

Quality of Work Life and Nurse Performance: The Mediation of Job Satisfaction in Pandemic Era

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ABSTRACT

To advance understanding of Nurse Performance during the Covid-19 pandemic, this study investigates the effect of Quality of Work Life (QWL) on Nurse Performance (NP) with Job Satisfaction (JS) as a mediating variable. Organizations related to health services such as hospitals are involved in the response to the Covid-19 pandemic and nurses are the health workers who most often deal directly with patients. This study measures the Quality of Work Life, Nurse Performance, and Job Satisfaction of 100 nurses at Airlangga University Hospital. The results of this study found a significant relationship between Quality of Work Life and Nurse Performance, Quality of Work Life and Job Satisfaction, Job Satisfaction and Nurse Performance, and Quality of Work Life and Nurse Performance with Job Satisfaction as mediation. Job Satisfaction becomes a partial mediator. The results can serve as a consideration or increase understanding for hospital or nursing management that fostering a Quality of Work Life that affects a nurse's Job Satisfaction will ultimately build a better Nurse Performance.

Keywords: Quality of Work life, Job Satisfaction, Affective Commitment, Covid 19, Quality Job

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INTRODUCTION

In 2020 the whole world is rocked by the Covid-19 problem. Almost all sectors have been affected by this pandemic. All situations change so rapidly, health services are the main key in a country to reduce transmission. Health workers have an important role at the forefront of dealing with this problem. Especially health workers who work as nurses are required to have direct contact with patients to handle covid-19 cases.

When this condition is in a very alert condition, people who usually go to the hospital for check-ups due to minor illnesses are currently trying to avoid the hospital. In fact, there is a situation where people like to isolate health workers, in the news quoted from liputan6.com medical personnel, namely doctors and hospital nurses, are expelled from boarding houses because people are worried about the transmission of the Covid-19 case. This has become tremendous pressure from the social environment, especially for nurses (Nayak *et al.*, 2018).

Not to mention such a risky job. the task of nurses is to fulfil basic needs and prioritize and optimize patient safety (Harefa, 2019). Which is obliged to care for and care for patients and to have direct contact with patients who are exposed to Covid-19, this is very susceptible to transmission, so they are required to comply with strict health protocol standards, one of which is by wearing complete personal protective equipment. Working hours, even during the outbreak of this pandemic, were very busy, resulting in a situation where nurses did not come home for a month and stayed overnight in the hospital as quoted from cnnindonesia.com. This results in poor Occupational Stress and Work Environment (Nayak *et al.*, 2018).

Occupational Stress is also exacerbated by an increase in patients. Nurses were overwhelmed and several hospitals

added rooms and diverted their patients who did not have symptoms to stay at the hotel. This also happened to the Airlangga University Hospital, based on the news published by news.detik.com, namely the Airlangga University Hospital adding rooms and adding beds for covid-19 patients.

Based on Hosseini *et al.*, (2010), the provision of a reward system and support from managers currently affects employees. Of the five dimensions, namely Work Environment, Occupational Stress, Professional Development, Compensation and Rewards, and Social Support which are the dimensions of Quality of Work Life (Nayak *et al.*, 2018). Quality of Work Life is very important in this covid-9 pandemic at Airlangga University Hospital. According to El Badawy *et al.*, (2018), Quality of Work Life can be defined as physical and psychological well-being in the work environment related to the integration of employees into the overall area of their lives.

When the phenomenon that appears, the Quality of Work Life is low, it will have an impact on Job Satisfaction (Diana *et al.*, 2020). Basically, Job Satisfaction is an evaluative response related to the emotional state of nurses towards their work (Diana *et al.*, 2020). So that later the job satisfaction felt by the nurses was not good. According to Luthan (1998) in (Eliyana & Sridadi, 2020), a decreased Job Satisfaction will affect the performance of nurses. Even though they are required to work optimally and be more intense during this pandemic state. Based on Law no. 38 of 2014 concerning nursing, article 29 of the duties of nurses, namely providing nursing care, as a counselor for patients, service managers, and as executor of medical tasks. This role is so important and vital. So that nurses are vulnerable to contracting covid-19 (surabaya.kompas.com).

LITERATURE REVIEW

Nurse Performance

Borman and Motowidlo (1993), classify performance into two things, namely task performance and contextual performance. Task performance is behavior related to technical core and contextual performance i.e., behavior that maintains the social environment in which the technical core must function. Based on Santis *et al.* (2018) quoted in Eliyana & Sridadi (2020), Job Performance is the ability of a person who contributes well to task performance and contextual performance. In this case someone who carries out his role and responsibility properly to contribute effectively to direct patient care (AlMakhaita *et al.*, 2014).

Quality of Work Life

Sojka (2014) defines Quality of Work Life as a collection of phenomena and attributes that appear in a person's interactions and the environment in which he / she works in an organization. In other words, Quality of Work Life is the perception of employees because of the work environment and conditions of human resources (Zin, 2004). Based on Dechawatanapaisai (2017), Quality of Work Life refers to processes in organizations which recognize their responsibility to provide and foster working conditions so that employees can find their interests and needs. Quality of Work Life includes positive feelings towards work because motivation shows work and a good balance between life and personal values and needs are met (Katzell, *et al.* In Soedarsono, 2004). So that Quality of Work Life can be defined as physical and psychological well-being in the work environment associated with the integration of employees into the overall area of their lives (El Badawy *et al.*, 2018). The relationship with quality of Work Life nursing can be seen from each of its dimensions, namely the work environment, Work Environment, Occupational Stress, Professional Development, Compensation and Rewards, and Social Support (Nayak *et al.*, 2018).

Job Satisfaction

Job Performance stems from employees' attitudes in relation to their work (Luthans, 2011 in Diana *et al.*, (2020). Methodologically, Job Satisfaction is defined as an employee's affective reaction to work, based on a comparison between actual and desired results (Mosadegh Rad AM, 2003) In other words, Job Satisfaction is an evaluative response related to the emotional state of nurses towards their work (Diana *et al.*, 2020). So that feelings of pleasure and displeasure with what is done may arise (Eliyana & Sridadi, 2020). However, what is called Job Satisfaction based on Locke (1969) is a pleasant or positive emotional state that results from an assessment of a person's job or work experience and can fulfill employee needs and wants.

Quality of Work Life to Nurse Performance

Efraty *et al.*, (1991) revealed that the Quality of Work Life affects employee attitudes and behavior towards Nurse Performance. Nurse Performance is also influenced by perceptions, roles, attitudes, and a reward system, this is part of the Quality of Work Life (Wirakristama & Suharnomo, 2011 in Silalahi, 2020). Based on Hosseini *et al.*, (2010), professional development and fair payment (compensation) which are also part of Quality of Work Life directly affect Nurse Performance. Fair compensation is given on the basis of the work that has been done, namely the responsibilities and skills that have been performed (Nanjundeswaraswamy & Swamy, 2013). In addition, based on Nanjundeswaraswamy & Swamy (2013), support

from management to do work in this case is that nurses will affect employee performance. As well as the positive results from Quality of Work Life will reduce absences which will impact Nurse Performance, so that Quality of Work Life has an influence on Nurse Performance (Gayathiri & Ramakrishnan, 2013)

H1: Quality of Work Life has a significant positive effect on Nurse Performance

Quality of Work Life to Job Satisfaction

Based on Efraty *et al.*, (1991), Quality of Work Life affects employee attitudes and behavior such as Job satisfaction. Where Quality of Work Life refers to the process in which organizations are aware of their responsibility to provide and foster working conditions so that employees can find their interests and needs (Dechawatanapaisai, 2017). Then, based on Basher Rubel & Kee, (2014), Job Satisfaction is an expression of employees about their job and the expectations of the job which are the results that employees want for their involvement in the organization. So that the relationship between Quality of Work Life and Job Satisfaction can be explained by the need-satisfaction approach, which means that Quality of Work Life is a set of needs that employees try to meet through their work (Diana *et al.*, 2020). On the other hand, employees will get satisfaction with their needs to the extent that their job needs are provided (Chan & Wyatt, 2007). In addition, Quality of Work Life and Job Satisfaction were also found to have a relationship in several studies (Gayathiri & Ramakrishnan, 2013 and Swapna, 2015)

H2: Quality of Work Life has a significant positive effect on Job Satisfaction

Job Satisfaction to Nurse Performance

Job Satisfaction is a common behavior in the workplace, because it requires a certain amount of workload and rewards (Robbins 2001, p. 24). Naturally, someone who works can have feelings of satisfaction or dissatisfaction with what they do (Eliyana & Sridadi, 2020). These feelings are created from an assessment of the work or experience (Locke, 1969).

Kornhauser and Sharp (1932) in Basher Rubel & Kee (2014), found that satisfied employees are considered a valuable asset to the organization, because it can improve the overall performance of the organization through their individual performance. In the Social-Cognitive theory the results of attitudes towards work (Job Satisfaction) affect employee performance (Ajzen, 1991). In other words, Job Satisfaction affects Nurse Performance.

H3: Job Satisfaction has a significant positive effect on Nurse Performance

Mediating Role of Job Satisfaction

Based on El Badawy *et al.*, (2018), Quality of Work Life can be defined as physical and psychological well-being in the work environment related to the integration of employees into the overall area of their lives. The main thing about Quality of Work Life is its effect on individuals, that is, work can cause people to be better, not people to be able to do jobs better (Warin-Angin *et al.*, 2020). So that Quality of Work Life will lead to Job Satisfaction directly. According to Locke (1969) Job Satisfaction is a pleasant or positive emotional state that results from an appraisal of one's job or work experience and can fulfill the needs and desires of employees. Which nurses will reduce absenteeism and turnover and will affect the performance of nurses (Gayathiri & Ramakrishnan, 2013)?

H4: Job Satisfaction mediates the relationship between Quality of Work Life and Nurse Performance

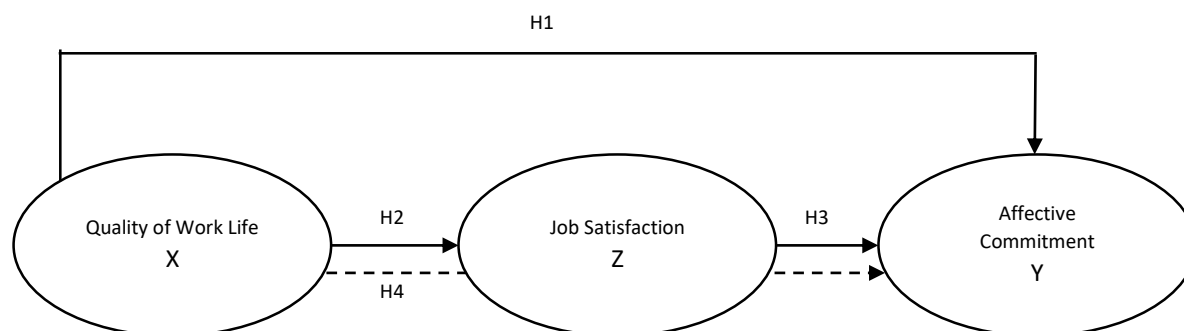


Figure 1. Research Model

METHOD

Data and Sample

The research was conducted by distributing questionnaires to respondents. This research was conducted on nurses at the Airlangga University Hospital

(RSUA). RSUA is a hospital owned by Airlangga University which currently also provides services to people affected by Covid-19. In this case, the research emphasizes the nurses who work at the Airlangga University Hospital with a total of 100 respondents.

Table 1. Demographics

Ages	N	Percentage	Gender	N	Percentage
< 20	0	0	Male	20	20
20 - 25	38	38	Female	80	80
26 - 30	30	30			
31 - 35	21	21			
36 - 40	9	9			
41 - 45	1	1			
46 - 50	1	1			
51 - 55	0	0			
Length of Work			Last education		
< 1 year	7	7	Senior High School	5	5
1 - 2 years	40	40	Diploma	55	55
3 - 4 years	28	28	Bachelor	22	22
5 - 6 years	11	11	Profession	17	17
7 - 8 years	2	2	Master	1	1
> 8 years	12	12			
Status					
Married	55	55			
Not Married	43	43			
Widower/Widow	2	2			

Table 1 shows that respondents aged 20 to 25 are the majority. Then respondents with female gender with a number of 80 are also the majority. Respondents with a length of work of 1 to 2 years were 40. The majority of respondents' last education was Diploma with a total of 55 respondents. The status of respondents who were married were 55 and those who were not married were 43.

Measurement

In this study, 18 items were adopted from Nayak *et al.*, (2018) to measure the Quality of Work Life. Then for Job Satisfaction using 8 items which were adopted from Al-Zu'bi (2010). Then Nurse Performance in this study was

measured by 9 items adopted from (Eliyana & Sridadi, 2020). Responses were collected using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Age, Gender, Length of Work, Last Education, and Status were the control variables in this study.

RESULTS AND DISCUSSION

Result

In this study, the data were processed using Partial Least Square (PLS) and then tested the Outer Model and Inner Model. The first test is to see the results of the Convergent Validity value because it is a reflective indicator.

Convergent Validity is done by looking at the component factor value. This measurement is said to be valid if the component factor value of the indicator is greater (> 0.5) (Ghozali, 2006). Based on Figure 2, it is known that all

items have a component factor value below 0.5 or less than 0.5 (<0.5). So that all items are declared valid. However, previously had to remove invalid QWL 15, JS 1, and JS 2 items.

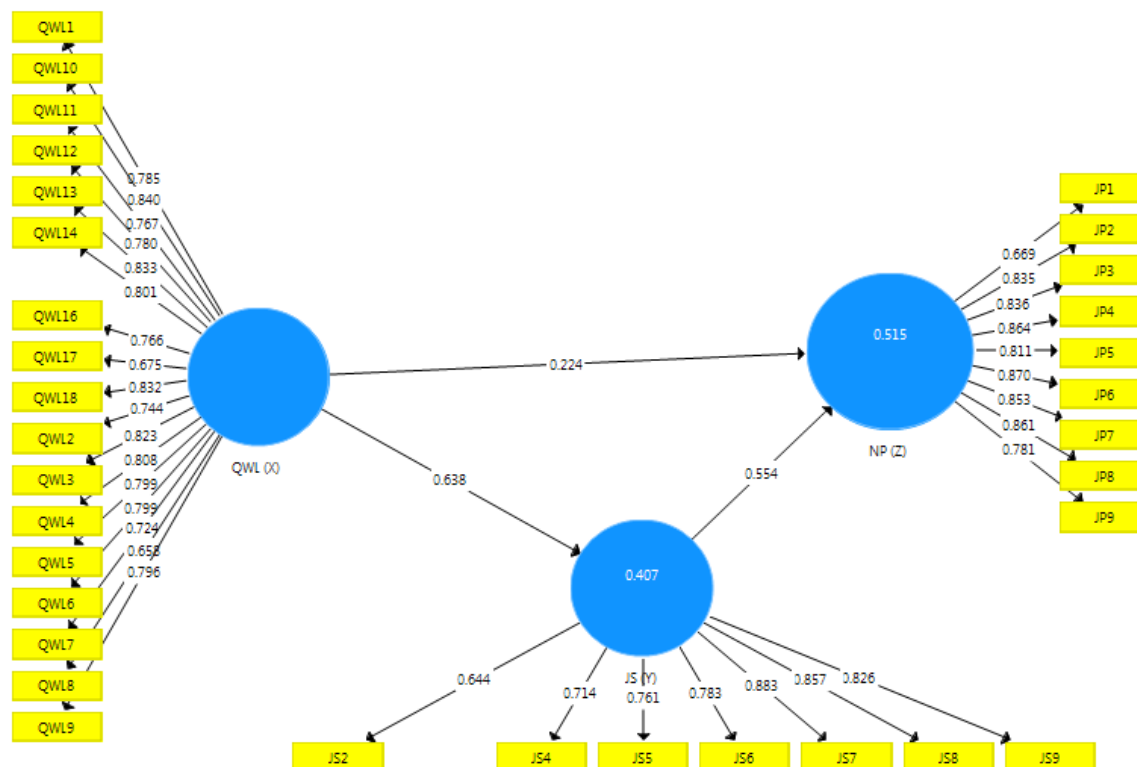


Figure 2. Outer Loadings (Convergent Validity)

Then the Discriminant validity test was carried out, namely, the suitability of the construct value against the variable in which the construct value of the item against the variable was higher than the other variables so it was

said to have good discriminant validity (Ghozali, 2006). It can be seen in Table 2 that all of the largest values lie in each of the variables themselves compared to other variables.

Table 2. Discriminant Validity

	Job Satisfaction (JS)	Nurse Performance (NP)	Quality of Work Life (QWL)
Job Satisfaction (JS)	0,785		
Nurse Performance (NP)	0,696	0,822	
Quality of Work Life (QWL)	0,638	0,577	0,780

In the third or final Outer Model test, this study measures the value between variables whether it has good reliability or not. By looking at the value of composite reliability in Table 3, if it is greater than 0.7 (> 0.7) then it is said to be

Reliable. It can also be seen by looking at the value of cronbach's alpha, if it is greater than 6 (> 0.6) then it is said to be Reliable (Ghozali, 2006).

Table 3. Composite Reliability dan Cronbach's Alpha

Variabel	Cronbach's Alpha	Composity Reliability
Job Satisfaction (JS)	0,894	0,918
Nurse Performance (NP)	0,939	0,949
Quality of Work Life (QWL)	0,960	0,963

Hypothesis Testing

Inner Model testing can see the results of the hypothesis. In Table 4, it can be seen that path analysis or path

coefficient estimation is to determine the relationship between the influence of variables on other variables. The path coefficient estimate can be determined based on the

t-statistics value or by looking at the p value generated by the inner model. If it has a value greater than or equal to 1.64 (≥ 1.64), then the variable relationship is accepted or significant. Meanwhile, if viewed from the p value less than 0.5 (< 0.5), then the variable relationship is significant (Ghozali, 2006). While the parameter coefficient shows the direction of influence by looking at the positive or negative

original sample as well as the magnitude of the influence of the independent variable on the dependent variable (Ghozali, 2006). Path analysis in this study presents the original sample and p value to see the results. The following are the parameter coefficients, p values, and t-statistics generated by the inner model:

Table 4. Path Coefficient

Hypothesis	Influence	Original Sample	P value	t-statistic
H1	Quality of Work Life(QWL) \rightarrow Nurse Performance(NP)	0,224	0,030	2,183
H2	Quality of Work Life(QWL) \rightarrow Job Satisfaction(JS)	0,638	0,000	10,356
H3	Job Satisfaction(JS) \rightarrow Nurse Performance(NP)	0,554	0,000	6,096
H4	Quality of Work Life(QWL) \rightarrow Job Satisfaction(JS) \rightarrow Nurse Performance(NP)	0,353	0,000	4,237
-	Total effect, Quality of Work Life(QWL) \rightarrow Nurse Performance(NP)	0,577	0,000	10,227

In H1 and H2, it can be seen that the P value < 0.05 is 0.030 and 0.000, respectively. Thus, it can be concluded that the independent variable on the significant dependent variable has been fulfilled, so that further testing of the mediation effect can be carried out (Baron & Kenny, 1986). And on H4 it can be seen that P value < 0.05 , which means that the mediating role of Job Satisfaction has a significant effect.

Then the tests that have been carried out in this study will then be used to answer the four research hypotheses. In H1 it can be seen that the P value with a value of 0.000 is significant and the Original Sample has a value of 0.224 which shows positive, so it can be concluded that the Quality of Work Life on Nurse Performance has a significant positive effect. Then in H2, the P Value shows significant results with a result of 0.000 and the Original Sample has a value of 0.638 which shows a positive direction, so it can be concluded that Quality of Work Life has a significant positive effect on Job Satisfaction.

H3 also shows significant results with a P Value of 0.000 and shows a positive direction with Original Sample 0.554, so it can be concluded that Job Satisfaction has a significant positive effect on Nurse Performance. And on H4 it also shows significant results on a P value with a value of 0.000 and also shows a positive direction with an Original Sample value of 0.353, it can be concluded that Job Satisfaction can mediate the relationship between Quality of Work Life and Nurse Performance. This study addresses the results of partial mediation because the total effect of Quality of Work Life on Nurse Performance has a P value of 0.000 (Hartono and Abdillah, 2014).

DISCUSSION

In the tests that have been conducted, it was found that the Quality of Work Life has a significant positive effect on Nurse Performance. This supports previous research which shows a significant positive effect of Quality of Work Life on Nurse Performance (Gayathiri & Ramakrishnan, 2013; Hosseini *et al.*, 2010). From this research it can be found that Social Support, Professional Development, and Occupational Stress which are part of the Quality of Work Life affect Nurse Performance (Hosseini *et al.*, 2010). Likewise, a fair reward and compensation system can

reduce absences that will affect the performance of nurses (Gayathiri & Ramakrishnan, 2013).

Then, on the influence of Quality of Work Life on Job Satisfaction, we can find evidence of significant positive results. Which supports previous research which shows a significant positive effect of Quality of Work Life on Job Satisfaction (Chan & Wyatt, 2007; Diana *et al.*, 2020). From this research it can be found that Quality of Work Life is a set of needs contained in work that can meet employee needs so that employees have evaluative responses related to their work (Diana *et al.*, 2020). Where employees will get satisfaction with their needs as far as provided by their job (Chan & Wyatt, 2007).

Likewise, the effect of Job Satisfaction on Nurse Performance found significant positive results in this study. This supports previous research which shows significant positive results on the effect of Job Satisfaction on Nurse Performance (Basher Rubel & Kee, 2014; Eliyana & Sridadi, 2020). The findings of this study indicate that the performance satisfaction of nurses can affect the performance of nurses. To get the desired Nurse Performance, it is important for organizations to shape employee attitudes into behavior (Basher Rubel & Kee, 2014). Then positive satisfaction will affect better performance and negative satisfaction will affect poor performance (Eliyana & Sridadi, 2020).

In statistical testing related to the mediating role of Job Satisfaction, it was found that Job Satisfaction was able to mediate the Quality of Work Life on Nurse Performance. This mediation is a partial mediation because the direct relationship between Quality of Work Life and Nurse Performance also gets significant positive results. Likewise, with the results of the total effect of Quality of Work Life on Nurse Performance which has a P value of 0.000 (Hartono and Abdillah, 2014). This is in line with research from (Lau & May, 1998; Perangin-Angin *et al.*, 2020). Because the main thing about Quality of Work Life is its effect on individuals, namely work can cause people to be better, not people can do jobs better (Warin-Angin *et al.*, 2020). Which will affect Job Satisfaction, then through Job Satisfaction will implement high performance (Lau & May 1998).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research, analysis, and discussion in this study, namely the effect of Quality of Work Life on Nurse Performance mediated by Job Satisfaction at the Airlangga University Hospital, several conclusions can be drawn regarding this model. Which independent variable, namely Quality of Work Life (X) has a significant positive effect on the dependent variable, namely Nurse Performance (Y), with that these results support the research hypothesis that says Quality of Work Life has a significant positive effect on Nurse Performance. This result is evidenced by a significance of 0.030 or less than 0.05 and a t-statistic of 2.183 or greater than 1.64.

Then the independent variable Quality of Work Life (X) has a significant positive effect on the mediating variable Job Satisfaction (Z), which results in supporting the second hypothesis which says that Quality of Work Life has a significant positive effect on Job Satisfaction. This result is evidenced by a significance value of 0.000 which is less than 0.05 and t-statistics with a value of 10.356 which is greater than 1.64. Furthermore, the mediating variable Job Satisfaction (Z) has a significant positive effect on the dependent variable Nurse Performance (Y), which supports the hypothesis of two studies which state that Job Satisfaction has an effect on Nurse Performance. This result is evidenced by a significance value of 0.000 or less than 0.05 and t-statistics of 6.096 which is greater than 1.64. And the mediating variable in this study, namely Job Satisfaction (Z), got significant results with a value of 0.000 and a t-statistic of 4.237 which is greater than 1.64, which can mediate the effect of Quality of Work Life on Nurse Performance. And the results prove that Job Satisfaction mediates the relationship between Quality of Work Life and Nurse Performance.

Suggestion

From the research conducted, several suggestions can be made to improve Nurse Performance. Some suggestions are that hospitals need to make policies with a Quality of Work Life focus that can affect Job Satisfaction in the form of fair compensation or even increased compensation, nurse development programs and training, support or attention to superiors from nurses, and attention to the work environment such as emphasizes communication and intimacy among nurses. That way nurses can have an attitude that will be good behavior towards Universitas Airlangga Hospital.

Then for further research on organization and human resources, it is suggested to examine the dimensions of Quality of Work Life to find out the more dominant influence directly on Nurse Performance and Nurse Performance through Job Satisfaction. Which will rank the Quality of Work Life dimensions and help organizations determine priorities for improving Nurse Performance and Job Satisfaction. Research can also be conducted by referring to organizations other than hospitals and increasing the number of respondents. That way, will develop variables with various kinds of respondents. So that further studies can be used to deepen research related to Quality of Work Life, Job Satisfaction, and Nurse Performance in human resource management and organizational research.

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