

## The Influence of Quality of Work Life on Employee Performance through Tranformasional Leadership and Motivasion at PT. Lentera Sinergi Utama

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### ABSTRACT

PT Lentera Sinergi Utama faces obstacles related to role mismatches and uncomfortable work environments, which have an impact on employee efficiency. This study analyzes the influence of Quality of Work Life, Transformational Leadership Style, and Motivation on employee performance quantitatively. As a result, Quality of Work Life and motivation have a significant effect on performance, while transformational leadership style does not have a direct impact, but has a significant effect indirectly through Quality of Work Life. It is recommended that companies focus on improving Quality of Work Life and motivation, as well as developing transformational leadership to support organizational performance and success.

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## **INTRODUCTION**

PT Lentera Sinergi Utama takes advantage of the opportunities from the increasing housing demand in Indonesia, but in practice faces various internal problems. Manipulation of financial statements, collusion in the sale of property, and abuse of authority are quite serious issues. These practices are not only financially detrimental, but also create a crisis of trust from stakeholders. The work environment is also negatively affected, where communication between employees does not go well, collaboration weakens, and work morale decreases drastically. This condition demands a comprehensive overhaul of the organizational culture and leadership system.

These issues make clear the importance of the role of leadership in creating ethically and functionally healthy organizations. Transformational leadership styles are considered relevant because they are able to form a collaborative and trusting work culture. As stated by Adair (2006), leadership is the process of encouraging employees to carry out their responsibilities optimally. Transformational leaders not only provide direction, but also exemplify the organization's moral values and long-term vision (Sani & Maharani, 2012). This is important to restore internal trust and encourage active employee involvement in achieving organizational goals.

In addition, the quality of work life or Quality of Work Life (QWL) is an important aspect that is closely related to working conditions and employee satisfaction. Robbins & Judge (2020) stated that QWL includes aspects of a safe work environment, work-life balance, and self-development opportunities. When QWL is met, employees will feel more comfortable and motivated at work. Research by Gunawan & Hidayatullah (2023) shows that work participation, work restructuring, and work environment have a significant effect on performance, while the reward system does not always have the same impact. Thus, QWL not only improves work comfort, but also strengthens employee performance.

On the other hand, motivation is a psychological drive that plays an important role in directing work behavior. Mangkunegara (2007:61) defines motivation as the energy that encourages employees to achieve organizational goals. Zainal & Basri (2005:455) added that motivation is rooted in values and attitudes that are in harmony with the organization's vision. However, some studies such as Yolanda (2017) and Suprpto & Safaria (2023) indicate that motivation is not always the dominant factor in influencing performance. Therefore, in the context of PT Lentera Sinergi Utama, it is important to further explore how motivation interacts with the quality of work life and transformational leadership in influencing employee performance, especially in the midst of complex organizational challenges.

## **LITERATURE REVIEW**

### ***Quality of Work Life***

Quality of Work Life (QWL) is a crucial issue in human resource management because it plays an important role in creating a positive, productive, and employee-oriented work atmosphere. QWL covers physical, psychological, and social aspects that affect employee satisfaction and performance. Research

from Tamsah et al. (2020) and Sumaryono (2022) emphasizes that a good QWL can reduce attendance rates, improve product quality, and productivity. Meanwhile, Leitão et al. (2019) and Sugiono et al. (2021) stated that employees who are satisfied with the quality of work life show loyalty, commitment, and increased performance. Similar findings from Yusuf & Wartini (2016) also confirm that QWL has a positive impact on job satisfaction. Nurhaliza et al. (2021) and Kartika et al. (2024) show that QWL is also related to employee engagement and retention, while Alzamel et al. (2020) and Respati et al. (2023) underscore the importance of work-life balance as an important element in improving performance and job satisfaction.

Conceptually, QWL has a number of important factors and dimensions. According to Retnowati et al. (2023), factors such as the physical environment, communication, leadership, and development opportunities play a major role in determining the quality of work life. The key dimensions of QWL include engagement, compensation and security, job safety, career development, and communication and pride in the organization. Meanwhile, Bekti (2018) added indicators such as welfare, problem solving, and work integration. Ekowati & Ariani (2022) reinforce that QWL also includes aspects of growth and development, participation, supervision, and fair compensation. Overall, QWL is an important foundation in creating a proactive and productive work environment, and is able to support employee well-being and loyalty in the long run.

### ***Employee Performance***

Employee performance is a key indicator in assessing the success of human resource management, because performance reflects the extent to which employees are able to complete tasks and achieve set targets (Sedarmayanti, 2013; Moehersono, 2012). Optimal performance has a direct impact on productivity, customer satisfaction, and company sustainability (Budiyanto & Mochklas, 2020; Deswanti et al., 2023). According to Wibowo (2013), performance includes individual work outcomes and overall organizational achievements, which are greatly influenced by motivation, skills, work environment conditions, and social support (Setyo Widodo & Yandi, 2022).

The main dimensions of performance include the quality and quantity of work, competence, goal achievement, cooperation, creativity, and reliability (Silaen et al., 2021; Moron et al., 2023). This assessment is strengthened by indicators such as timely completion of tasks, technical ability, team contribution, and personal integrity (Putri Adhistry et al., 2023). By understanding these factors and dimensions, organizations can design the right employee development strategies to improve overall work effectiveness.

### ***Transformational Leadership Style***

Transformational leadership style is a leadership approach that emphasizes providing motivation, inspiration, and personal attention to encourage positive change and improve employee performance. Transformational leaders act as role models, are able to communicate their vision clearly, and encourage creativity

and innovation (Paais & Pattiruhu, 2020; Sugiono et al., 2021). This style relies heavily on the leader's ability to adjust to individual situations and needs, as well as build strong and communicative relationships with subordinates (Utari & Hadi, 2020; Agustina et al., 2022). Factors that influence transformational leadership styles include the leader's experience, organizational culture, and situational context such as changes in the work environment (Depitra & Soegoto, 2016).

Structurally, transformational leadership styles consist of four main dimensions: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration (Fahri et al., 2022). These dimensions reflect the leader's behavior in creating vision, encouraging innovation, and supporting the development of individual potential. Indicators of leadership style also include the ability to interact, give direction, be solution-oriented, build good relationships, motivate the team, and have an inspiring charisma (Octaviani & Muhardi, 2022; Depitra & Soegoto, 2016). By implementing a transformational leadership style, leaders can create a conducive work environment, spark morale, and significantly increase employee commitment and performance.

### ***Motivation***

Motivation is an internal and external drive that moves individuals to act to achieve certain goals. According to Mangkunegara (2017) and Robbins & Judge (2020), motivation affects a person's work spirit, intensity, direction, and perseverance in carrying out tasks. Motivated employees tend to show high performance, loyalty, and commitment to the organization. Motivation is also closely related to leadership style and quality of work life. Leaders who are able to build a shared vision and create a conducive work environment will increase employee motivation, which in turn has a positive impact on performance (Ali et al., 2022; Omolo, 2015).

Factors that affect motivation include job satisfaction, career opportunities, and rewards, while the dimensions consist of intrinsic motivation (encouragement from within), extrinsic (external influences such as salary and bonuses), positive attitudes, and understanding of work goals. Motivational indicators include enthusiasm, optimism, self-actualization, and the fulfillment of basic and psychological needs through compensation, job security, facilities, and supportive social relationships. Strong motivation makes employees more productive, adaptive, and oriented towards achieving organizational goals in a sustainable manner.

### ***Hypotheses***

**H1: Quality of Work Life has a positive and significant effect on Employee**

### ***Performance***

This hypothesis is supported by Wahyuni and Wibowo (2020), who demonstrated that improved Quality of Work Life (QWL) including fair compensation, a safe work environment, and work-life balance has a significant impact on employee performance. Gunawan and Hidayatullah (2023) further

confirmed that QWL components such as job restructuring and employee participation are directly associated with higher productivity.

**H2: Transformational Leadership has a positive and significant effect on**

### *Employee Performance*

Transformational leadership encourages employee engagement, trust, and enthusiasm through idealized influence and inspirational motivation. Sari et al. (2021) found that transformational leadership positively affects employee performance by creating clear direction and enhancing team morale.

**H3: Motivation has a positive and significant effect on Employee Performance.**

Employee motivation both intrinsic and extrinsic plays a crucial role in improving work outcomes. Studies by Wijaya and Laily (2021) and Hafidzi et al. (2023) indicate that motivated employees demonstrate higher performance due to their increased commitment and energy at work.

**H4: Transformational Leadership has a positive and significant effect on**

### *Quality of Work Life*

Transformational leaders support employees growth and well-being, which enhances the overall quality of the work environment. Rahmawati et al. (2021) emphasized that leaders who encourage innovation and individual development can improve QWL perceptions

**H5: Motivation has a positive and significant effect on Quality of Work Life.**

Motivated employees are more likely to feel valued and satisfied with their workplace conditions. Hafidzi et al. (2023) and Ngurah et al. (2021) found that motivation positively contributes to how employees perceive and experience their work life, especially in terms of job meaning and satisfaction

**H6: Transformational Leadership mediates the effect of Quality of Work Life on Employee Performance.**

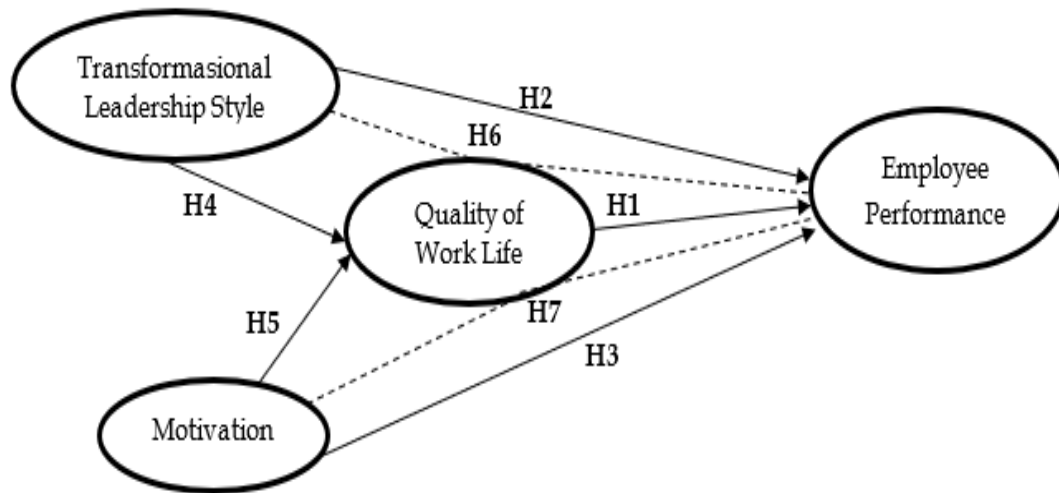
Although QWL directly influences performance, its impact can be strengthened through transformational leadership. Judge and Piccolo (2004) and Purwanto et al. (2020) noted that transformational leaders shape how employees perceive their environment, thus enhancing the effect of QWL on performance

**H7: Motivation mediates the effect of Quality of Work Life on Employee Performance.**

Motivation acts as a psychological bridge between workplace conditions and output. According to Zaky (2022) and Ngurah et al. (2021), employees who experience high QWL are more likely to be motivated, which in turn improves their performance.

**Conceptual Framework**

Referring to the description above, the research framework can be designed as follows:



**Figure 1. Conceptual Framework**

**METHODOLOGY**

This research uses a quantitative method because the data collected is in the form of numbers and analyzed statistically (Sugiyono, 2013). This method is used to test the influence between variables that have been established in the hypothesis. The exogenous variable in this study is the quality of work life, while employee performance is an endogenous variable. The transformational leadership style and motivation function as mediating variables that bridge the indirect influence of the main variables on performance.

The research was conducted at PT Lentera Sinergi Utama, with a population of 150 employees from housing, facilities, and agricultural units. Given that the population is quite large, the researcher used purposive sampling techniques with certain criteria, such as the length of service and the relevance of the position. The number of samples was set as 108 respondents, calculated by the Slovin formula at an error rate of 5% (Arikunto, 2006). The selection of this sample aims to obtain accurate and representative data.

The data collection instrument uses the Likert scale, which is compiled based on the indicators of each variable. This scale allows researchers to measure employees' attitudes, perceptions, and responses to working conditions, leadership, motivation, and performance in a structured manner. Data analysis was carried out to determine the direct and indirect influence between variables in the research model.

**RESEARCH RESULT**

*Respondent Characteristics*

Table 1. Respondent Characteristics

| Category | Items | F  | %    |
|----------|-------|----|------|
| Gender   | Man   | 45 | 41,7 |

|                   |                       |      |      |
|-------------------|-----------------------|------|------|
|                   | Woman                 | 63   | 58,3 |
| Age               | 17 - 25 years         | 63   | 58,3 |
|                   | 26 - 30 years         | 29   | 26,9 |
|                   | 31 - 40 years         | 14   | 13,0 |
|                   | 41 - 50 years         | 2    | 1,9  |
| Final Education   | SLTA                  | 71   | 65,7 |
|                   | D3                    | 7    | 6,5  |
|                   | S1                    | 30   | 27,8 |
| Internship Period | 1 - 3 years           | 82   | 75,9 |
|                   | 4 - 5 years           | 23   | 21,3 |
|                   | 6 - 10 years          | 3    | 2,8  |
| Unit/Workplace    | Facilities Management | 38,9 | 38,9 |
|                   | Housing               | 37,0 | 37,0 |
|                   | Agriculture           | 24,1 | 24,1 |
| Position          | Cleaning Staff        | 23   | 21,3 |
|                   | Marketing Staff       | 24   | 22,2 |
|                   | Administrative Staff  | 27   | 25,0 |
|                   | Outlet Staff          | 14   | 13,0 |
|                   | Farmer                | 20   | 18,5 |

Source: SPSS output, data processed (2025)

Table 1 shows the complete characteristics of the respondents who participated in the study. Based on the data, the majority of respondents were women (58.3%) and were in the age range of 17–25 years (58.3%), followed by the age group of 26–30 years (26.9%). Judging from the last level of education, most of the respondents were graduates of Higher Secondary School (SLTA) at 65.7%, while S1 graduates were 27.8%. In terms of internship duration, respondents had the most internship experience of 1–3 years (75.9%). In terms of units or workplaces, the majority of respondents came from the Facilities Management (38.9%) and Housing (37%) units. For position positions, the most respondents occupied positions as Cleaning Staff (21.3%) and Administrative Staff (25%). Others work as Marketing Staff (22.2%), Outlet Staff (13%), and Farmers (18.5%). These characteristics reflect the diversity of respondents' backgrounds that are relevant in supporting the research objectives.

### *Descriptive Statistical Analysis Results*

Table 2. Description of Respondents' Answers to the Quality of Work Life

| Statement Items               | Variable |    |    |    |      | Mean Item | Mean Indikator   | Mean Variabel |
|-------------------------------|----------|----|----|----|------|-----------|------------------|---------------|
|                               | 1        | 2  | 3  | 4  | 5    |           |                  |               |
| <b>Growth and Development</b> |          |    |    |    |      |           |                  |               |
| QWL.1                         | 1        | 8  | 58 | 41 | 4,29 | 4,28      | 4,2840<br>(tall) |               |
| QWL.2                         |          | 6  | 55 | 47 | 4,38 |           |                  |               |
| QWL.3                         |          | 13 | 60 | 35 | 4,20 |           |                  |               |

|                            |    |    |    |      |      |
|----------------------------|----|----|----|------|------|
| QWL.4                      | 13 | 52 | 43 | 4,28 |      |
| <b>Participation</b>       |    |    |    |      |      |
| QWL.5                      | 17 | 49 | 42 | 4,23 |      |
| QWL.6                      | 10 | 63 | 35 | 4,23 | 4,25 |
| QWL.7                      | 12 | 54 | 42 | 4,28 |      |
| <b>Work Environment</b>    |    |    |    |      |      |
| QWL.8                      | 9  | 63 | 36 | 4,25 |      |
| QWL.9                      | 6  | 52 | 50 | 4,41 | 4,30 |
| QWL.10                     | 6  | 68 | 34 | 4,26 |      |
| <b>Supervision</b>         |    |    |    |      |      |
| QWL.11                     | 5  | 61 | 42 | 4,34 | 4,31 |
| QWL.12                     | 9  | 52 | 47 | 4,35 |      |
| QWL.13                     | 14 | 52 | 42 | 4,26 |      |
| <b>Salary and Benefits</b> |    |    |    |      |      |
| QWL.14                     | 5  | 77 | 45 | 4,31 |      |
| QWL.15                     | 6  | 77 | 44 | 4,30 | 4,32 |
| QWL.16                     | 1  | 5  | 69 | 52   | 4,35 |

*Source: SPSS output (data processed by researchers, 2025)*

Based on the analyzed data, the Quality of Work Life (QWL) variable at PT Lentera Sinergi Utama has an average of 4.2840 and is classified as high, which reflects the positive perception of employees towards the quality of their work life. All QWL indicators also show a high average, including Growth and Development (4.28), Participation (4.25), Work Environment (4.30), Supervision (4.32), and Salary and Benefits (4.32). These values show that the company has provided comprehensive support, ranging from self-development opportunities, involvement in decision-making, a comfortable work environment, good relations with superiors, to an adequate compensation system. Overall, these results indicate that high QWL in the company contributes to a conducive work atmosphere and supports increased employee motivation and performance.

Table 3. Description of Respondents' Answers on Transformational Leadership Style Variables

| Statement Items   | 1 | 2 | 3  | 4  | 5  | Mean Item | Mean Indikator | Mean Variabel |
|---|---|---|----|----|----|-----------|----------------|---------------|
| <b>Leaders communicate inspiring expectations and goals</b> |   |   |    |    |    |           |                |               |
| GKT.17  |   |   | 3  | 56 | 49 | 4,42      |                |               |
| GKT.18  |   |   | 8  | 68 | 32 | 4,22      | 4,30           | 4,3067        |
| GKT.19  |   |   | 10 | 60 | 38 | 4,25      |                | (tall)        |
| <b>Leaders support creativity and new ideas</b>             |   |   |    |    |    |           |                |               |
| GKT.20  |   |   | 4  | 67 | 37 | 4,30      | 4,32           |               |
| GKT.21  |   |   | 5  | 63 | 40 | 4,32      |                |               |

|   |   |    |    |    |      |      |
|---|---|----|----|----|------|------|
| GKT.22  | 1 | 4  | 60 | 43 | 4,34 |      |
| <b>Leaders act ethically and professionally as ideal models</b> |   |    |    |    |      |      |
| GKT.23  |   | 10 | 59 | 39 | 4,26 |      |
| GKT.24  |   | 8  | 58 | 42 | 4,31 | 4,29 |
| GKT.25  |   | 8  | 58 | 42 | 4,31 |      |

Source: SPSS output (data processed by researchers, 2025)

The Transformational Leadership Style variable shows an overall average of 4.3067 which falls into the high category, based on nine statement items from three key indicators. The first indicator, namely the leader's ability to convey inspiring expectations and goals, obtained an average of 4.30. These results show that leaders are considered able to direct and encourage employees to achieve organizational goals. The second indicator, support for creativity and new ideas, obtained an average of 4.32, which indicates that leaders encourage innovation and are open to fresh thinking from employees. Meanwhile, the third indicator of a leader's actions that reflects ethics and professionalism averaged 4.29, which means the leader is rated as a role model that can be trusted and respected.

Table 4. Description of Respondents' Answers to Motivational Variables

| Statement Items           | 1 | 2 | 3 | 4  | 5  | Mean Item | Mean Indikator | Mean Variabel |
|---------------------------|---|---|---|----|----|-----------|----------------|---------------|
| <b>Enthusiastic</b>       |   |   |   |    |    |           |                |               |
| MTVS.26                   |   |   | 8 | 67 | 33 | 4,23      |                |               |
| MTVS.27                   |   |   | 3 | 50 | 55 | 4,48      | 4,35           |               |
| MTVS.28                   |   |   | 3 | 63 | 42 | 4,36      |                |               |
| <b>Optimistic</b>         |   |   |   |    |    |           |                |               |
| MTVS.29                   |   |   | 8 | 62 | 38 | 4,27      |                | 4,3233        |
| MTVS.30                   |   |   | 7 | 61 | 40 | 4,30      | 4,30           | (tall)        |
| MTVS.31                   |   |   | 5 | 62 | 41 | 4,33      |                |               |
| <b>Self-actualization</b> |   |   |   |    |    |           |                |               |
| MTVS.32                   |   |   | 8 | 56 | 44 | 4,33      |                |               |
| MTVS.33                   |   |   | 6 | 63 | 39 | 4,30      | 4,32           |               |
| MTVS.34                   |   |   | 4 | 63 | 38 | 4,34      |                |               |

Source: SPSS output (data processed by researchers, 2025)

The Motivation variable, which consists of nine items in three indicators (Enthusiasm, Optimism, and Self-Actualization), has an overall average of 4.3233, falling into the high category. The enthusiasm indicator obtained the highest score of 4.35, indicating that employees have high morale and feel happy to carry out their duties. The optimism indicator obtained a value of 4.30, which indicates that employees have confidence and a positive outlook on their career future. Meanwhile, the self-actualization indicator has an average value of 4.32, indicating that employees feel given space to develop their potential and achieve

satisfaction in their work. In general, these results show that the internal and external motivation of employees is at an excellent level.

Table 5. Description of Respondents' Answers to Employee Performance Variables

| Statement Items                | 1 | 2 | 3 | 4  | 5  | Mean Item | Mean Indikator | Mean Variabel |
|--------------------------------|---|---|---|----|----|-----------|----------------|---------------|
| <b>Quality and quantity</b>    |   |   |   |    |    |           |                |               |
| EP.35                          |   |   | 1 | 64 | 43 | 4,38      |                |               |
| EP.36                          |   |   | 3 | 62 | 43 | 4,37      | 4,37           |               |
| EP.37                          |   |   | 1 | 66 | 41 | 4,37      |                | 4,3550        |
| <b>Skills and competencies</b> |   |   |   |    |    |           |                |               |
| EP.38                          |   |   | 1 | 64 | 43 | 4,38      |                | (tall)        |
| EP.39                          |   |   | 3 | 67 | 38 | 4,32      | 4,36           |               |
| EP.40                          |   |   | 1 | 66 | 41 | 4,37      |                |               |

Source: SPSS output (data processed by researchers, 2025)

For the Employee Performance variable, although the average value has not been explicitly stated, the indicators analyzed consist of Quality and Quantity, as well as Skills and Competencies, with six statement items as references. The data from this variable is the basis for evaluating how far employees are able to show optimal work results both in terms of output and work effectiveness. Quality and quantity indicators reflect work results that are on target with high standards, while skills and competencies indicators assess technical skills and ability to complete work efficiently. The results of this analysis are important as a benchmark in seeing the influence of Quality of Work Life, leadership style, and motivation on the achievement of overall employee performance at PT Lentera Sinergi Utama.

**Evaluation of Measurement Models**  
Convergent Validity

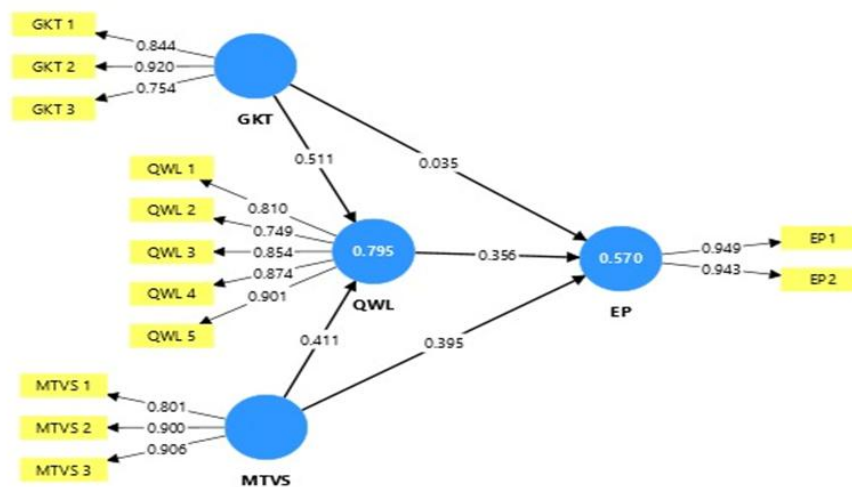


Figure 2. Measurement Model Test

Source: SmartPLS Output 4.1.1.2 (dataprocessed, 2025)

Based on the results of the measurement model test using SmartPLS 4.1.1.2, all indicators from the variables Quality of Work Life, Transformational Leadership Style, Motivation, and Employee Performance showed an outer loading value above 0.50, which means that all indicators are valid and meet convergent validity requirements. The indicator on the Quality of Work Life variable has a value between 0.749 to 0.901; Transformational Leadership Style between 0.754 to 0.920; Motivation between 0.801 to 0.906; and Employee Performance of 0.943 and 0.949. Thus, the instruments used in this study have been proven to be able to represent each construct well and reliably for further testing in structural models.

### *Discriminant Validity*

Table 6. Discriminant Validity Variable

|               | <b>EP</b> | <b>GKT</b> | <b>MTVS</b> | <b>QWL</b> |
|---------------|-----------|------------|-------------|------------|
| <b>EP 1</b>   | 0.949     | 0.690      | 0.702       | 0.707      |
| <b>EP 2</b>   | 0.943     | 0.678      | 0.678       | 0.662      |
| <b>GKT 1</b>  | 0.558     | 0.844      | 0.773       | 0.780      |
| <b>GKT 2</b>  | 0.659     | 0.920      | 0.825       | 0.820      |
| <b>GKT 3</b>  | 0.511     | 0.754      | 0.573       | 0.568      |
| <b>MTVS 1</b> | 0.513     | 0.771      | 0.801       | 0.690      |
| <b>MTVS 2</b> | 0.679     | 0.740      | 0.900       | 0.741      |
| <b>MTVS 3</b> | 0.698     | 0.769      | 0.906       | 0.799      |
| <b>QWL 1</b>  | 0.676     | 0.758      | 0.722       | 0.810      |
| <b>QWL 2</b>  | 0.449     | 0.621      | 0.618       | 0.749      |
| <b>QWL 3</b>  | 0.547     | 0.714      | 0.738       | 0.854      |
| <b>QWL 4</b>  | 0.672     | 0.757      | 0.726       | 0.874      |
| <b>QWL 5</b>  | 0.660     | 0.778      | 0.774       | 0.901      |

*Source: SmartPLS Output 4.1.1.2 (Data processed,2025)*

Compared to the cross-loading value of other variables, the cross loading value of each variable indicator has the highest value in the variable it creates. According to the existing results, it can be concluded that the variables in this study are formed with indicators that have high discriminative validity.

### *Composite Reliability*

Table 7. Composite Reliability

|             | <i>Composite reliability</i> |
|-------------|------------------------------|
| <b>GKT</b>  | 0.819                        |
| <b>EP</b>   | 0.885                        |
| <b>MTVS</b> | 0.852                        |
| <b>QWL</b>  | 0.902                        |

*Source: SmartPLS Output 4.1.1.2 (Data processed,2025)*

In table 6. It can be seen that the composite reliability value of all variables is greater than 0.50. The Quality of Worklife variable with a value of 0.902, for the Transformational Leadership Style variable with a value of 0.819, the Motivation variable with a value of 0.852, and the Employee Performance variable with a value of 0.885. Thus, it can be concluded that all variables that have been tested meet the requirements for composite reliability with a good reliability value.

**Cronbach's Alpha**

Table 8. Cronbach's Alpha

|             | <b>Cronbach's Alpha</b> |
|-------------|-------------------------|
| <b>GKT</b>  | 0.793                   |
| <b>EP</b>   | 0.883                   |
| <b>MTVS</b> | 0.839                   |
| <b>QWL</b>  | 0.894                   |

*Source: SmartPLS Output 4.1.1.2 (DataProcessing, 2025)*

Based on table 7 above, it shows that Cronbach's alpha value in all constructs is above 0.50, including the Quality of Worklife variable with a value of 0.894, the Transformational leadership style variable with a value of 0.793, the Motivation variable with a value of 0.839 and the Employee Performance variable with a value of 0.883. So it can be concluded that cronbach's alpha of all variables has been met. And the resulting value of each variable indicates a strong degree of reproducibility.

**R-Square (R2)**

Table 9. R-Square Test Output

|            | <b>R-square</b> |
|------------|-----------------|
| <b>EP</b>  | 0.570           |
| <b>QWL</b> | 0.795           |

*Source: SmartPLS Output 4.1.1.2 (Data processed,2025)*

Based on the results of the R-square value, it is known that Employee Performance (EP) has a value of 0.570. This means that 57% of the variation in employee performance can be explained by independent variables contained in the model, such as Quality of Work Life, Transformational Leadership Style, and Motivation. Meanwhile, the remaining 43% were influenced by other factors that were not included in this research model.

Meanwhile, Quality of Work Life (QWL) has an R-square value of 0.795. This shows that 79.5% of the variation in these variables can be explained by the relevant variables in the model, while the remaining 20.5% is influenced by other factors outside the model. Overall, the R-square values of these two variables fall into the medium to strong category, which indicates that the model has a fairly good ability to explain the variables studied.

**Relevance of Prediction**

The PLS model can be evaluated by using Q-Square predictive relevance to measure the relevant predictions on the construct model, in addition to looking at the R-Square. The following is the calculation of the Q-Square predictive relevance value used in this research model:

$$Q^2 = 1 - (\sqrt{1 - R12}) \times (\sqrt{1 - R22}) \dots\dots\dots (1)$$

$$Q^2 = 1 - (\sqrt{1 - 0,570}) \times (\sqrt{1 - 0,795})$$

$$Q^2 = 1 - (\sqrt{0,6557}) \times (\sqrt{0,4528})$$

$$Q^2 = 1 - (0,6557 \times 0,4528)$$

$$Q^2 = 1 - 0,2969$$

$$Q^2 = 0,7031$$

The results of the calculation above show that the Q-Square predictive relevance value obtained is 0.7031. From this calculation, it can be seen that the value produced is greater than 0 ( $0 \geq$ ) which means that this model has a Q-Square predictive relevance that can explain the model by 70%.

**Causality**

Table 10. Pathcoefficients Results

|             | Original sample (O) | T statistics ( O/STDEV ) | P values | Information                    | Conclusion              |
|-------------|---------------------|--------------------------|----------|--------------------------------|-------------------------|
| GKT -> EP   | 0.035               | 0.207                    | 0.836    | ( $<0,05$ )<br>Insignificant   | Hypothesis Not Accepted |
| GKT -> QWL  | 0.511               | 6.558                    | 0.000    | ( $\geq 0,05$ )<br>Significant | Hypothesis Accepted     |
| MTVS -> EP  | 0.395               | 2.466                    | 0.014    | ( $\geq 0,05$ )<br>Significant | Hypothesis Accepted     |
| MTVS -> QWL | 0.411               | 5.192                    | 0.000    | ( $\geq 0,05$ )<br>Significant | Hypothesis Accepted     |
| QWL -> EP   | 0.356               | 2.066                    | 0.039    | ( $\geq 0,05$ )<br>Significant | Hypothesis Accepted     |

Source: SmartPLS Output 4.1.1.2 (Data processed,2025)

P-Values are used to determine the significance of relationships between variables in research. A relationship is considered significant if the p-value  $\leq 0.05$ . Based on the results of the analysis, the Quality of Work Life (QWL) variable had a positive and significant effect on Employee Performance, with a coefficient of 0.356, t-statistic of 2.066, and p-value of 0.035. This means that increasing QWL directly encourages an increase in employee performance. In contrast, the relationship between Transformational Leadership Style and Employee Performance was not significant (coefficient 0.035; t-statistically 0.207; p-value 0.836), so there is no strong evidence that this leadership style has a direct impact on performance.

Meanwhile, Motivation had a positive and significant effect on Employee Performance, with a coefficient of 0.395, t-statistic of 2.466, and p-value of 0.014. This shows that the higher the motivation, the higher the employee's performance. In another relationship, the Transformational Leadership Style was also shown to have a positive and significant effect on QWL (coefficient 0.511; t-statistic 6.588; p-value 0.000), indicating that inspiring leadership can create a better quality of work life. Similarly, Motivation showed a significant positive influence on QWL, with a coefficient of 0.411; t-stats 5,192; and a p-value of 0.000, so that hypotheses related to these relationships are acceptable.

Table 11. Indirect Effect Output Results

|                   | Original sample (O) | Sample mean (M) | T statistics ( O /STDEV ) | P values | Conclusion              |
|-------------------|---------------------|-----------------|---------------------------|----------|-------------------------|
| GKT-> QWL -> EP   | 0,182               | 0,186           | 1,997                     | 0,046    | Hypothesis Accepted     |
| MTVS -> QWL -> EP | 0,146               | 0,155           | 1,770                     | 0,077    | Hypothesis Not Accepted |

Source: SmartPLS Output 4.1.1.2 (Data processed,2025)

Based on the results of the path analysis, it is known that the Transformational Leadership Style (GKT) has a significant effect on Employee Performance (EP) with a coefficient value of 0.182, t-statistic of 1.997, and p-value of 0.046. Since the t-statistic > 1.96 and the p-value < 0.05, this relationship is significant at a significance level of 5% and the hypothesis is declared accepted. In contrast, the relationship between Motivation (MTVS) and Employee Performance (EP) showed a coefficient value of 0.146, a t-statistic of 1.770, and a p-value of 0.077. Because it does not meet the requirements of statistical significance (t < 1.96 and p > 0.05), this hypothesis is declared unacceptable, meaning that motivation does not have a significant effect on performance in this model.

## DISCUSSION

This study shows that Quality of Work Life (QWL) has a positive and significant effect on Employee Performance at PT Lentera Sinergi Utama with a coefficient value of 0.430 and a significance value of 0.000 (<0.05). These findings show that the better the quality of work life that employees feel, the higher the performance they show. These results are in line with the study of Wahyuni & Wibowo (2020), which states that a supportive work environment, work-life balance, and involvement in decision-making can improve performance. Employees tend to show optimal performance when they feel valued and supported physically and psychologically within their scope of work.

In contrast, the direct influence of transformational leadership styles on Employee Performance showed statistically insignificant results, despite having a positive relationship direction. The coefficient value is 0.027 with a significance of 0.695 (>0.05), indicating that this leadership style has not been able to have a real influence on performance. This is consistent with the findings of Asbari et al.

(2020) and Rafsanjani (2021) who show that the effectiveness of transformational leadership styles is highly dependent on the readiness of the organization's culture and the individual characteristics of employees. The low mean value on the "leader as role model" indicator indicates that employees do not yet see their leaders as a strong source of work inspiration.

Motivation has been proven to have a positive and significant influence on Employee Performance with a coefficient value of 0.421 and a significance of 0.000. These findings support Herzberg's two-factor theory, that work motivation, both intrinsic and extrinsic, is capable of driving performance. Pratiwi (2023) shows that rewards for career development achievements and opportunities increase work morale, which ultimately increases output. In the context of PT Lentera Sinergi Utama, high motivation allows employees to show maximum responsibility and performance.

The transformational leadership style has a significant influence on the QWL, with a coefficient of 0.472 and a significance value of 0.000. Leaders who provide inspiration, individual attention, and encourage employee development are able to create a work environment that supports well-being and productivity. Research by Rahmawati et al. (2021) and Hasibuan (2021) supports these results by stating that transformational leadership increases positive perceptions of the work environment, including role clarity, appreciation for contributions, and a sense of security at work.

In addition, motivation also had a significant effect on QWL with a coefficient of 0.267 and a significance of 0.001. This means that highly motivated employees not only perform better, but also view their work environment more positively. Junianti et al. (2020) stated that motivation correlates with perceptions of work-life balance and work comfort. This confirms that motivation management is one of the crucial strategies in creating a good quality of work life.

Interestingly, transformational leadership style was shown to mediate the influence of QWL on Employee Performance significantly, with an indirect effect value of 0.199 and a significance value of 0.004. This suggests that although the direct influence of leadership style on performance is insignificant, its role becomes important when mediated by QWL improvements. This model is in line with the theory of Bass & Avolio (1994) as well as the findings of Ghafoor et al. (2011), which mention that transformational leadership is more effective when creating a supportive work environment.

However, motivation was not proven to mediate the relationship between QWL and Employee Performance, as the indirect effect value was 0.112 with a significance of 0.082 ( $>0.05$ ). This means that although motivation has a direct influence on performance and on QWL, it is not strong enough to bridge the relationship between the two. This reinforces the findings of Shahzadi et al. (2014) that motivation as a mediator works better when the work system is supportive and the needs of employees are met in a more personalized manner. Therefore, the motivation development approach at PT Lentera Sinergi Utama needs to be more adaptive and based on the real needs of employees.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study examines the influence of Quality of Work Life (QWL) on Employee Performance with Transformational Leadership Style and Motivation as a mediating variable at PT Lentera Sinergi Utama. The results showed that QWL had a significant positive effect on employee performance, while motivation also contributed positively directly. Transformational leadership styles do not have a direct effect on performance, but have a positive influence on QWL and act as a significant indirect mediator. In contrast, motivation has not been shown to mediate the influence of QWL on performance.

These findings imply that companies need to prioritize improving the quality of working life. This can be done through improving workplace comfort, work-life balance, and a fair and transparent reward system. In addition, it is also important to develop a transformational leadership style through leadership training based on empathy, vision, and employee empowerment. Motivational programs must also be designed adaptively, including achievement-based incentives and career development opportunities.

For further research, it is recommended to expand the objects and populations so that the results are more generalized, for example by involving companies from other sectors such as manufacturing, education, or public services. The addition of variables such as organizational commitment, job satisfaction, or organizational climate can also enrich the research model. In addition, the use of a mixed methods approach can help dig deeper into the psychological dynamics of employees and managerial practices that are not reached by quantitative data alone.

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