

The Influence of Quality of Work Life (QWL) and Job Satisfaction on Police Performance at the South Kalimantan Regional Police

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Abstract

The study was set against key challenges facing Polri, including heavy workloads, organizational restructuring, and the need to balance public and internal job satisfaction which are factors affecting morale and institutional effectiveness, and highlighting QWL and job satisfaction as critical determinants of police performance. This study endeavored to delineate the interrelationship between Quality of Work Life (QWL), job satisfaction, and police performance within the South Kalimantan Regional Police. A quantitative research paradigm was employed, utilizing multiple linear regression procedures executed through SPSS software. Empirical data were elicited via structured questionnaires and subsequently subjected to psychometric validation, reliability verification, and classical assumption diagnostics, including assessments of multicollinearity, heteroscedasticity, and distributional normality. Analytical procedures comprised partial (t-test) and simultaneous (F-test) regression examinations, alongside the coefficient of determination (R^2) to ascertain the magnitude of variance explicated by the predictor variables. The investigation encompassed 531 police personnel selected through a probabilistic random sampling framework, with instrument dissemination conducted through social media channels. The research steps involved collecting data from respondents through a questionnaire measured using a Likert scale ranging from 1 to 5. The data testing stages included validity and reliability tests to ensure that each questionnaire item measured the true and consistent variable, and a t-test to examine partial hypotheses. The results of this study indicate that Quality of Work Life (QWL) has a positive relationship with police performance at the South Kalimantan Regional Police, and job satisfaction has a positive relationship with police performance at the South Kalimantan Regional Police.

Keywords: Job Satisfaction, Police performance, Quality of Work Life (QWL), South Kalimantan Regional Police.

1. Introduction

The manifestation of Quality of Work Life (QWL) within the Indonesian National Police (Polri) is shaped by a constellation of factors, including occupational workload, organizational milieu, and structural work realignment, all of which exert a substantial influence on personnel morale and performance. Disproportionate task allocation may precipitate both physical exhaustion and psychological strain. Conversely, initiatives aimed at enhancing QWL, such as training needs assessments and remuneration benchmarking, have the potential to elevate job satisfaction and performance outcomes, although these improvements remain contingent upon the interplay of additional intervening variables. According to Paais and Pattiruhu (2020), Excessive workload can reduce job satisfaction, physical and mental fatigue, and trigger stress, headaches, and digestive disorders. The overall condition of the work environment and work restructuring (for example, adjustment of roles and tasks) together affect morale. QWL is closely related to job satisfaction and work discipline. According to Purwanto et al. (2020), Greater job satisfaction can improve performance, even its effect can



be greater than the direct effect of QWL on performance. Quality of Work Life (QWL) issues in the Indonesian National Police include heavy and unbalanced workloads, which can lead to physical and mental fatigue, as well as limitations in fulfilling personal needs such as compensation, self-development, and work-life balance. This can reduce discipline and job satisfaction, which indirectly affects the performance of Indonesian National Police members. Excessive workloads can cause stress, physical and mental fatigue, and emotional impacts such as headaches and irritability. Research results indicate the need for a sample salary survey so that compensation policies can be compared with other institutions. The growth and development category in QWL requires a Training Need Analysis (TNA) program to ensure that member training needs match job requirements, quoted from the UII Journal. Indonesian National Police members may experience difficulties in maintaining a balance between work responsibilities and personal, family, social, and hobby lives.

According to Purwanto et al. (2020), Quality of Work Life (QWL) in the Indonesian National Police (Polri) refers to the conditions and satisfaction of members in carrying out their duties, which includes aspects such as physical and mental health, job security, financial well-being, and involvement in work. QWL in the Indonesian National Police is important to support member performance, which can be influenced by various factors such as workload balance, a safe and healthy work environment, and guarantees of welfare and fairness. QWL is influenced by member health. Excessive workload can cause physical and mental fatigue, as well as various health problems such as headaches and digestive disorders. According to Putra et al. (2020), a safe and secure work environment is a crucial element for QWL, because it can affect the health and well-being of members. Financial aspects such as salary and benefits are also important factors in QWL, which affect members' sense of security and well-being. Members who feel involved in decision-making, have the opportunity to develop professionally, and have a clear career path tend to have better QWL. Effective communication channels and fair dispute resolution processes are essential to maintaining member morale and satisfaction. A balanced and proportionate workload with member capabilities will increase work effectiveness and satisfaction.

According to Rivaldo (2021), the problem of job satisfaction among Polri members is related to issues such as workload, work environment, and leadership, all of which affect work-life balance and career. Job satisfaction among members of the Indonesian National Police (Polri) constitutes a critical concern due to its direct implications for both individual efficacy and institutional performance. Although various improvement initiatives are currently being formulated, Polri continues to confront external challenges, including allegations of extortion, misuse of authority, and deficiencies in professional conduct. Moreover, ineffective leadership paradigms have the potential to erode job satisfaction, thereby undermining organizational effectiveness. Fulfillment of basic and financial needs affects the job satisfaction of members of the Criminal Investigation Unit. Work-life balance and a clear career path also play a role in job satisfaction. According to Shahab and Nisa (2014), the Police need to improve their professionalism to face the challenges of increasingly complex tasks. Issues such as extortion and extortion are still in the spotlight, both from the public and internally within the Polri. The digitalization of services such as SKCK has increased public satisfaction. The Polri is working to improve its professionalism to support better performance. The Polri has developed corrective measures to address existing internal problems. The phenomenon of Polri job satisfaction involves two sides: public satisfaction with Polri performance which tends to be high and positive, and internal job satisfaction of Polri members which is influenced by various factors and sometimes reported still needs to be improved. Public satisfaction increases due to internal reform, transparency, and digitalization of services, while

member satisfaction is influenced by aspects such as compensation, leadership style, and workload. Several surveys show a high level of public satisfaction with Polri performance, even placing it as the highest law enforcement agency in public satisfaction. Polri is considered more open to public demands for internal reform. According to Shahab and Nisa (2014), Polri member job satisfaction is influenced by various factors such as leadership, work professionalism, welfare, and work environment. Meanwhile, the results of surveys on public trust and satisfaction with Polri performance show a significant positive trend, with the level of public satisfaction continuing to increase, reaching above 70% in the latest surveys, indicating an improvement in service and the image of the police in the public eye.

The performance of the Indonesian National Police (Polri) is assessed from various perspectives: public satisfaction surveys show a positive figure (around 79.8%), but there are criticisms regarding the speed of service response and the effectiveness of case resolution. On the positive side, the National Police has succeeded in solving various major cases such as drug cases, traffic management (reducing accidents and enforcing E-TLE), and also improving public services through digital innovation. Some criticisms that still require attention include the slow response of complaint services, suboptimal case resolution, and the need to increase supervision of crimes such as online gambling. The Indonesian Political House (RPI) survey places public satisfaction with the performance of the National Police at 79.8%. The Lemkapi survey also shows that 78.6% of the public is satisfied with the performance of the National Police in eradicating thuggery, drugs, online gambling, and food security. There was a decrease in the number of traffic accidents by 5.3% in 2024 compared to the previous year. The National Police also took action against more than 2 million traffic violations through E-TLE and conventional methods. The National Police developed digital innovations such as the Integrated Road Safety Management System and expanded the implementation of E-TLE in many locations to improve accuracy. The performance of the Indonesian National Police (Polri) has demonstrated significant achievements, including being ranked among the top three in effectiveness by observers. Key achievements for 2024 and 2025 include handling cybercrime and drug crimes, securing national and international agendas, and contributing to food security and social welfare programs. However, several performance indicators, such as budget execution, have declined.

Although research on Quality of Work Life (QWL) has been widely conducted in various types of organizations, including the government sector and public services, there remains a gap in comprehensive research within the context of the Indonesian National Police (Polri). Some research in police institutions has only focused on the relationship between QWL and certain work variables, such as the work engagement of personnel at the Medan Traffic Police Unit, which shows the influence of QWL on work engagement but also indicates that more than half of the variance in work engagement is influenced by other factors outside of the QWL and professionalism studied (Astuti et al., 2025). Research by Umayasari et al. (2022) shows that QWL, job satisfaction, and organizational commitment have an influence on performance, however the limitations of a small sample and local focus make the generalization of findings limited. In addition, research in the police environment such as at the Special Region of Yogyakarta Regional Police shows that QWL is related to Organizational Citizenship Behavior (OCB), but variables such as resistance to change also moderate that relationship, indicating the need for deeper study of the relevant contextual and mediation factors within police institutions (Rismanto et al., 2025).

Thus, the existing research gaps include: (1) the limited holistic understanding of QWL that encompasses various dimensions such as physical-psychological well-being, compensation, and work-life balance in Polri at the national level, (2) the limitations of

mediating/moderating variable models that explain the relationship between QWL and job satisfaction or the performance of Polri members, and (3) the lack of empirical studies comparing Polri's QWL with other organizations or between work units within Polri to obtain broader managerial implications. This study seeks to fill these gaps by developing a more comprehensive model in the context of Polri, so as to provide more accurate recommendations for Polri organizational policymakers.

2. Literature Review

2.1. Quality of work life (QWL)

According to Purwanto (2020), Quality of work life (QWL) is a program or concept that aims to create a better and more humane work environment, in order to meet the needs, interests, and pressures of employees, while increasing the productivity and effectiveness of the organization. QWL includes a balance between work and non-work life, a sense of security and satisfaction in work, and attention to the psychological well-being of employees. According to Purwanto et al. (2021), the main components of Quality of Work Life are Includes a sense of security, satisfaction, and fulfillment of personal needs of employees in their work. Includes open communication, a fair reward system, and a safe and healthy work environment. Employees are given the opportunity to participate in job design and decision-making that affect their work. Provide opportunities for employees to use and develop their capacities, as well as opportunities for career development. Build good relationships between coworkers and management, and ensure work has useful social relevance. According to Ahmad (2013) Quality of Work Life (QWL) is a pleasant and satisfying work environment, where the company strives to improve the quality of life of employees for a common goal. This definition encompasses aspects such as security, job satisfaction, and opportunities for growth and development. Some experts add that QWL involves increasing organizational effectiveness through enhancing human dignity and growth.

According to Curado et al. (2022), Quality of Work Life (QWL) is a state that describes how well employees' personal needs (such as security, independence, and satisfaction) are met in the work environment, which includes the overall quality of the work environment. QWL aims to create a safe, comfortable work environment that supports employees' personal development, as well as improving their performance and job satisfaction. According to Rathi (2009), QWL is the extent to which employees feel their needs are met at work, both physical and psychological, such as the need for security and independence. QWL refers to the quality of the relationship between employees and their overall work environment, which can be considered pleasant or unpleasant. QWL is any activity carried out to increase organizational effectiveness by enhancing employee dignity and growth. According to Pandia et al. (2025), QWL is employees' perceptions of their mental and physical well-being at work, which aims to create a work climate conducive to optimal motivation and performance. QWL can also be interpreted as a systematic concept that emphasizes employee involvement in determining how they work and their contribution to achieving organizational productivity goals.

2.2. Job Satisfaction

According to Mihalcea (2014), job satisfaction represents a favorable psychological disposition toward one's occupation, emerging from an evaluative appraisal of multiple dimensions of the work context and conditions. It reflects an affective state of gratification or dissatisfaction experienced by employees, shaped by determinants such as remuneration, workplace environment, interpersonal relations, and developmental opportunities. As an

affective construct, job satisfaction constitutes an emotional reaction, manifested as pleasure or displeasure, toward one's professional role.

Ilham et al. (2018) posit that employees assess their occupational experiences by juxtaposing actual rewards against anticipated expectations, with satisfaction materializing when perceived outcomes meet or surpass those expectations. Within the policing context, job satisfaction denotes the emotional orientation of police personnel toward their occupational responsibilities, influenced by factors including leadership quality, organizational climate, and professional standards. Broadly, police job satisfaction is gauged by the degree to which officers perceive fulfillment in their duties, discipline, morale, and performance outcomes. Consistent with the findings of Kishen et al. (2020) and Mihalcea (2014), job satisfaction among Polri personnel is contingent upon a constellation of variables encompassing leadership practices, work motivation, compensation, supervisory support, collegial relations, career advancement prospects, and work-life equilibrium.

High job satisfaction can improve member performance, because they become more motivated and committed to their duties. Efforts to improve job satisfaction need to involve attention to these factors through incentives, work facilities, and good communication. Factors that influence Polri job satisfaction Effective leadership is very important to improve job satisfaction and performance of Polri members. Good supervision is also an indicator of job satisfaction according to several experts. High work motivation and effective programs to improve it can contribute to better job satisfaction and performance. Salary and benefits, such as performance allowances, are important factors that influence member job satisfaction, although they are not always sufficient to achieve overall satisfaction. According to Juwaini et al. (2021), Satisfaction with the type of work itself is an important aspect in job satisfaction. Relationships with coworkers and work environment conditions also influence the level of employee satisfaction. Clear career development and a balance between work demands and personal life are factors that influence job satisfaction.

2.3. Performance

According to Chang (2017), performance is the work results achieved by an individual or organization in carrying out their duties, measured in terms of quality and quantity over a specific time period. Performance can also be defined as demonstrated achievement or work capability in achieving predetermined goals. It is the achievement or accomplishment of a pre-planned job or activity. It is measured based on how well the work is completed (quality) and how much work is completed (quantity). According to Latham (2023), good performance is a means to achieve the goals set by the organization. Performance achievement is measured over a specific time period according to agreed standards. According to experts, performance is the result of work measured by the quality and quantity of tasks completed within a specific time period, in accordance with established organizational responsibilities and goals. According to Kanfer et al. (2017), performance can also encompass work behavior and is the result of a combination of an individual's abilities and motivation at work. Performance is the result of work that encompasses quality and quantity, achieving organizational goals, and is a combination of ability, motivation, and efficiency in carrying out assigned tasks and responsibilities. Performance can be seen from the achievements of an individual or group in an organization, both in individual and company activities, which are reflected in the results of the work.

This study develops hypotheses based on the relationship between Quality of Work Life (QWL), Job Satisfaction, and police performance at the South Kalimantan Regional Police. QWL relates to the working conditions perceived by employees, including job security, opportunities for growth, relationships with colleagues, recognition, and organizational

support. Previous research shows that QWL has a positive influence on employee performance because the better the quality of work life, the greater the motivation and commitment of employees in completing tasks effectively. Several studies support these findings, including a study on PT. Taspen employees which shows that QWL significantly improves performance together with job satisfaction (Indah & Damayanti, 2023), research across various organizational sectors that finds QWL as an important predictor of performance and job satisfaction (Setyaningrum & Ekhsan, 2021), research by Arsyad et al. (2020) on education employees/workers, research on institutional workforce (Yusnita, 2023), and an analysis of the relationship between QWL and performance, satisfaction, and work motivation in organizations (I. Putra et al., 2021). Based on this evidence, the first hypothesis (H1) states that QWL has a positive relationship with police performance at the South Kalimantan Regional Police.

Furthermore, job satisfaction reflects the extent to which employees feel satisfied with aspects of their work such as responsibilities, recognition, work environment, and relationships with colleagues. Job satisfaction has been proven to be an important predictor of performance because high satisfaction strengthens employee motivation and engagement so that they perform more productively. Various studies support this, including research showing the positive impact of job satisfaction on employee performance (Setyaningrum & Ekhsan, 2021), a combined analysis of QWL and job satisfaction (Venesia, 2025), research across various organizations finding that job satisfaction serves as a mediator of performance (Yusnita, 2023), research by Indah & Damayanti (2023) on QWL and job satisfaction, and Arsyad et al. (2020) stating that job satisfaction is positively correlated with employee performance and commitment. Therefore, the second hypothesis (H2) states that job satisfaction has a positive relationship with police performance at the South Kalimantan Regional Police.

Based on research model in Figure 1, the relationship between research variables is illustrated such that QWL and job satisfaction serve as the main predictors influencing police performance. This model shows that QWL can influence performance both directly and through the improvement of job satisfaction, while job satisfaction also contributes directly to performance, consistent with previous empirical findings. The hypotheses of this research are:
H1: Quality of Work Life (QWL) has a positive relationship with police performance at the South Kalimantan Regional Police.
H2: Job satisfaction has a positive relationship with police performance at the South Kalimantan Regional Police.

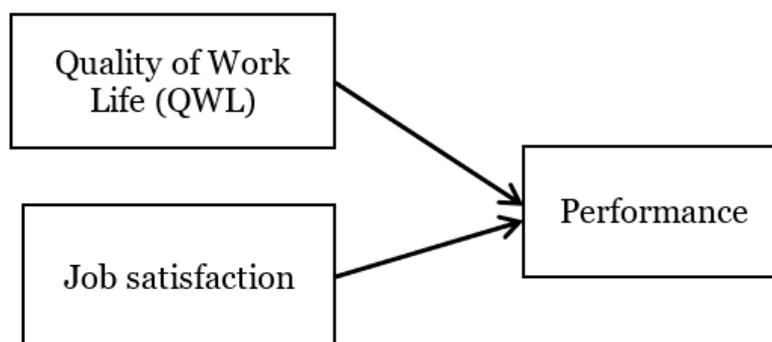


Figure 1. Research Model

3. Methods

This study uses a quantitative approach with multiple linear regression analysis carried out through SPSS software. The methodological stages begin with data collection using a structured questionnaire, which is then analyzed through validity and reliability tests to ensure that each questionnaire item is able to measure variables accurately and consistently. Subsequently, classical assumption checks are conducted, including multicollinearity, heteroscedasticity, and normality, to ensure that the data meets the requirements for multiple linear regression analysis.

The multiple linear regression analysis procedure is carried out to determine the partial influence (through the t-test) and the simultaneous influence (through the F-test) between the independent and dependent variables, while the coefficient of determination (R^2) is used to assess the magnitude of the contribution of the independent variables to the dependent variable. The independent variables tested in this study are organizational commitment and compensation, while the dependent variable is employee performance. The research sample consists of 531 members of the South Kalimantan Regional Police (Polda Kalsel) selected through random sampling, and the questionnaires were distributed using social media to reach respondents effectively. The questionnaire uses a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to measure respondents' perceptions of each research variable.

The data testing stages begin with a Validity Test to ensure that each variable indicator is relevant and accurate, and a Reliability Test to guarantee measurement consistency. Subsequently, the t-test is used to examine the partial influence of each independent variable on employee performance, while the F-test is used to assess the simultaneous influence of the independent variables as a whole. The coefficient of determination (R^2) analysis is then conducted to determine how much the independent variables collectively explain the variability in employee performance. Thus, Multiple Linear Regression Analysis becomes the main technique used to assess the relationship between organizational commitment and compensation and employee performance within the South Kalimantan Regional Police environment in a quantitative, systematic, and measurable manner.

4. Results and Discussion

4.1. Research Results

4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The objective of hypothesis testing is to ascertain, in an objective and systematic manner, whether the available empirical evidence is adequate to warrant acceptance or rejection of the proposed hypothesis. This procedure generally entails the formulation of testable hypotheses, statistical examination of the data, and inferential decision-making based on analytical outcomes, such as comparing the computed test statistic with a critical threshold or evaluating the associated probability value (p-value).

In this study, the null hypothesis is rejected when the calculated t-statistic exceeds the critical value of 1.96, indicating the presence of a statistically significant effect. Such a result signifies that the independent variable exerts a significant influence on the dependent variable at the 5% level of significance. The outcomes of the hypothesis testing conducted in this research are presented in Table 1 below.

Table 1. T-Test Results (Partial)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	.312	2.113		.134	.823
	Quality of Work Life (QWL) (X1)	.315	.021	.343	4.432	.001
	Job Satisfaction (X2)	.323	.131	.312	3.431	.001

a. Dependent Variable: Job Performance(Y)

Based on Table 1, the t-test value (t-statistic) is greater than 1.96, thus concluding that the independent variables influence the dependent variable at the 5% significance level.

4.1.2. Simultaneous Test

The simultaneous F-test conducted using SPSS is employed to evaluate whether all independent variables collectively exert a statistically significant effect on the dependent variable. The decision rule stipulates that a significance value (Sig.) below 0.05 indicates a jointly significant influence, whereas a Sig. value exceeding 0.05 denotes the absence of such significance. This simultaneous F-test serves to assess the overall adequacy of the regression model, particularly its suitability for explanatory and predictive purposes. The results of the hypothesis testing performed in this study are presented in Table 2 below.

Table 2. Simultaneous Test

		ANOVA ^a				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	336.132	3	112.143	42.343	.001 ^b
	Residual	251.087	96	2.231		
	Total	587.213	99			

a. Dependent Variable: Job Performance (Y)

b. Predictors: (Constant): Quality of Work Life (QWL) (X1), Job Satisfaction (X2)

Based on Table 2, the Sig. <0.05 value indicates that all independent variables collectively have a significant effect on the dependent variable.

4.2. Discussion

4.2.1. The Influence of Quality of Work Life (QWL) on Performance

Consistent with the findings of Hariyasasti (2025), employees who perceive a high quality of work life are generally more motivated, emotionally content, and deeply engaged in their occupational roles, thereby contributing to enhanced productivity and performance. Moreover, elevated QWL fosters stronger organizational allegiance, which may generate sustained performance benefits over the long term. A work environment that prioritizes employee safety and overall well-being further mitigates stress, burnout, and health-related concerns, enabling employees to maintain focus and effectiveness in their professional responsibilities.

QWL can improve performance indirectly through job satisfaction. Satisfied employees tend to perform better. According to Ilham (2018), QWL can also influence performance through work discipline. Employees with good QWL tend to be more disciplined at work. According to Mihalcea (2014), it plays an important role in performance by increasing

employee motivation, engagement, satisfaction, and well-being, which ultimately can improve productivity and overall performance. Good QWL creates a conducive and positive work environment, where employees feel valued, safe, and have the opportunity to develop. This can have a direct or indirect impact (through intermediary variables such as motivation and Organizational Citizenship Behavior / OCB) on the achievement of work targets. A quality work environment fosters intrinsic employee motivation to work better and be enthusiastic in carrying out their duties. According to Ilyas and Abdullah (2016), employees who feel physically and mentally well at work tend to be more satisfied with their jobs. High QWL helps create a more harmonious work environment, which benefits both individuals and organizations. Employees with high QWL are more likely to demonstrate voluntary behavior that goes beyond their formal responsibilities, which positively impacts organizational performance. According to Mihalcea (2014), better employee well-being can reduce the risk of job burnout, a factor that can weaken the relationship between QWL and performance. Motivated, engaged, and satisfied employees tend to be more productive, which in turn helps the organization achieve its goals.

Paais and Pattiruhu (2020) assert that the association between Quality of Work Life (QWL) and performance is inherently positive. Elevated levels of QWL are conducive to enhanced performance, as they foster employee motivation, engagement, and psychological well-being, thereby generating both direct and indirect effects on work outcomes. Nevertheless, performance is also shaped by other contributory factors, including work discipline, job satisfaction, and the organizational environment. The beneficial impact of QWL may be attenuated in circumstances where employees experience job burnout.

According to Wong and Laschinger (2013), good QWL directly motivates employees to perform better. QWL can also improve performance indirectly, particularly through job satisfaction. Several studies show that the indirect effect through job satisfaction is greater than the direct effect. Employees who experience high QWL tend to be more engaged, loyal, and productive. Good QWL can increase employee motivation, happiness, and well-being, which in turn improves their performance. QWL programs that focus on development and growth (such as training) can meet employee needs and improve their performance. Although QWL can increase job satisfaction, the relationship between the two can vary. Some studies have found that job satisfaction has a significant effect on performance, while others state that its effect is not significant. Work discipline is also a factor that influences performance, and QWL can influence it indirectly. Job burnout conditions can weaken the positive relationship between QWL and employee performance. There are still other factors that influence performance besides QWL, such as leadership style, work environment, and reward systems, which explain some of the variation in performance that is not explained by QWL. According to Purwanto et al. (2020), (QWL) or quality of work life has a positive effect on Polri performance because it increases discipline and job satisfaction. Good QWL helps Polri members fulfill personal needs through work, which allows them to demonstrate voluntary work behavior that benefits the organization, as shown in research on employee performance in general. The Effect of QWL on Polri Performance Good work experiences directly affect performance, such as fulfilling personal needs through work.

QWL has an indirect effect on performance through intermediaries such as discipline and job satisfaction. The balance between workload and individual capacity is a crucial factor. Excessive workload can reduce job satisfaction and negatively impact the physical and mental well-being of Polri members. The implications of Quality of Work Life (QWL) on Polri performance are positive, as good QWL can directly and indirectly improve member performance, through factors such as job satisfaction and work discipline. Poor QWL,

characterized by excessive workload, can lead to physical and mental fatigue, thus reducing performance. In other words, attention to QWL through factors such as physical well-being, compensation, and development opportunities will contribute to improving Polri's overall performance. According to Paais and Pattiruhu (2020), good QWL has both direct and indirect effects on Polri member performance, as demonstrated by research linking QWL to job satisfaction and work discipline. The indirect effect of QWL on performance through job satisfaction has been shown to be greater than the direct effect of QWL on performance. This means that when Polri members feel satisfied, their performance tends to increase, which is influenced by the quality of their work life. High QWL is positively correlated with increased work discipline and job satisfaction, both of which are key factors in driving effective performance. Good QWL creates a conducive, comfortable work environment and can encourage work enthusiasm, so that Polri members can do their jobs better.

In the context of digital transformation and modern organizational management, Quality of Work Life (QWL) not only influences traditional performance but also interacts with technology-based work processes. Employees who have a high QWL tend to be more capable of adapting to digital platforms, automation systems, and data-based management tools because they possess the motivation, engagement, and well-being that support the effective utilization of technology. The improvement of QWL also promotes a culture of continuous learning and innovation, enabling employees to participate in the implementation of digital business models, process optimization, and performance monitoring through digital systems. In addition, the integration of QWL initiatives with digital tools such as online training, performance dashboards, and virtual collaboration platforms can strengthen both the direct and indirect effects on performance, including improvements in work discipline, job satisfaction, and organizational citizenship behavior (OCB). This indicates that investment in employee well-being and a supportive work environment is not only important for individual performance, but also becomes a driver of the success of digital transformation and sustainable organizational growth in the technology-based economy era.

4.2.2. The Influence of Job Satisfaction and Performance

Job satisfaction has a positive and significant relationship with Polri performance. This means that satisfied members tend to perform better, such as being more productive, disciplined, and able to achieve organizational goals. Conversely, job dissatisfaction can lead to decreased performance. According to Paais and Pattiruhu (2020), job satisfaction can encourage Polri members to improve their performance and productivity, thereby better serving the public. According to Purwanto et al. (2020), satisfaction also contributes to the achievement of overall organizational goals. If members are dissatisfied, their performance can decline. For example, high levels of dissatisfaction can be associated with high absenteeism. Research shows that several factors influence job satisfaction in Polri, including a supportive work environment, career development, work motivation, and relationships with superiors and coworkers. According to Rivaldo (2021), job satisfaction and employee performance have a positive and mutually influential relationship; higher job satisfaction leads to higher employee performance, and vice versa. Job satisfaction arises from positive feelings and love for work, which can be achieved through the fulfillment of needs such as salary, promotion, and a good work environment. According to Singgih et al. (2020), high performance is then reflected in better morale, discipline, and work performance. There is a significant positive influence between job satisfaction and performance. This means that improvements in one aspect will have an impact on improvements in other aspects. Performance can be a cause of job satisfaction, and job satisfaction can also improve

performance. The two are closely related. When employees feel satisfied, they will be more motivated to work optimally, which has a positive impact on work results.

Shahab and Nisa (2014) contend that job satisfaction among members of the Indonesian National Police (Polri) exerts a positive and statistically significant effect on performance, indicating that higher levels of satisfaction are associated with increased professionalism and work effectiveness. Job satisfaction is reinforced by factors such as effective leadership, a supportive work environment, strong motivation, career advancement opportunities, and adequate compensation, all of which contribute to enhanced performance outcomes.

Satisfied officers tend to exhibit greater motivation and productivity, thereby directly improving their performance. In addition to job satisfaction, complementary determinants, including leadership quality, organizational climate, motivation, and career development, also demonstrate a positive and significant influence on Polri performance, both independently and through their impact on job satisfaction. Police officers who are satisfied with their jobs will work harder and their overall performance will improve. High job satisfaction is correlated with increased professionalism in carrying out their duties. A good and positive leadership style will increase job satisfaction among police officers. A clear and planned career path can provide job satisfaction and motivate officers to perform better. A conducive work environment, both physical and non-physical, is crucial for improving satisfaction and performance. According to Purwanto et al. (2020), strong work motivation also drives enthusiasm for better performance. Other influential factors include adequate compensation, work discipline, good competence, and appropriate stress management. In general, job satisfaction is a key factor that directly and indirectly influences the performance of police officers. Therefore, increasing job satisfaction through various efforts, such as improving leadership and career development, can be an important strategy for improving overall police performance. Job satisfaction plays a crucial role in police performance because it can increase the motivation, commitment, and productivity of officers, which directly impact the quality of service to the public. Satisfied members tend to be more motivated and perform better, while high job satisfaction contributes significantly to the achievement of organizational goals. Satisfied members are more motivated and committed in carrying out their duties. High job satisfaction directly improves the performance and productivity of Polri personnel. Satisfaction creates a healthier and more positive work environment, which supports optimal performance. Positive member performance driven by job satisfaction helps achieve Polri's overall goals. Job satisfaction is influenced by factors such as leadership, work environment, compensation, and career development, all of which also contribute to member performance.

The job satisfaction of Polri members has been proven to improve motivation, discipline, and productivity, which in turn strengthens organizational performance. In the era of digital transformation, satisfied members tend to be more effective in using digital systems, data-driven dashboards, and collaboration platforms to improve the efficiency and quality of public services. The factors that support job satisfaction which are effective leadership, a conducive work environment, adequate compensation, and career development encourage engagement and professionalism, so that members not only work better but are also more responsive to digital innovation and modern operational demands. This indicates that job satisfaction improvement strategies are one of the keys to driving optimal performance and the success of organizational digital transformation.

4.2.3. The Influence of Quality of Work Life (QWL) on Performance

Quality of Work Life (QWL) exerts a favorable influence on performance, as employees experiencing high QWL typically demonstrate elevated motivation, productivity, and organizational loyalty. In contrast, substandard QWL conditions may precipitate stress and

burnout, thereby diminishing performance outcomes. Beyond its direct effects, QWL also operates through indirect pathways, particularly via job satisfaction and work discipline, with job satisfaction serving as the more dominant mediating mechanism.

Consistent with the findings of Hariyasasti and Purwanto (2025), employees who perceive a supportive and fulfilling work life tend to be more motivated, emotionally content, and actively engaged in their professional roles, which ultimately enhances productivity and performance. Moreover, a high level of QWL strengthens organizational allegiance, yielding sustained performance benefits over the long term. Work environments that emphasize employee safety and overall quality of life further mitigate stress, burnout, and health-related issues, enabling employees to maintain focus and effectiveness in their tasks.

Satisfied employees tend to perform better. According to Ilham (2018), QWL can also influence performance through work discipline. Employees with good QWL tend to be more disciplined at work. According to Mihalcea (2014), it plays an important role in performance by increasing employee motivation, engagement, satisfaction, and well-being, which ultimately can improve productivity and overall performance. Good QWL creates a conducive and positive work environment, where employees feel valued, safe, and have the opportunity to develop. This can have a direct or indirect impact (through intermediary variables such as motivation and Organizational Citizenship Behavior / OCB) on the achievement of work targets. A quality work environment fosters intrinsic employee motivation to work better and be enthusiastic in carrying out their duties. According to Ilyas et al. (2016), employees who feel physically and mentally well at work tend to be more satisfied with their jobs. High QWL helps create a more harmonious work environment, which benefits both individuals and organizations. Employees with high QWL are more likely to demonstrate voluntary behavior that goes beyond their formal responsibilities, which positively impacts organizational performance. According to Mihalcea (2014), better employee well-being can reduce the risk of job burnout, a factor that can weaken the relationship between QWL and performance. Motivated, engaged, and satisfied employees tend to be more productive, which in turn helps the organization achieve its goals.

According to Paais and Pattiruhu (2020), the relationship between Quality of Work Life (QWL) and performance is positive. High QWL can improve performance because it creates employee motivation, engagement, and well-being, which have both direct and indirect impacts on work outcomes. However, other factors such as discipline, job satisfaction, and the work environment also influence performance, and the influence of QWL can be reduced if there is job burnout.

According to Wong and Laschinger (2013), good QWL directly motivates employees to perform better. QWL can also improve performance indirectly, particularly through job satisfaction. Several studies show that the indirect effect through job satisfaction is greater than the direct effect. Employees who experience high QWL tend to be more engaged, loyal, and productive. Good QWL can increase employee motivation, happiness, and well-being, which in turn improves their performance. QWL programs that focus on development and growth (such as training) can meet employee needs and improve their performance. Although QWL can increase job satisfaction, the relationship between the two can vary. Some studies have found that job satisfaction has a significant effect on performance, while others state that its effect is not significant. Work discipline is also a factor that influences performance, and QWL can influence it indirectly. Job burnout conditions can weaken the positive relationship between QWL and employee performance. There are still other factors that influence performance besides QWL, such as leadership style, work environment, and reward systems, which explain some of the variation in performance that is not explained by QWL. According

to Purwanto et al. (2020), (QWL) or quality of work life has a positive effect on Polri performance because it increases discipline and job satisfaction. Good QWL helps Polri members fulfill personal needs through work, which allows them to demonstrate voluntary work behavior that benefits the organization, as shown in research on employee performance in general. The Effect of QWL on Polri Performance Good work experiences directly affect performance, such as fulfilling personal needs through work.

QWL has an indirect effect on performance through intermediaries such as discipline and job satisfaction. The balance between workload and individual capacity is a crucial factor. Excessive workload can reduce job satisfaction and negatively impact the physical and mental well-being of Polri members. The implications of Quality of Work Life (QWL) on Polri performance are positive, as good QWL can directly and indirectly improve member performance, through factors such as job satisfaction and work discipline. Poor QWL, characterized by excessive workload, can lead to physical and mental fatigue, thus reducing performance. In other words, attention to QWL through factors such as physical well-being, compensation, and development opportunities will contribute to improving Polri's overall performance. According to Paais and Pattiruhu (2020), good QWL has both direct and indirect effects on Polri member performance, as demonstrated by research linking QWL to job satisfaction and work discipline. The indirect effect of QWL on performance through job satisfaction has been shown to be greater than the direct effect of QWL on performance. This means that when Polri members feel satisfied, their performance tends to increase, which is influenced by the quality of their work life. High QWL is positively correlated with increased work discipline and job satisfaction, both of which are key factors in driving effective performance. Good QWL creates a conducive, comfortable work environment and can encourage work enthusiasm, so that Polri members can do their jobs better.

Quality of Work Life (QWL) has a positive influence on the performance of Polri members, both directly and through mediators such as job satisfaction and discipline. Members who experience high QWL demonstrate higher motivation, engagement, and organizational loyalty, while also being more capable of adapting to digital systems, virtual collaboration platforms, and data-based management. A work environment that is safe, supportive, and provides professional development opportunities not only improves productivity and discipline, but also encourages participation in digital innovation, the utilization of performance dashboards, and the optimization of technology-based work processes. Conversely, low QWL, for example due to excessive workload, can reduce the physical and mental well-being of members, thereby diminishing performance. Thus, attention to QWL encompassing physical well-being, compensation, and development opportunities becomes a strategic factor in improving member performance and supporting organizational digital transformation.

4.2.4. The Influence of Job Satisfaction and Performance

Job satisfaction has a positive and significant relationship with Polri performance. This means that satisfied members tend to perform better, such as being more productive, disciplined, and able to achieve organizational goals. Conversely, job dissatisfaction can lead to decreased performance. According to Paais and Pattiruhu (2020), job satisfaction can encourage Polri members to improve their performance and productivity, thereby better serving the public. According to Purwanto et al. (2020), satisfaction also contributes to the achievement of overall organizational goals. If members are dissatisfied, their performance can decline. For example, high levels of dissatisfaction can be associated with high absenteeism. Research shows that several factors influence job satisfaction in Polri, including a supportive work environment, career development, work motivation, and relationships with

superiors and coworkers. According to Rivaldo et al. (2021), job satisfaction and employee performance have a positive and mutually influential relationship; higher job satisfaction leads to higher employee performance, and vice versa. Job satisfaction arises from positive feelings and love for work, which can be achieved through the fulfillment of needs such as salary, promotion, and a good work environment. According to Singgih et al. (2020), high performance is then reflected in better morale, discipline, and work performance. There is a significant positive influence between job satisfaction and performance. This means that improvements in one aspect will have an impact on improvements in other aspects. Performance can be a cause of job satisfaction, and job satisfaction can also improve performance. The two are closely related. When employees feel satisfied, they will be more motivated to work optimally, which has a positive impact on work results.

According to Shahab and Nisa (2014), job satisfaction of Polri employees has a positive and significant influence on their performance, which means that the higher the job satisfaction, the higher the professionalism and performance of Polri members. Factors such as good leadership, a conducive work environment, motivation, career development, and adequate compensation are things that can increase job satisfaction and ultimately have an impact on better performance. Job satisfaction of Polri members directly contributes to improving their performance. In addition to job satisfaction, other factors such as leadership, motivation, work environment, and career development also have a positive and significant influence on performance. Job satisfaction has a positive and significant influence on Polri performance, which means that the higher the level of job satisfaction of members, the higher their professionalism and performance. Job satisfaction drives better performance because satisfied employees tend to be more motivated and productive. According to Shahab and Nisa (2014), other factors such as leadership, work environment, and career development can also influence job satisfaction and subsequently affect performance. Police officers who are satisfied with their jobs will work harder and their overall performance will improve. High job satisfaction is correlated with increased professionalism in carrying out their duties. A good and positive leadership style will increase job satisfaction among police officers. A clear and planned career path can provide job satisfaction and motivate officers to perform better. A conducive work environment, both physical and non-physical, is crucial for improving satisfaction and performance. According to Purwanto et al. (2020), strong work motivation also drives enthusiasm for better performance.

Other influential factors include adequate compensation, work discipline, good competence, and appropriate stress management. In general, job satisfaction is a key factor that directly and indirectly influences the performance of police officers. Therefore, increasing job satisfaction through various efforts, such as improving leadership and career development, can be an important strategy for improving overall police performance. Job satisfaction plays a crucial role in police performance because it can increase the motivation, commitment, and productivity of officers, which directly impact the quality of service to the public. Satisfied members tend to be more motivated and perform better, while high job satisfaction contributes significantly to the achievement of organizational goals. Satisfied members are more motivated and committed in carrying out their duties. High job satisfaction directly improves the performance and productivity of Polri personnel. Satisfaction creates a healthier and more positive work environment, which supports optimal performance. Positive member performance driven by job satisfaction helps achieve Polri's overall goals. Job satisfaction is influenced by factors such as leadership, work environment, compensation, and career development, all of which also contribute to member performance.

The job satisfaction of Polri members has a positive and significant influence on performance, because satisfied members tend to be more motivated, disciplined, and productive. In the digital era, job satisfaction also supports members' ability to utilize technology, data-based management platforms, and online collaboration to improve the efficiency and quality of public services. Factors that improve job satisfaction such as effective leadership, a conducive work environment, adequate compensation, motivation, and clear career paths directly and indirectly improve professionalism, discipline, and productivity. The integration of job satisfaction with digital initiatives enables members to work more optimally and be more responsive to technological changes, thereby driving the achievement of organizational goals and the success of digital transformation in a sustainable manner.

5. Conclusion

This study aims to empirically analyze the influence of Quality of Work Life (QWL) and job satisfaction on police performance at the South Kalimantan Regional Police. The results of the study show that QWL and job satisfaction have a positive and significant influence on police performance, both partially and simultaneously. These findings affirm that the improvement of quality of work life and job satisfaction are strategic factors in strengthening the performance of the police organization. This study also found that QWL not only has a direct influence on performance, but also has a stronger indirect influence through job satisfaction. Police members who experience a safe and supportive work environment, balanced workload, fair compensation, and clear professional development opportunities tend to have higher motivation, discipline, and organizational commitment, thereby having an impact on performance improvement. Likewise, members with high levels of job satisfaction demonstrate better productivity, professionalism, and responsiveness in carrying out their duties.

Based on these findings, several practical recommendations can be put forward. First, the South Kalimantan Regional Police need to develop a structured Quality of Work Life improvement program, including periodic workload evaluations, physical and mental welfare support programs, and transparent career development pathways. Second, leadership capacity strengthening needs to be carried out to promote a supportive and transformational leadership style in order to improve members' job satisfaction. Third, the performance-based compensation and incentive system need to be reviewed periodically to ensure it remains fair and aligned with organizational demands. Fourth, the systematic implementation of Training Needs Analysis (TNA) is important to ensure the alignment of members' competencies with operational needs and the demands of organizational digital transformation. Thus, the improvement of Quality of Work Life and job satisfaction must become a strategic priority in police organizational management. The integration of welfare policies, professional development, and a fair management system will contribute to the sustainable improvement of member performance and strengthen the effectiveness of the institution in providing services to the public.

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