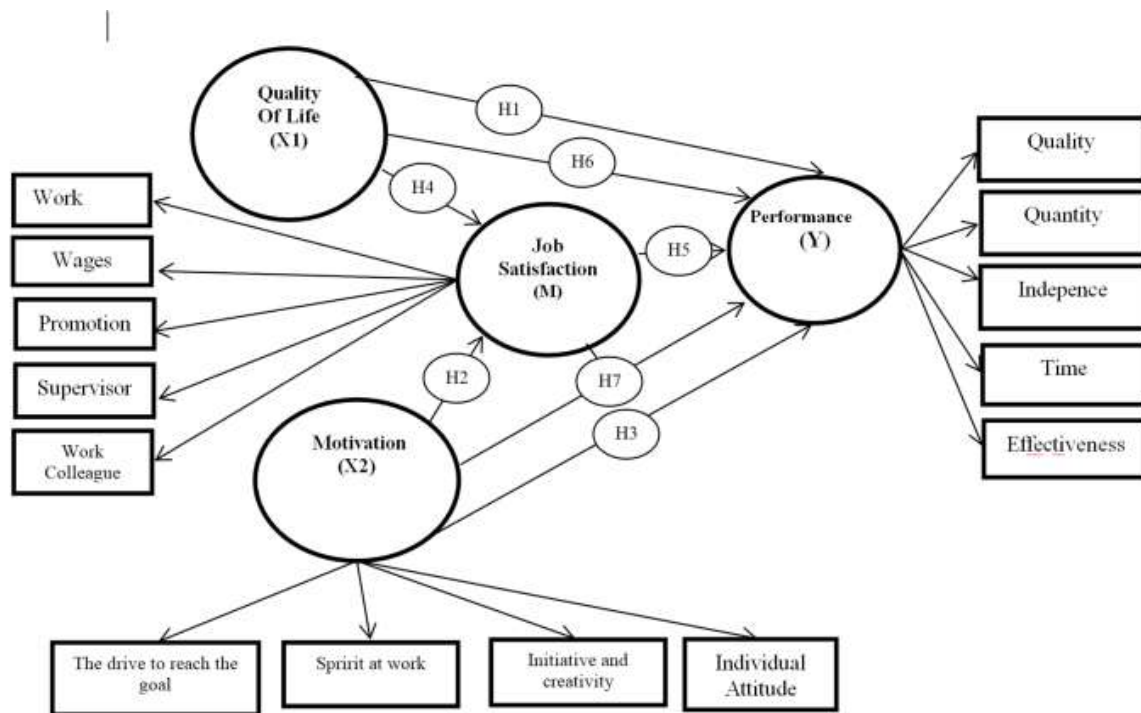
b. Indicator of Job Satisfaction

The indicators of job satisfaction according to (Afandi, 2016):
1)Job
2) Wages
3)Promotion
4)Superintendent

5) Colleagues.

1.1 Framework for Thingking

To facilitate the research conducted, it is necessary to have a framework of thinking in this research, which can be described as follows:

Picture 2.1.

Thinking Framework "The Influence of Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as Moderating Variable in the Agriculture Service of Lubuklinggau City"

2. Methods

This study discusses the effect of quality of work life and work motivation on employee performance with job satisfaction as a moderating variable at the Lubuklinggau City Agriculture Office. This research is a quantitative method. Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses (Sugiyono, 2018). To complete this research, the researcher first made observations or visited the research location, namely the Lubuklinggau City Agriculture Service with the aim of taking an approach and looking for the information needed, after making observations, the researchers continued by identifying existing problems from the results of observations and limiting research problems so that does not extend to the problem under study. Then the researcher makes a framework that contains the independent variables and the dependent variable to be studied. After

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that, the researcher makes a hypothesis or presumed provisional result to answer the problem formulation that has been made. The population in this study were all employees of the Lubuklinggau City Agriculture Service, totaling 90 employees. The sample in this study were all employees at the Department of Agriculture of Lubuklinggau City, totaling 90 samples.

Research conducted on the population (without taking the sample) will clearly use descriptive statistics in its analysis (Sugiyono, 2018). In this research, the descriptive analysis uses IBM SPSS Statistics 22.

a. Constuct Validity Test

Construct Validity shows that the measurement instrument validly measures the concepts tested in the research model as indicated by a strong correlation between measuring indicators in a construct (Jogiyanto, 2015). Construct validity is divided into two, namely:

1)Convergent Validity

Convergent validity is achieved when the indicators in a construct are highly correlated and have sufficient loading scores. Validity is shown not only in the loading score but also by the convergence of all supporting indicators in a construct (Jogiyanto, 2015)

2) Discriminant Validity

Discriminant validity shows that the indicators in one construct will be highly correlated with each other in the construct and low correlated or even uncorrelated with indicators in other constructs. Validity is achieved when the loading score meets the criteria but discriminates against the correlation of indicators in a construct with other construct indicators (Jogiyanto, 2015)

Convergent validity and discriminant validity can be measured or tested using Exploratory Factor Analysis (EFA) and Factor Analysis (CFA) methods.

b. Reliability Test

Reliability tests were carried out to assess the measurement model by measuring composite reliability and variance extraced for each construct. Reability is a measure of the internal consistency of a construct indicator. High reliability results provide confidence that all individual indicators are consistent with their measurements. The generally accepted level of reliability is 0.70 while reliability 0.70 is acceptable for research that is still exploratory (Haryono, 2017)

c. Structural Model Testing (Inner Model)

The inner model is a structural model, based on the path coefficient value to see how much influence between latent variables and bootstrapping calculations (Abiratno and Sofa Nurdiyanti (2019)).

1) R-Square Value

R-Square values of 0.75, 0.50 and 0.25 respectively identify that the model is strong, moderate and weak. Ghozali and Latan (2015)

2) Path Cofficients

If the T statistic > 1.96 then the hypothesis is accepted (influence of the independent variable on the dependent). Significant or not can be seen in the table of path coefficients after bootrapping. See the T statistic if > 1.96 at the 5% error level Abiratno and Sofa Nurdiyanti (2019).

3) Goodness Of Fit (GOF)

Haryono (2016) Goodness Of Fit (GOF) to validate the overall structural model. The GOF index is a single measure to validate the combined performance of the measurement model and the structural model. This GOF value is obtained from the average communalities index multiplied by the R2 value of the model.

d. Indirect Effect Testing

Abiratno and Sofa Nurdiyanti (2019) if the significant value is < 0.05, then the mediator or intervening variable is said to be mediating.

3. Data Collection

The data collection technique is a method used by researchers to reveal or capture quantitative information from respondents in accordance with the scope of research (Sunjarweni, 2019) while the data collection techniques used in this study are:

a. Observation

Sujarweni (2019) Observation is a systematic observation and recording of the symptoms that appear in the object of research. The observation technique carried out by the researcher was by making observations by looking directly at the Lubuklinggau City Agriculture Office

b.Quisoner

The questionnaire conducted by the researcher was by giving a questionnaire directly to the employees of the Lubuklinggau City Agriculture Service.

c. Documentation

This technique is used to support data in the form of correspondence, photographs, archives and so on regarding the research site.

e. Interview

Sugiyono (2018) interviews are used as a data collection technique if you want to conduct a preliminary study to determine the problems that must be investigated, and also if the researcher wants to know things from respondents who are more in-depth and the number of respondents is small.

Results and Discussion

a.   Convergent Validity

Convergent validity of the measurement model with items that have a value based on the correlation between item scores and construct values. Convergent validity has two value criteria to be evaluated, namely the loading factor value and the average variance inflation factor (AVE) value. The results of the AVE index, composite reliability, and Cronbach's Alpha can be seen in table 5.1:

Table 5.1 Convergent Validity

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Kepuasan Kerja (M)	0.895	0.899	0.923	0.706
Kinerja (Y)	0.841	0.873	0.887	0.614
Motivasi kerja (X2)	0.708	0.792	0.836	0.635
kualitas kehidupan kerja(X1)	0.521	0.540	0.748	0.501

Source: the results of data processing convergent validity with smartPLS 3.0

Criteria for validity and reliability can also be seen from the reliability value of a variable and the Avarage Variance Extracted (AVE) value of each variable. The variable is said to have high reliability if the composite reliability value is > 0.70 and the AVE is > 0.50. Based on Table 5.1 it is stated that the two variables do not meet composite reliability, because their values are below the recommended numbers, namely 0.670 and 0.554 which do not meet reliable. The AVE value for the 4 variables does not have a value > 0.50, meaning that the three variables are not categorized as valid.

In the initial model the construct is not yet valid because not all indicators meet adequate convergent validity. Therefore, it is necessary to rework the initial construct model by removing indicators that fall into the low category.
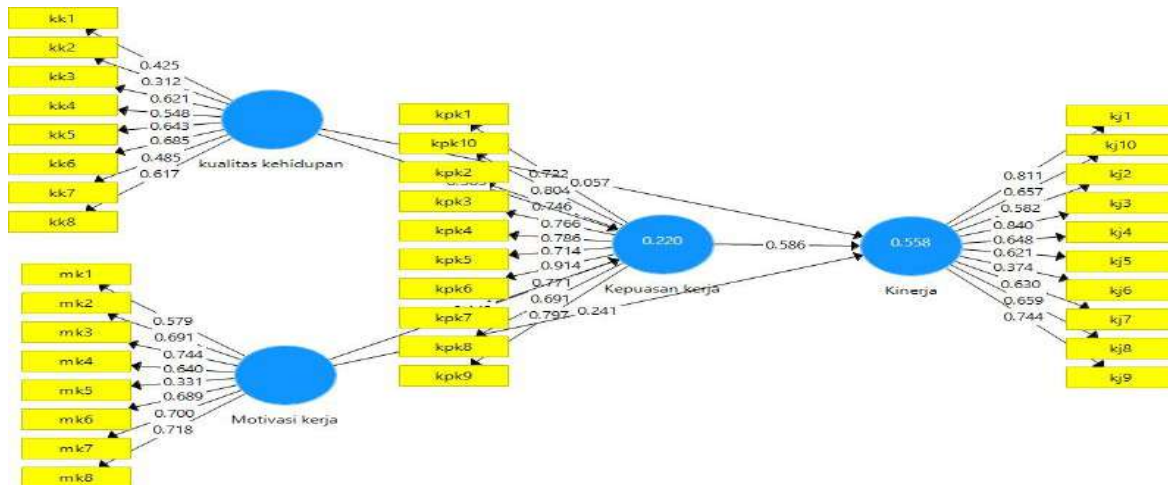
Picture 5.1
Outer Model Test Result

From the results of the analysis shown in Figure 5.1 that as many as 36 of the overall indicators, no work life quality indicator has a value > 0.70, 3 motivation has a value > 0.70, 9 job satisfaction indicators have a value > 0.70 and performance has 3 indicators that have a value > 0.70. To see the value of the loading factor, data on the quality of work life, work motivation, performance and job satisfaction can be seen in table 5.2.

Table 5.2 Scor *loading factor Result*

	Quality Of Life	**Motivation**	**Performance**	*Job Satisfaction*
Kk 1	0.425			
Kk 2	0.312			
Kk3	0.621			
Kk 4	0.548			
Kk 5	0.643			
Kk 6	0.685			
Kk 7	0.485			
Kk 8	0.617			
Mk 1		0.579		
Mk 2		0.691		
Mk 3		0.744		
Mk 4		0.640		
Mk 5		0.331		
Mk 6		0.689		
Mk 7		0.700		
Mk 8		0.718		
kj1			0.811	
kj2			0.582	
kj3			0.840	
kj4			0.648	
kj5			0.621	
kj6			0.374	
kj7			0.630	
kj8			0.659	

kj9			**0.744**	
kj10			**0.657**	
Kpk 1				**0.722**
Kpk 2				**0.746**
Kpk 3				**0.766**
Kpk 4				**0.786**
Kpk 5				**0.714**
Kpk 6				**0.914**
Kpk 7				**0.771**
Kpk 8				**0.691**
Kpk 9				**0.797**
Kpk10				**0.804**

Source: the results of data processing convergent validity with smartPLS 3.0

From the results of the analysis as listed in table 5.2, it shows that the value of the loading factor that has a value above 0.70 is 14 indicators, while 22 indicators are below 0.70. The next form of the model between constructs after some indicators are removed, the construct model is valid because the indicators have met convergent validity.
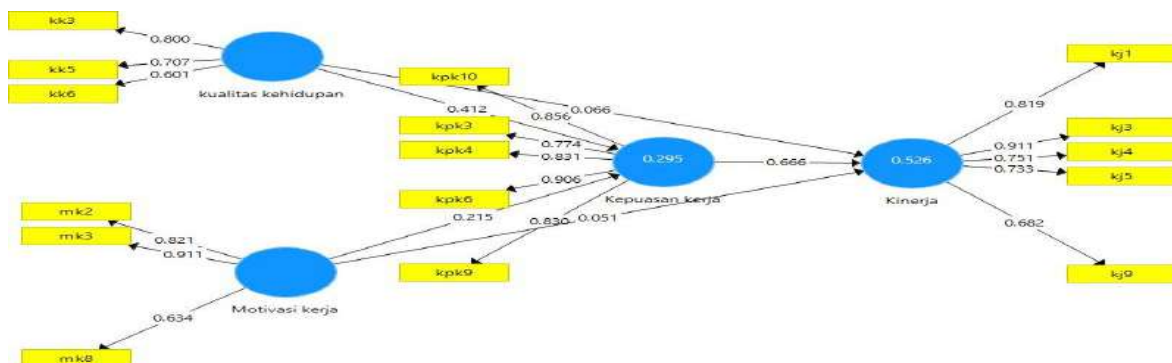
Gambar 5.2
Outer Test Results of Re-Estimated Model

Table 5.3 Loading Factor Value of the Entire Construct

	Quality Of Life	**Motivation**	**Performance**	*Job Satisfaction*
Kk 3	**0.800**			
Kk 5	**0.707**			
Kk 6	**06.01**			
Mk 2		**0.821**		
Mk3		**0.911**		
Mk 8		**0.634**		
Kj 1			**0.819**	
Kj3			**0.911**	
Kj 4			**0.751**	
Kj 5			**0.733**	
Kj 9			**0.682**	
Kpk 3				**0.744**

Kpk 4				**0.831**
Kpk 6				**0.906**
Kpk 9				**0.830**
Kpk 10				**0.856**

Source: the results of data processing convergent validity with smartPLS 3.0

To determine composite reliability. if the composite reliability value is > 0.70, it can be said that the construct has high reliability or reliable. The results of the AVE index, composite reliability, and Cronbach's Alpha.

Table 5.4 Convergent Validity

	Cronbach'sAlpha	Rho_A	Composition Reliability	Average Variance Extracted (AVE)
Job Satisfaction(Z)	0.895	0.899	0.923	0.706
Performance (Y)	0.841	0.873	0.887	0.614
Motivation (X2)	**0.708**	0.792	0.836	0.635
Quality Of Life (X1)	**0.521**	0.540	0.748	0.501

Source: the results of data processing convergent validity with smartPLS 3.0

Based on the results of the re-estimation of the convergent validity of table 5.4 the AVE, Composite Reliability, and Cronbach's Alpha values stated that all variables were declared to meet composite reliability because their values were above the recommended number, namely > 0.70 which was already reliable, and the AVE was above 0.50. . Cronbach's Alpha variable is declared to be an unreliable variable because its value does not meet Composite Reliability and Cronbach's Alpha.

b. Discriminant Validity

The way to test discriminant validity with reflective indicators is to look at the cross loading value. This value for each variable must be greater than 0.70. The model has sufficient discriminant validity if the AVE root for each construct is greater than the correlation between the constructs and other constructs in the model.

Table 5.5 *Cross Loading.*

	Job Satisfactoion	Performance	Quality Of Life	Motivation
Kj 1		0.819		
Kj 3		0.911		
Kj 4		0.751		
Kj 5		0.733		
Kj 9		0.682		
Kk 3			0.800	
Kk 5			0.707	
Kk 6			0.601	
Kpk 10	0.856			
Kpk 3	0.774			
Kpk 4	0.831	-		-
Kpk 6	0.906			
Kpk 9	0.830			
Mk 2				0.821
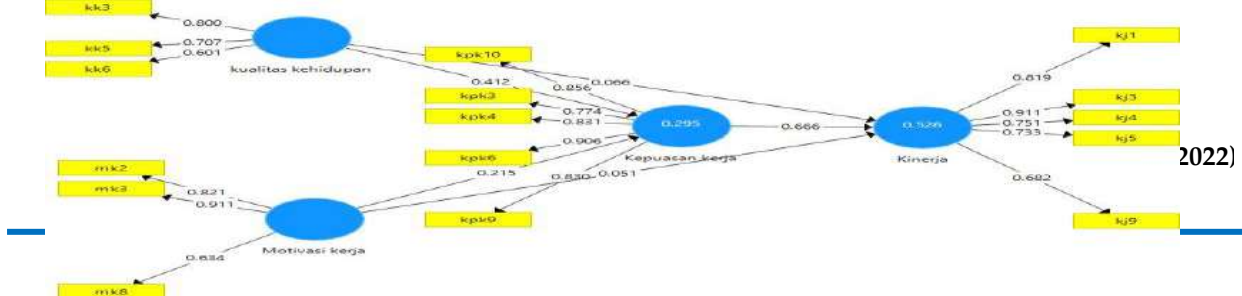
Mk 3				0.911
Mk 8				0.634

Source: the results of data processing convergent validity with smartPLS 3.0

Based on table 5.5 the value of cross loading on each construct has a value of more than 0.70. This shows that the variables in this study have correctly explained the latent variables and proved that all of the items were valid.

Table 5.6 Correlation between latent constructs

	Job Satisfaction	Performance	Quality Of Life
Job Satisfaction	0.882		
Performance	-0.079	0.829	
Quality Of Life	-0,248	0,322	1.000

Source: the results of data processing convergent validity with smartPLS 3.0

1. Composite Reliability
To measure the reliability of a construct in PLS-SEM with the SmartPLS application, two methods are used, namely Cronsbach's Alpha and composite reliability the value must be more than 0.70.

Table 5.7 Construct Reliability dan Validity

	Cronsbach's Alpha	*Rho_A*	*AVE*
Job Satisfaction	0.718	0.740	0.875
Performance	0.585	0.796	0.811
Quality Of Life	1.000	1.000	1.000

Source: the results of data processing convergent validity with smartPLS 3.0

In table 5.7 it can be seen that all variable values in reliability testing using both Cronbach's alpha and composite reliability have values above 0.70, and validity testing uses AVE with values more than 0.50. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

2. Structural Model Evaluation (Inner Model)
Abiratno and Sofa Nurdiyanti (2019) The inner model is a structural model, based on the path coefficient value, seeing how big the influence between latent variables is with bootstrapping calculations. The evaluation is done by looking at the criteria for the R-Square value and the significance value. Here's how the path diagram looks:

Picture 5.3
Innner Model Result

Next is the evaluation of the measurement model by looking at the criteria for the R-Square value and significance.

3. R-Square
The Output of the estimated R-Square Value :
Table 5.8 R-Square

	R-Square	**Adjusted Square**
Job Satisfaction (M)	0.295	0.279
Performance (Y)	0.526	0.509

Source: the results of data processing convergent validity with smartPLS 3.0

Based on the output results of the analysis using the bootstrapping method, the R-Square value for the job satisfaction variable is 0.295 and the employee performance variable is 0.526. Thus, it can be concluded that the R-Square value for the job satisfaction variable is 0.295, which means that the variability of satisfaction can be explained by the performance variable. in the model by 29.5%, including the weak category. Then, the performance R-Square value of 0.526 means that the variability of performance that can be explained by the variables of quality of work life and job satisfaction in the model of 52.6% is also included in the weak category.

Graphical Results

a. Job satisfaction has a positive effect on employee performance

The exogenous construct of job satisfaction has a negative and significant effect (O=0.666) with the employee performance construct. The t-statistic value in this construct relationship is (9,078) which is greater than 1.96 (t-table) and the p value of 0.000 is less than 0.05. Therefore, the first hypothesis which states that employee performance has a positive effect on employee job satisfaction is proven true. Based on the results of the descriptive analysis of the employee job satisfaction variable, it shows that the average respondent's assessment of the variable is very high with a value of 4.57. The highest rating is found in the statement item with the YP4 code, namely "I always provide good quality performance" while the lowest assessment is in the statement item with the YP1 code, namely "I always try to fix the mistakes I have made in carrying out my work" based on these results it can be stated that performance employees have an effect on job satisfaction. Based on the results of the descriptive analysis of job satisfaction variables, it shows that the average respondent's assessment of the variables included in the criteria is very high with a value of 4.52. The highest rating is found in the statement item with the MP4 code, namely "Additional bonuses or intensive periodicals" while the lowest assessment is found in the statement item with the MP1 code, namely "I am able to complete the work that has been given". Based on this, it can be stated that job satisfaction has a very high influence so that employees have good performance.

b.Work Motivation has a positive effect on Job Satisfaction

The work motivation construct has a positive and significant effect (O=0.215) with the employee work motivation construct. The t-statistical value in this construct relationship is 2.295 which is greater than 1.96 (t-table), and the p-value of 0.022 is smaller than 0.05. Therefore, the second hypothesis which states that work motivation has a positive effect on job satisfaction is proven true. Meanwhile, based on the results of descriptive analysis of work motivation variables, it shows that the average value of respondents' assessment of the variables included in the criteria is very high with a value of 4.49. The highest rating was found in the statement item with code X1P8 of 4.49, namely "there is the right to receive job training to improve and develop work competence" while the lowest assessment is found in the statement item with code X1P7, namely "there are equal rights in getting opportunities for promotion". While the lowest assessment is found in the statement item with code X1P1 which is "all employees have the same rights in getting compensation". Based on these results, it can be stated that the quality of work life has a high influence on employee job satisfaction. Based on the results of the descriptive analysis of the employee job satisfaction variable, it shows that the average respondent's assessment of the variables including the criteria is very high with a value of 4.52. The highest rating is found in the statement item with the MP4 code, namely "Additional bonuses or intensive periodicals" while the lowest assessment is found in the statement item with the MP1 code, namely "I am able to complete the work that has been given". Based on this, it can be stated that job satisfaction has a very high influence so that employees have good performance.

c.Work Motivation has a positive effect on Employee Performance

The construct of work motivation has a positive and significant effect (O=O.051) with the construct of employee job satisfaction. The t-statistic value in this construct relationship is 0.590 which is greater than 1.96 (t-table), and the p-value of 0.555 is greater than 0.05. Therefore, the second hypothesis which states that the quality of work life has a positive effect on job satisfaction is proven true. Meanwhile, based on the results of the descriptive analysis of the work motivation variable, it shows that the average value of the respondents' assessment of the variables included in the criteria is very high with a value of 4.49. The highest rating was found in the statement item with code X1P8 of 4.49, namely "there is the right to receive job training to improve and develop work competence" while the lowest assessment is found in the statement item with code X1P7, namely "there are equal rights in getting opportunities for promotion". While the lowest assessment is found in the statement item with code X1P1 which is "all employees have the same rights in getting compensation". Based on these results, it can be stated that the quality of work life has a high influence on employee job satisfaction. Based on the results of the descriptive analysis of employee performance variables, it shows that the average respondent's assessment of the variables included in the criteria is very high with a value of 4.57. The highest rating is found in statement items with code YP4 which is "I always give good quality performance" while the lowest assessment is on statement items with code Y1P1 which is "I always try to correct mistakes that I have made in doing work" based on this it can be stated that The quality of work life has a very high influence on employee performance. This is in accordance with previous studies, work motivation has a positive effect on employee performance. This identifies that the higher the level of work motivation felt by the employee, the higher the level of performance produced by the employee.

d.Quality of work life affects job satisfaction
The construct of quality of work life has a positive and significant effect (O= 0.412) with the construct of employee job satisfaction. The t-statistic value in this construct relationship is 4,887 which is greater than 1.96 (t-table), and the p value of 0.000 is greater than 0.05. Therefore, the fourth hypothesis which states that the quality of work life has a positive effect on job satisfaction is proven true. Meanwhile, based on the results of the descriptive analysis of the quality of work life variable, it shows that the average value of the respondents' assessment of the variables included in the criteria is very high with a value of 4.49. The highest rating was found in the statement item with code X1P8 of 4.49, namely "there is the right to receive job training to improve and develop work competence" while the lowest assessment is found in the statement item with code X1P7, namely "there are equal rights in getting opportunities for promotion". While the lowest assessment is found in the statement item with code X1P1 which is "all employees have the same rights in getting compensation". Based on these results, it can be stated that the quality of work life has a high influence on employee job satisfaction. Based on the results of the descriptive analysis of employee performance variables, it shows that the average respondent's assessment of the variables included in the criteria is very high with a value of 4.57. The highest rating is found in statement items with code YP4 which is "I always give good quality performance" while the lowest assessment is on statement items with code Y1P1 which is "I always try to correct mistakes that I have made in doing work" based on this it can be stated that The quality of work life has a very high influence on employee performance. This is in accordance with previous studies, work motivation has a positive effect on employee performance. This identifies that the higher the level of work motivation felt by the employee, the higher the level of performance produced by the employee.

e.Quality of work life has a positive effect on employee performance
The construct of quality of work life has a positive and significant effect (O=0.066) with the construct of employee performance. The t-statistic value in this construct relationship is 0.900 which is greater than 1.96 (t-table), and the p value of 0.368 is smaller than 0.05. Therefore, the fifth hypothesis which

states that the quality of work life has a positive effect on job satisfaction is proven true. Meanwhile, based on the results of the descriptive analysis of the quality of work life variable, it shows that the average value of the respondents' assessment of the variables included in the criteria is very high with a value of 4.49. The highest rating was found in the statement item with code X1P8 of 4.49, namely "there is the right to receive job training to improve and develop work competence" while the lowest assessment is found in the statement item with code X1P7, namely "there are equal rights in getting opportunities for promotion". While the lowest assessment is found in the statement item with code X1P1 which is "all employees have the same rights in getting compensation". Based on these results, it can be stated that the quality of work life has a high influence on employee job satisfaction. Based on the results of the descriptive analysis of employee performance variables, it shows that the average respondent's assessment of the variables included in the criteria is very high with a value of 4.57. The highest rating is found in statement items with code YP4 which is "I always give good quality performance" while the lowest assessment is on statement items with code Y1P1 which is "I always try to correct mistakes that I have made in doing work" based on this it can be stated that The quality of work life has a very high influence on employee performance. This is in accordance with previous studies, work motivation has a positive effect on employee performance. This identifies that the higher the level of work motivation felt by the employee, the higher the level of performance produced by the employee.

f. The mediating effect of work motivation in the relationship between job satisfaction and employee performance
The indirect value for the effect of work motivation in the relationship of job satisfaction on employee performance is 0.143 with a t-statistic value of 2.254 which is greater than 1.96 (t-table). The significance value is 0.025. Therefore the 6th hypothesis which states that work motivation mediates the effect of work motivation in the relationship between job satisfaction and employee performance. Based on table 4.49, it can be seen that the indirect value for the influence of work motivation in the relationship of job satisfaction to employee performance is 0.143 with a t-statistic value of 2.254 which is greater than 1.96 (t-table). The significance value is 0.025. Therefore, the 6th hypothesis which states that work motivation has an effect on the relationship between job satisfaction and employee performance is proven true.

g. The influence of the quality of work life in the relationship between job satisfaction and employee performance
The indirect value for the effect of quality of work life in the relationship of job satisfaction on employee performance is 0.274 with a t-statistic value of 4.167 which is greater than 1.96 (t-table). The significance value is 0.000, therefore the 7th hypothesis which states that the quality of work life influences the relationship between job satisfaction and employee performance is proven true.

Conclusion
Based on the results of the research and the conclusions above, the researchers provide suggestions or input for the Lubuklinggau City Agriculture Office as follows:
a. For employees of the Lubuklinggau City Agriculture Service, it is necessary to pay attention to the quality of work life, by paying attention to the work environment so that safety and comfort are always created in the work environment so that it has an impact on the quality produced by employees and creates a high level of job satisfaction, it is necessary to increase work motivation by increasing morale. work with fellow employees in order to create a high level of job satisfaction
b. For further researchers, the results of this study can be used as a comparison or reference for research, and it is hoped that in future research

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