

The Relationship of Quality of Work-Life With Job Satisfaction of Fashion-Retail Company Employees at PT. X

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ABSTRACT

One of the impacts of globalization in this era is the annual growth of retail industries, expanding to various corners of the country. A critical factor for a company's success in a competitive environment is the condition of its employees. Absenteeism refers to employees being absent from work or avoiding their responsibilities, which can lead to decreased productivity or a decline in morale within the company. It often reflects the quality of work-life in the organization, which in turn indicates the overall satisfaction levels of employees. This study aims to identify the relationship between the quality of work-life and job satisfaction among employees in a fashion retail company. A quantitative approach was employed, using an online questionnaire to collect data, and a simple correlation analysis was conducted. The data collection method involved purposive sampling, with 118 permanent employees from Company X serving as respondents. The results of this study indicate a positive correlation between the quality of work-life and job satisfaction. This finding suggests that as the quality of work-life improves, job satisfaction also increases, and vice versa.

ABSTRAK

Salah satu dampak dari era globalisasi adalah pertumbuhan industri ritel setiap tahun yang semakin meluas ke berbagai penjuru negeri. Salah satu faktor penting yang memengaruhi kesuksesan perusahaan dalam persaingan adalah kondisi karyawan. Absensi mengacu pada ketidakhadiran karyawan dari pekerjaan atau penghindaran tanggung jawab kerja, yang dapat menyebabkan penurunan produktivitas atau turunnya moral dalam perusahaan. Hal ini sering mencerminkan kualitas kehidupan kerja di organisasi, yang pada akhirnya menunjukkan tingkat kepuasan karyawan secara keseluruhan. Penelitian ini bertujuan untuk mengidentifikasi hubungan antara kualitas kehidupan kerja dan kepuasan kerja di kalangan karyawan perusahaan ritel fesyen. Pendekatan kuantitatif digunakan dalam penelitian ini, dengan kuesioner online sebagai alat pengumpulan data, dan analisis korelasi sederhana dilakukan. Metode pengumpulan data yang digunakan adalah purposive sampling, dengan 118 karyawan tetap di Perusahaan X sebagai responden. Hasil penelitian ini menunjukkan adanya korelasi positif antara kualitas kehidupan kerja dan kepuasan kerja. Temuan ini menunjukkan bahwa jika kualitas kehidupan kerja meningkat, kepuasan kerja juga akan meningkat, dan sebaliknya.



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INTRODUCTION

In this era of globalization, competition among companies has become increasingly intense, including in the retail sector. One of the impacts of globalization is the annual growth of retail businesses, expanding to various corners of the country (Novianti, 2021). A crucial factor for a company's success in such a competitive environment is the condition of its employees. Employees are often considered a company's most important asset in

facing intense competition. The better the quality of employees, the easier it is for the company to compete. Therefore, the well-being of employees is an aspect that companies must prioritize. One key consideration is whether employees feel satisfied working in the company.

According to Çelik (2011), job satisfaction refers to a positive expression and attitude of employees towards their work. This positive attitude is shaped by factors such as the nature of their work, their social status at work, and their workplace experiences. However, dissatisfaction may arise when employees feel that their expectations are not being met. Bakotić (2016) found that organizations with satisfied employees tend to perform more effectively than those with dissatisfied employees. In other words, the more satisfied employees are, the better their performance. High levels of job satisfaction also increase employee commitment, reduce stress and fatigue, and lower absenteeism rates (Jachnis in Sypniewska, 2014).

Unfortunately, an article published by Jobstreet (2022) revealed that 73% of employees in Indonesia experience job dissatisfaction, highlighting a critical issue that companies in Indonesia must address.

Rodríguez et al. (2021) stated that quality of work life (QWL) and job satisfaction are essential factors for achieving organizational productivity. QWL plays a significant role in motivating employees and enhancing job satisfaction. Walton (as cited in Kermansaravi et al., 2014) defines QWL as an individual's reaction to their work, particularly as it relates to meeting workplace needs and maintaining psychological health. Similarly, Cascio (as cited in Soetjipto HM. Noer, 2017) describes QWL as employees' perceptions of their physical and mental well-being in the workplace.

Many employees today no longer believe in traditional workplace values. Instead, they work primarily to earn a salary for survival. According to D'Mello et al. (2018), the quality of work life has become one of the most influential motivations for employees. Balanagalakshmi & Chaitanya Lakshmi (2020) emphasized that QWL significantly impacts employees' professional and personal lives. Providing a high quality of work life is essential for retaining existing employees and attracting new talent. Stable QWL leads to higher productivity, while poor QWL can result in decreased productivity (Balanagalakshmi & Chaitanya Lakshmi, 2020).

A good quality of work life benefits not only employees but also their families and managers because QWL encompasses the overall well-being of employees (Balanagalakshmi & Chaitanya Lakshmi, 2020). When employees feel their work meets their needs and provides satisfaction, it fosters job satisfaction. Factors influencing QWL, such as workplace conditions, stress, control, and facilities, directly impact job satisfaction. Poor workplace conditions or inadequate facilities often lead to dissatisfaction, lower morale, and reduced productivity.

Kermansaravi et al. (2014) found that QWL and job satisfaction are significantly correlated. Improvements in QWL enhance job satisfaction and create a supportive

environment for organizational growth. Similarly, Imran (2015) reported that better QWL can directly improve job satisfaction.

At PT. X, employee absenteeism disrupts workflows, causing delays in completing assignments and meeting deadlines. Natalia et al. (2020) noted that a good QWL reduces absenteeism, while Ogohi Daniel (2019) highlighted that employees with poor QWL often take longer to complete tasks. Based on these theories, employees at PT. X may have low job satisfaction and QWL.

Several studies support the positive correlation between QWL and job satisfaction. For example, Hamza Imran (2015) demonstrated a significant relationship between QWL and job satisfaction among construction workers in Iraq. Similarly, Yusnita & Melati F. (2023) showed that QWL directly influences job satisfaction in research institutions. However, Hayati (2016) found no significant relationship between QWL and job satisfaction. Despite extensive research on this topic, studies examining the relationship between QWL and job satisfaction in the fashion retail industry remain scarce.

LITERATURE REVIEW

Job Satisfaction

Robbins (2014) defined job satisfaction as a positive feeling about one's job based on an evaluation of broad characteristics in the workplace. Work often involves interacting with colleagues and superiors, adhering to company rules and regulations, meeting performance standards, adapting to new technology, and sometimes dealing with less-than-ideal working conditions. These factors typically influence an employee's sense of satisfaction in their job. George & Jones (2012) similarly defined job satisfaction as a set of feelings and beliefs that a person has about their job, where satisfaction levels can range from very high to very low. These feelings ultimately shape an employee's attitude towards their work.

Based on the opinions of these experts, job satisfaction can be understood as an employee's attitude and feelings resulting from their experiences within the work environment. These experiences may stem from the nature of the work itself, social interactions, workplace policies, and other factors. The resulting attitudes and feelings may be positive or negative, depending on whether an employee's expectations of the workplace are met. Thus, job satisfaction can be explained as a positive or negative attitude formed by employees based on how well their workplace meets their expectations.

Kadarisman (2013) outlined several factors influencing job satisfaction, including:

1. **Wages:** Salary is monetary compensation provided to employees for completing their work in accordance with established regulations.
2. **Benefits and facilities:** Benefits may include health insurance, transportation allowances, and holiday bonuses, while facilities may involve access to places of worship, health services, and meals.
3. **Relationship with superiors and subordinates:** This involves how employees perceive their leaders' guidance, direction, and feedback. Positive relationships include attention to employee well-being and constructive evaluation of their performance.

4. **Relationships with coworkers:** As organizations consist of many employees who must collaborate and communicate to achieve goals, positive relationships among coworkers are essential.
5. **Development:** Employee development includes efforts by the organization to enhance skills, increase responsibilities, improve status, and support professional growth.
6. **Opportunities:** Organizations that provide employees with opportunities to grow and develop can motivate them to perform better.
7. **Safety at work:** Workplace safety refers to conditions where employees are protected from harm, danger, or loss when adhering to organizational regulations.
8. **Company policies:** Written policies establish guidelines employees must follow. Poorly designed policies can lead to personal conflicts and diminished job satisfaction.
9. **Conflict resolution:** Conflict may arise between individuals, groups, or organizational units. Effective conflict resolution is crucial for maintaining satisfaction and harmony.
10. **Career achievements:** Career achievement refers to the results employees attain through their work, which may be evaluated based on skill, determination, and time management.

By considering these factors, organizations can better understand and address the elements that contribute to or hinder employee job satisfaction.

Quality of Work Life

Easton & Van Laar (2013) explained that the quality of work life (QWL) typically refers to aspects of life quality related to the workplace setting. According to Daniel (2019), QWL is the extent to which organizational members can satisfy important personal needs through their experiences within the organization. It often pertains to the relationship between employees and their workplace ecosystem, focusing on creating an environment where employees can collaborate and achieve results collectively. Similarly, Netto (2019) described QWL as a concept that extends beyond job satisfaction and work quality, encompassing the influence of the workplace on overall work quality, job satisfaction, non-work-related satisfaction, personal and life satisfaction, and employee well-being. Nasl Saraji & Dargahi (2006) defined QWL as a comprehensive program designed to enhance employee satisfaction, while Balanagalakshmi & Chaitanya Lakshmi (2020) emphasized its crucial role in shaping an employee's work and personal life.

Prajapat & Ahilya Vishwavidhyalaya (2019) further noted that QWL is a multi-dimensional construct encompassing job satisfaction and work-life balance. Developing QWL in an organization is critical, but it requires understanding the factors that influence it. Their research identified 15 key factors that impact QWL, including adequate financial compensation, employee commitment, involvement and influence in the job, career advancement opportunities, relationships with supervisors and coworkers, the physical working environment, job security, safe and healthy working conditions, positive union and management relations, opportunities to demonstrate knowledge and skills, the

organization's reputation in society, employee mental well-being, welfare, and the absence of undue job stress.

Based on the theoretical explanations and literature review above, the researcher formulated the following hypotheses: **H_a**: There is a significant relationship between the quality of work life and the job satisfaction of PT. X employees. **H₀**: There is no significant relationship between the quality of work life and the job satisfaction of PT. X employees.

RESEARCH METHOD

The research employed a quantitative approach, which is a method that utilizes numerical data for collecting, interpreting, and presenting results. The research design used was a relationship or correlation analysis to examine the relationship between two variables: Quality of Work Life (X variable) and Job Satisfaction (Y variable). The study aimed to test the hypothesis regarding the relationship between these variables. The population for this study consisted of employees working at PT. X, a company operating in the fashion retail industry. The sampling technique used was purposive sampling, where respondents were selected based on specific characteristics determined by the researcher.

Data were collected through an online questionnaire, resulting in 118 respondents from a total population of approximately 200 employees. The sample size was determined using purposive sampling, meaning that respondents met predefined criteria, as suggested by Sugiyono (2013). In this research, the criteria were:

1. Employees of PT. X
2. Permanent employees
3. Employees who have worked for at least one year

The measuring instrument used for assessing Quality of Work Life (QWL) was the Work-Related Quality of Life (WRQoL) scale developed by Easton & Van Laar (2013). This instrument contains 23 items divided into six dimensions: Job and Career Satisfaction (6 items), General Well-being (6 items), Stress at Work (2 items), Control at Work (3 items), Home-Work Interface (3 items), and Working Conditions (3 items). Responses were measured using a 5-point Likert scale: Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree.

Job Satisfaction was measured using the Job Satisfaction Survey (JSS) developed by Spector (1985). This instrument consists of 36 items across nine dimensions: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work, and Communication. Each dimension contains 4 items. Responses were recorded on a 6-point Likert scale, ranging from Strongly Disagree, Disagree, Slightly Disagree, Slightly Agree, Agree, to Strongly Agree.

The data analysis used in this study was simple correlation analysis, conducted after testing the validity and reliability of the measurement items. This approach was aimed at determining the strength and direction of the relationship between Quality of Work Life and Job Satisfaction.

RESULT and DISCUSSION

Reliability & Validity

Table 1 *Validity & Reliability Test Results Job Satisfaction, Quality of Work-Life*

Variable	Item	Corrected Item- Total Correlation	Cronbach Alpha	Description
<i>Turnover Intention</i> (Y)	Y ₁	.799	.950	Valid
	Y ₂	.535		Valid
	Y ₃	.597		Valid
	Y ₄	.586		Valid
	Y ₅	.706		Valid
	Y ₆	.610		Valid
	Y ₇	.633		Valid
	Y ₈	.452		Valid
	Y ₉	.799		Valid
	Y ₁₀	.605		Valid
	Y ₁₁	.676		Valid
	Y ₁₂	.322		Valid
	Y ₁₃	.717		Valid
	Y ₁₄	.663		Valid
	Y ₁₅	.602		Valid
	Y ₁₆	.694		Valid
	Y ₁₇	.678		Valid
	Y ₁₈	.153		Invalid
	Y ₁₉	.785		Valid
	Y ₂₀	.539		Valid
	Y ₂₁	.435		Valid
	Y ₂₂	.562		Valid
	Y ₂₃	.464		Valid
	Y ₂₄	.586		Valid
	Y ₂₅	.639		Valid
	Y ₂₆	.051		Invalid
	Y ₂₇	.612		Valid
	Y ₂₈	.835		Valid
	Y ₂₉	-.579		Invalid
	Y ₃₀	.736		Valid
	Y ₃₁	.661		Valid
	Y ₃₂	.761		Valid
	Y ₃₃	.810		Valid
	Y ₃₄	.645		Valid
	Y ₃₅	.841		Valid
	Y ₃₆	.683		Valid
<i>Job Insecurity</i> (X)	X ₁	.548	.963	Valid
	X ₂	.476		Valid
	X ₃	.489		Valid
	X ₄	.911		Valid

X ₅	.921	Valid
X ₆	.907	Valid
X ₇	.395	Valid
X ₈	.682	Valid
X ₉	.531	Valid
X ₁₀	.896	Valid
X ₁₁	.906	Valid
X ₁₂	.339	Valid
X ₁₃	.896	Valid
X ₁₄	.885	Valid
X ₁₅	.853	Valid
X ₁₆	.170	Invalid
X ₁₇	.910	Valid
X ₁₈	.868	Valid
X ₂₀	.691	Valid
X ₂₁	.709	Valid
X ₂₂	.867	Valid
X ₂₃	.881	Valid

Source: SPSS 25 vers (Researchers, 2024)

Based on Table 1, it can be concluded that the Job Satisfaction Survey (JSS) contains two invalid items, while the Work-Related Quality of Life (WRQoL) scale has one invalid item. The validity of an item is determined by its Corrected Item-Total Correlation value. Items are considered valid if their correlation value exceeds 0.2, and invalid if the value is below 0.2. This standard is based on Sufren's (2014) statement, which establishes a validity threshold of >0.2. Additionally, Table 1 shows the results of the reliability test for the Job Satisfaction and Quality of Work Life measuring instruments. The Cronbach's Alpha values for these instruments were 0.950 and 0.963, respectively, indicating that both instruments are highly reliable for use. According to Sufren (2014), a Cronbach's Alpha value of at least 0.60 is required for an instrument to be considered reliable. Therefore, both measuring instruments meet the reliability standard and are suitable for use in this study.

Table 2 Variable Reliability Test Results Job Satisfaction, Quality of Work-Life

Correlations	Job Satisfaction	Quality of Work Life
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	.0984**
	N	118
Quality of Work-Life	Pearson Correlation	.984**
	Sig. (2-tailed)	.000
	N	118

Source: SPSS 25 vers (Researchers, 2024)

The results of the correlation analysis, as shown in the table, indicate a **Sig. (2-tailed)** value of 0.000, which is less than 0.05. This finding demonstrates a significant correlation between the variables Job Satisfaction and Quality of Work Life. Additionally, the positive value of the Pearson correlation coefficient suggests that the relationship between the two variables is positive. In other words, as the Quality of Work Life improves, an employee's

Job Satisfaction also increases. Furthermore, based on the hypothesis test, the results indicate that **H_a** is accepted, and **H₀** is rejected. The acceptance of **H_a** confirms that there is a significant relationship between Quality of Work Life and Job Satisfaction.

DISCUSSION

This research explores the relationship between Quality of Work Life (QWL) and Job Satisfaction, finding that these two variables are positively correlated. According to the results of the hypothesis test, the correlation analysis indicates a significant relationship between QWL and Job Satisfaction among employees of PT. X. The **Sig. (2-tailed)** value is 0.000, and the Pearson Correlation shows a positive value, meaning that as QWL improves, employees' Job Satisfaction also increases.

Ogohi Daniel (2019) states that QWL is responsible for creating an atmosphere that fosters job satisfaction. A positive work environment, facilitated by good QWL, leads to higher levels of job satisfaction. Herzberg (in Dikbaş, 2023) highlights that factors influencing job satisfaction include hygiene factors such as salary, working conditions, management, career stability, organizational policies, interpersonal relationships, and pension security. Similarly, Daniel (2019) defines QWL as the extent to which organizational members can satisfy personal needs through their experiences in the organization, emphasizing the importance of a cooperative work environment that promotes collective achievement.

QWL contributes to increased job satisfaction. Employees who enjoy their careers are said to have a high QWL, while those dissatisfied with their careers are said to have a low QWL (Jenitta & Elangkumaran, 2014). Historically, the term QWL emerged in the late 1950s to describe the poor quality of employee life at work, later evolving to measure employee reactions to work, job satisfaction, and mental health.

The findings of this study align with previous research. Imran (2015) found a significant relationship between QWL and job satisfaction among construction workers. Imran also recommended further studies with employees from different fields to allow comparisons. This research expands upon Imran's work by focusing on employees in the fashion retail industry, yielding similar results that confirm a positive relationship between QWL and job satisfaction. Likewise, Kermansaravi et al. (2014) found that QWL and job satisfaction have a significant relationship, where components of QWL directly contribute to increased job satisfaction.

Cascio (in Soetjipto HM. Noer, 2017) emphasized that when organizations provide a good QWL, employees experience greater fulfillment in their work, which enhances job satisfaction. Dimensions of QWL, such as workplace conditions, work stress, and control at work, are directly tied to factors influencing job satisfaction, including workplace facilities, relationships with colleagues and supervisors, workplace safety, and employee development. When these aspects are unmet, job satisfaction tends to decline.

Thus, QWL plays a crucial role in creating an environment that fosters employee job satisfaction. The results of this study can serve as a valuable reference for PT. X and other companies to address issues such as absenteeism, which can negatively affect productivity

and employee morale. The competitive nature of the retail industry demands employees to consistently perform optimally. As noted by Natalia et al. (2020), a good QWL can reduce absenteeism, making it imperative for organizations to enhance QWL to avoid such challenges and maintain a productive workforce in the future.

CONCLUSIONS

Based on the results and discussion above, this research concludes that there is a significant correlation between Quality of Work Life (QWL) and Job Satisfaction among employees at the fashion retail company, PT. X. The Pearson correlation analysis revealed a positive value, indicating that as QWL improves, employees' Job Satisfaction also increases.

Several recommendations can be made for companies, employees, and future researchers. Companies are advised to maintain and enhance the quality of work life by developing or improving employee well-being programs. Employees are encouraged to foster and maintain positive interpersonal relationships with colleagues and contribute to creating a supportive and harmonious workplace atmosphere to enhance the overall work environment. For future research, it is recommended to use samples with more balanced demographics and explore other variables that may be related to QWL and Job Satisfaction, providing updated insights into potential influencing factors.

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