

The Influence of Quality Work of Life on Performance with Subjective Well-Being as a Mediator

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Abstract: A high-Quality Work of Life is believed to enhance employee performance, particularly when supported by strong psychological well-being. This study aims to examine the effect of Quality of Work Life on employee performance, with Subjective Well-Being as a mediating variable. A quantitative approach was employed using a survey method involving 100 permanent employees at the Class I Correctional Institution in Malang. Data were analysed using Partial Least Squares - Structural Equation Modelling (PLS-SEM). The results show that Quality of Work Life has a significant effect on both Subjective Well-Being and employee performance. Furthermore, Subjective Well-Being plays a mediating role in this relationship. These findings imply that improving the quality of the work environment not only directly enhances performance but also does so indirectly through the improvement of employees' psychological well-being.

Introduction

Human resources are one of the strategic elements in the success of organizations, both in the private and public sectors. In the context of public organizations, employees play the role of policy implementers, public servants, as well as guardians of the sustainability of the bureaucratic system. One form of public organization that is very complex and challenging is the penitentiary. This institution has the main function as a place for inmate development, but it also performs a supervisory and control role for high-risk individuals. Therefore, correctional institution employees face high work pressure and require strong managerial support. In a situation like this, attention to employee welfare and performance is a very important aspect. A stressful work environment without proper management can reduce employee morale and productivity.

One of the important approaches in creating supportive working conditions is through improving the Quality of Work Life (QWL). QWL reflects how employees assess their quality of life while working, including aspects of job security, personal life balance, and participation

in decision-making. A healthy and supportive work environment is able to create a sense of comfort and increase employee loyalty to the organization. In a stressful work environment such as correctional institutions, QWL is the foundation for building sustainable work motivation (Sarkar et al., 2024). Employees who feel that their welfare is cared for tend to be more focused and committed in carrying out their duties. Therefore, increasing QWL can be one of the important strategies in encouraging employee performance. QWL is not only about facilities, but reflects the overall work experience that affects the employee's attitude and work behavior (Dwi & Ismoyo, 2023; Faturochman, 1997).

However, the quality of work life will not be fully effective if it is not supported by the healthy psychological condition of the employee. In this case, Subjective Well-Being (SWB) is an important indicator that needs to be considered. SWB includes aspects of life satisfaction, positive emotions, and low psychological distress or stress. Employees with high levels of SWB generally have better emotional balance, and are able to handle workloads effectively. In the context of correctional institutions, employees who have a high SWB will be better prepared to face conflicts, pressures, and moral burdens of work. SWB is also closely related to mental health and employee intrinsic motivation in completing their tasks. Therefore, strengthening subjective welfare can be a means to maintain and improve employee performance in a sustainable manner (Agarwal et al., 2024; Hipp, 2020; Ihensemien & Joel, 2023).

Employee performance is an important outcome in the organizational system, especially in the public sector which has a great responsibility for community services. In correctional institutions, employee performance does not only include administrative aspects, but is also related to security, inmate development, and inter-institutional coordination. Many factors affect employee performance, one of which is how the work environment and psychological conditions are managed (Deepika & Reddy, 2024). This study was conducted to analyze the influence of Quality of Work Life on Employee Performance, with Subjective Well-Being as a mediating variable. In other words, this study wanted to see if QWL can encourage employee performance directly or through the improvement of subjective welfare. The focus of this research is on employees of Class I Correctional Institution Malang, who have complex workloads and high-risk work environments. This prison was chosen because it is one of the large prisons in Indonesia that has quite heavy operational challenges.

Through this research, it is hoped that a deeper understanding of the role of QWL and SWB can be obtained in improving the performance of employees in correctional institutions. The findings of this study are expected to make a theoretical contribution to the development of human resource management science, especially in the public sector. In addition, the results of this research can also be used as a basis for policy makers within the Ministry of Law and Human Rights in designing strategies to improve employee welfare and performance. By effectively managing the quality of work life and psychological well-being, organizations can create a productive, healthy, and sustainable work environment. This research also encourages a more humanistic approach in the management of correctional institution employees. This approach is expected to increase job satisfaction and reduce work stress levels (Ocasal et al., 2024). Finally, the success of correctional institutions in achieving their goals is highly dependent on how the performance of their employees is managed and supported by a healthy system.

Research Method

This study uses a quantitative approach with an explanatory research type to test the causal relationship between the variables Quality of Work Life and Performance, through

Subjective Well-Being as a mediating variable. The research model is prepared based on theoretical frameworks and previous empirical studies, using a survey approach as the main method of data collection.

Population

The population in this study is all permanent employees in the Class I Correctional Institution of Malang, which amounts to around 150 people. A sample of 100 respondents was determined through purposive sampling techniques, with the criteria of employees who have worked for at least one year.

Data collection

Data collection was carried out through a five-point Likert scale-based questionnaire that measured respondents' perception of the variables in the model. The research instrument has been tested for validity and reliability before deployment, and the results show that all indicators meet the requirements for validity and reliability statistically. The questionnaires were distributed using google form or online.

Data analysis

The data was analyzed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software. The analysis is carried out in two stages: evaluation of measurement models to test the validity and reliability of constructs, and evaluation of structural models to test relationships between variables in the model. Validity tests consist of loading factor and Average Variance Extracted (AVE). The criteria of loading factor that used in this study is above 0.7, whereas the value of AVE is above 0.5. This study used Reliability test in this study used Cronbach's Alpha. Evaluation of structural model in this research used R^2 values, path coefficients, and p-values were used to assess the strength and significance of relationships in the research model (Muhammad et al., 2023).

Table 1. Operational Definitions, Variables, and Indicators

Variable	Indicators	Explanation
Quality Work Life (QWL)	Comfortable Working Environment (Deepika & Reddy, 2024)	Assess the comfort of the work environment, which can improve employee welfare and productivity.
	Work-Life Balance (Ariya & Sarun, 2024)	Measuring work-life balance, which is important for maintaining satisfaction and well-being.
	Organizational Support (Naktyiok, 2019)	Shows how much support the organization provides to employees to improve work welfare.
	Opportunities to Thrive (Braun, 2016)	Describe the opportunities provided for employees to learn and develop skills as performance motivation.
	Awards and Recognition (Schindler, 2022)	Measuring the extent to which the organization rewards employee work achievements as a motivation for performance improvement.
Subjective Well-Being	Life Satisfaction (Ianniello, 2023)	Measures employees' level of satisfaction with their overall lives, which affects morale.
	Emotional Well-Being (Fabian, 2019)	Describing the level of positive emotions that employees feel in daily life is important for emotional stability.

	Job Satisfaction (Mendoza-Ocasal et al., 2024)	Shows the extent to which employees are satisfied with their work, which is relevant in improving performance.
	Feeling Valuable at Work (Mendoza-Ocasal et al., 2024)	Measure how much employees feel valued in their work, which can motivate the achievement of optimal performance.
Performance	Work Productivity (Tasya et al., 2024)	Assess the extent to which employees can effectively meet their work targets.
	Quality of Work Results (Tasya et al., 2024)	Measuring the quality of employee work results, it is important to know the effectiveness in carrying out tasks.
	Compliance with Work Standards (Jaafar et al., 2019)	Shows how well employees follow the standards and work procedures set by the organization.
	Initiative and Creativity (Rahimzadeh & Kamran Jafarpour, 2024)	Assess employees' ability to take initiative and come up with creative solutions that can improve performance.

Data collection through questionnaires involving the participation of selected respondents. The questionnaire was distributed directly to respondents. The analysis tool uses the partial smallest square with smartpls ver 3

The relationship among those concepts has to be depicted in a figure of conceptual framework as example below.

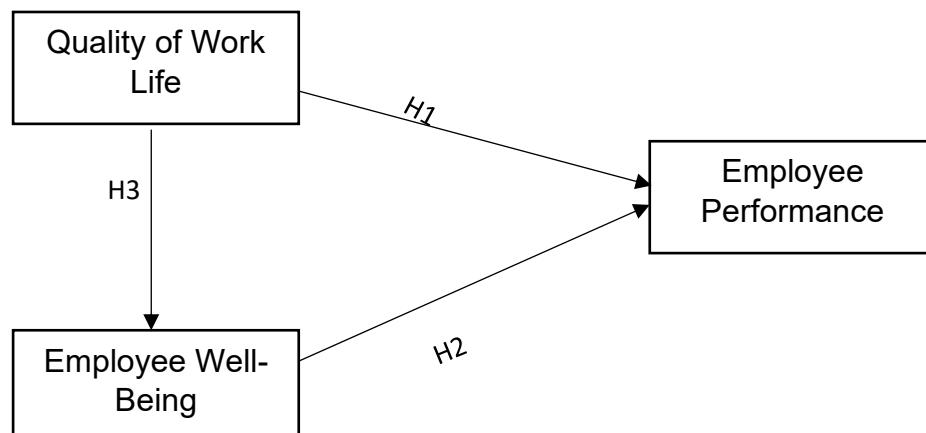


Figure 1. Conceptual Framework

Result and Discussion

Table 2 show that all indicators had an outer loading value above 0.70, which indicates that the item has a strong internal consistency in measuring its construct.

Table 2. Loading Factor

Employee Performance	Quality Work Life	Subjective Well-Being
KK1	0,905	
KK2	0,900	
KK3	0,836	
CD4	0,780	
QWL1		0,845

QWL2	0,799
QWL3	0,715
QWL4	0,801
QWL5	0,709
SWB1	0,902
SWB2	0,932
SWB3	0,919
SWB4	0,796

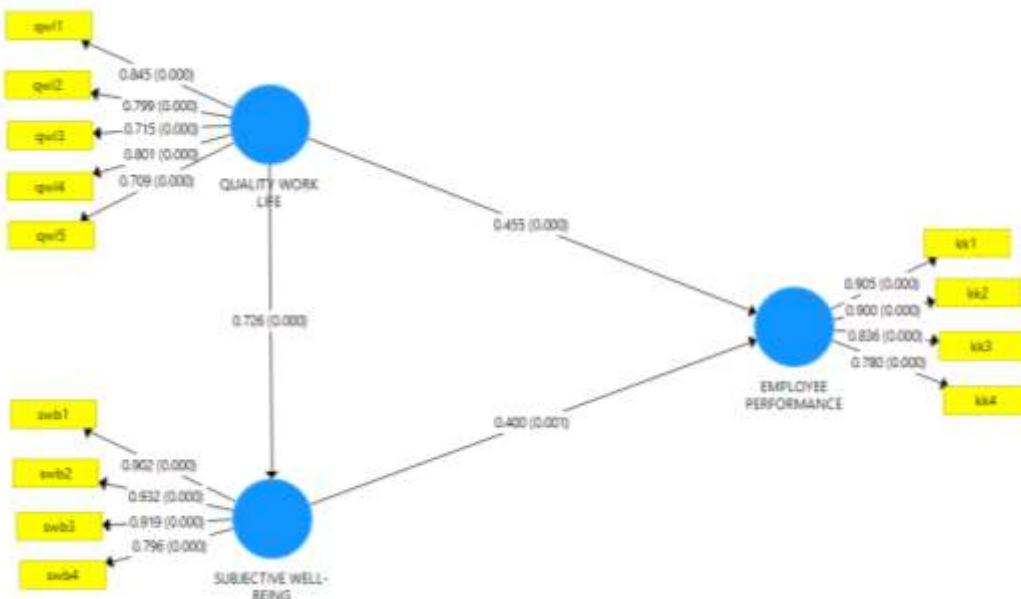


Figure 2. Path Coefficients

Average Variance Extracted (AVE)

The AVE value is used to assess how much variance the indicator describes by the construct.

Table 3. Average Variance Extracted

	Average Variance Extracted (AVE)
EMPLOYEE PERFORMANCE	0,734
QUALITY WORK LIFE	0,602
SUBJECTIVE WELL-BEING	0,790

The test results showed that all constructs in the model had an AVE value above 0.50. This means that more than 50% of the variance of the indicator can be explained by the construct in question, so that the construct meets the conditions of convergent validity (Hair et al., 2018).

Composite Reliability (CR)

CR is used to assess the internal consistency of constructs, and is considered better than Cronbach's Alpha in the context of PLS-SEM (Raykov, 1997).

Table 4. Composite Reliability

Composite Reliability	
EMPLOYEE PERFORMANCE	0,917
QUALITY WORK LIFE	0,883
SUBJECTIVE WELL-BEING	0,938

The processing results showed that all constructs had a CR > 0.70, so it can be concluded that all constructs in the model have good internal reliability.

Cronbach's Alpha

Value Cronbach's Alpha shows the extent to which indicators in one variable are internally correlated in measuring the same concept (Raykov, 1997).

Table 5. Cronbach's Alpha

Cronbach's Alpha	
EMPLOYEE PERFORMANCE	0,879
QUALITY WORK LIFE	0,834
SUBJECTIVE WELL-BEING	0,910

The results of Cronbach's alpha test show that each construct in the model has a good level of internal reliability. This indicates that the items in the construct are consistent in measuring the same concept. Thus, this research instrument is declared internally **reliable** and feasible for further model testing.

R-Square value (R²)

R-square indicates how much an independent variable is able to explain the variation of the dependent variable. The higher the R² value, the better the model's predictive capabilities. Here are the R-square results based on SmartPLS output:

Table 6. R-Square

R Square	
EMPLOYEE PERFORMANCE	0,630
SUBJECTIVE WELL-BEING	0,528

Based on Hair et al. (2021), the R² value is 0.25 = weak, 0.50 = moderate, and 0.75 = strong. Thus, the QWL variable explains 55% of the variation in SWB, and the combination of QWL and SWB explains 63% of the variation in employee performance (EP), which means that the model has quite good predictive power.

Q-Square Value (Q² Predictive Relevance)

The Goodness of fit of the PLS can be found from the Q2 value. The value of Q2 has the same meaning as the determination coefficient (R-Squared/R2) in regression analysis. The higher the R2, the more models can be said to match the data. A Q-Square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-Square value of less than 0 (zero) indicates that the model has no predictive relevance (Ghozali, 2014). From table 10, it can be seen that the Q2 values are as follows:

$$\begin{aligned}
 Q2 \text{ Value} &= 1 - (1 - R_{21})(1 - R_{22})(1 - R_{23}) \dots (1 - R_{2n}) \\
 &= 1 - (1 - 0.630)(1 - 0.528) \\
 &= 0.825 (82.5\%)
 \end{aligned}$$

In this research model, the R-squared value generated in the overall model equation is 82.5%, which means that the structural model has high predictive relevance, the model is getting better and suitable for use in prediction.

Hypothesis Testing

Table the path coefficients to see the results of the following T-statistics:

Table 7. Path Coefficient

	Original Sample (O)	P Values
Quality Work Life -> Employee Performance	0,455	0,000
Quality Work Life -> Subjective Well-Being	0,726	0,000
Subjective Well-Being -> Employee Performance	0,400	0,001

Based on the results of the hypothesis test, the quality of work life has a value of 0.455 and a p-value (0.000) on employee performance, which means that the quality of work life has a positive and significant influence on employee performance. This means that the higher the level of a high-quality work environment, the better it will be able to improve employee performance. Since the p< value is 0.05, the H1 hypothesis is accepted.

Quality work life has a value of 0.726 and a p-value (0.000) on employee performance, which means that quality work life has a positive and significant influence on subjective well-being. This means that the higher the level of a high-quality work environment, the better the welfare of employees. Since the p< value is 0.05, the H2 hypothesis is accepted.

Subjective well-being has a value of 0.400 and a p-value (0.001) on employee performance, which means that subjective well-being has a positive and significant influence on employee performance. This means that the higher the level of a high-quality work environment, the better the performance of employees. Since the p< value is 0.05, the H3 hypothesis is accepted.

Because Quality of Work Life has a significant effect on Subjective Well-Being, and Subjective Well-Being also has a significant effect on Employee Performance, it can be concluded that there is a mediating effect. In fact, part of the influence of QWL on employee performance is channeled through the improvement of subjective welfare. This shows that in order to improve employee performance optimally, organizations not only need to pay attention to the technical aspects of work, but also pay attention to the psychological well-being of employees.

Discussion

The Effect of Quality of Work Life on Employee Performance

Based on the results of the hypothesis test, the Quality Work Life (QWL) variable showed a positive and significant influence on Employee Performance, with a coefficient value of 0.455 and a p-value of 0.000. This indicates that the higher the quality of work life that employees feel, the higher the level of performance. These findings show that a comfortable, safe, and supportive work-life balance is essential for increasing productivity. Logically, when employees feel that their needs are taken care of, both physically and psychologically, they will be more motivated to work optimally. These results are in line with Maslow's theory of needs, where the need for a sense of security and self-actualization is a driver for employees to perform at their best. In addition, Herzberg's theory also emphasizes that hygiene factors such as working conditions, relationships between colleagues, and company policies affect job satisfaction and performance (Ihensem & Joel, 2023). Thus,

organizations that are able to create a *Quality Work of Lifewill* be more successful in encouraging the achievement of employee performance goals.

Critically, these findings confirm that the quality of work life is not just a physical facility, but includes psychological, social, and emotional aspects that affect employee engagement and loyalty. When compared to previous research, these results are consistent with studies that state that QWL is one of the main determinants of performance achievement, especially in the context of organizations that demand high adaptability and productivity (Wahyuningsih et al., 2015). However, it is necessary to reflect that in the context of public organizations or bureaucratic sectors, the implementation of QWL is often not optimal due to structural limitations and rigid organizational culture. Therefore, the implementation of QWL must be adjusted to the characteristics of the institution so that its influence on performance is truly achieved (Ariya & Sarun, 2024). In addition, it is important for management to continue to evaluate QWL dimensions such as participation in decision-making, work flexibility, and mental well-being so that they do not only have a momentary impact. Recognition of the importance of QWL must also be accompanied by a real commitment in managerial policies and practices. With a $p <$ value of 0.05, the H1 hypothesis is statistically accepted, which confirms that QWL plays a crucial role in shaping productive and results-oriented work behaviors.

The Effect of Quality of Work Life on Subjective Well-Being

Based on the results of the hypothesis test, the Quality Work Life (QWL) variable had a positive and significant influence on Subjective Well-Being (SWB), with a coefficient value of 0.726 and a p -value of 0.000. A high coefficient value indicates that the improvement in the quality of working life makes a strong contribution to improving the subjective well-being of employees. This indicates that when employees feel satisfied with their working conditions, have a work-life balance, and receive support from the organization, they will experience a more meaningful, happy, and satisfied life. Logically, a good quality of work life not only impacts the professional aspect but also strengthens the psychological well-being of the individual. These findings are in line with Diener's theory of Subjective Well-Being, which states that individual well-being is influenced by life satisfaction, positive emotional experiences, and the lack of negative emotions all of these aspects are influenced by a conducive work environment (Fabian, 2019). In addition, the Spillover Effect theory in work psychology suggests that working conditions can be "contagious" to personal life, both positively and negatively. Therefore, organizations need to realize that creating a high quality of work life is not only beneficial for productivity, but also important for supporting employee happiness and mental health.

Critically, these findings highlight the importance of a holistic approach in human resource management, where attention is not only focused on work performance, but also on the psychological well-being of employees. In this context, Quality Work Life becomes a bridge between organizational demands and employees' personal needs, which if managed properly will result in mutually beneficial relationships. Compared to previous research, these results reinforce the finding that supportive working conditions play an important role in improving Subjective Well-Being, especially in a stressful and uncertain modern work environment (Trianto et al., 2020). However, reflection needs to be done on organizations that still ignore the welfare aspect of employees in order to pursue efficiency or short-term performance targets. In the long run, neglected well-being can actually lower motivation, increase work stress, and worsen the organizational climate (Ianniello, 2023). Therefore, the

development of a sustainable QWL policy should be part of the organization's strategy in creating a psychologically healthy work environment. With a $p <$ value of 0.05, the H2 hypothesis is accepted, which strengthens the argument that the quality of work life has a fundamental role in improving the subjective well-being of employees as a whole.

The Effect of Subjective Well-Being on Employee Performance

The results of the hypothesis test showed that Subjective Well-Being (SWB) had a positive and significant influence on Employee Performance, with a coefficient value of 0.400 and a p -value of 0.001. Although the coefficient value is lower than the effect of Quality Work Life on SWB, these results still show that subjective well-being plays an important role in shaping employee performance. Logically, when individuals feel happy, satisfied, and have emotional stability in their work lives, they tend to show better performance in carrying out tasks. These findings state that individuals who have high psychological well-being tend to be more productive, cooperative, and able to manage work stress well (Ocasal et al., 2024). In this context, the positive emotions that employees feel can encourage intrinsic motivation, increase work focus, and strengthen social relationships in the work environment. Therefore, organizations that want to improve the performance of their human resources need to pay attention to subjective well-being factors as part of a performance management strategy. The fact that the $p <$ value of 0.05 indicates that the H3 hypothesis is statistically accepted, so the role of SWB in influencing work performance can be said to be valid and significant.

Critically, these findings underscore the importance of a humanistic approach in organizational management, where the success of work is not solely determined by targets and control systems, but also by the psychological state of the individual who performs the work. If employees feel unhappy, depressed, or lose meaning at work, their motivation and work effectiveness can decrease significantly. Therefore, organizations must create a work culture that respects the emotional and psychological aspects of employees in order to maintain optimal performance. Compared to the Affective Events Theory, these results reinforce the view that positive feelings experienced at work will have a direct impact on work behavior, including performance (Rachmawati, 2021). However, it is important to remember that SWBs do not arise automatically, but rather are formed from daily work experience, interpersonal relationships, and consistent managerial support. Therefore, improving subjective well-being is not only the personal responsibility of employees, but also part of the organization's systemic responsibility. With these results, it is becoming clearer that management policies that support employee happiness are not only beneficial to individuals, but also have a real impact on the overall productivity of the organization (Kundi et al., 2020; Penco et al., 2021).

The Role of Subjective Well-Being Mediation in the Influence of Work Life Quality on Employee Performance

Based on the results of the mediation pathway test, it was found that Quality Work Life (QWL) had a significant effect on Subjective Well-Being (SWB), and SWB also had a significant effect on Employee Performance. This shows the existence of a mediation effect, where part of the influence of QWL on employee performance is channeled through the improvement of subjective welfare. This means that a *Quality Work of Life* not only has a direct impact on improving performance, but also indirectly improves performance through the creation of more positive psychological conditions (Rani et al., 2024). These findings support the mediation model put forward by Baron and Kenny, which states that mediation

variables significantly bridge the relationship between independent and dependent variables. In this context, SWB acts as a psychological mechanism that amplifies the positive impact of QWL on work performance (Agarwal et al., 2024). Logically, employees who feel valued and treated fairly at work will feel happier and more fulfilled, thus encouraging them to work more productively. Therefore, the fulfillment of psychological needs through QWL plays a dual role: as a direct and at the same time indirect factor in influencing performance.

Conclusion

Based on the results of the study, it can be concluded that Quality Work Life (QWL) has a positive and significant effect on Employee Performance and Subjective Well-Being (SWB). In addition, SWB has also been proven to have a positive and significant effect on Employee Performance. These findings show that improving the quality of working life not only has a direct impact on performance, but also has an indirect impact through employee psychological well-being as a mediating variable. Thus, there is a partial mediation effect, where part of the QWL's influence on performance is channeled through SWB. This means that a good work environment contributes to creating a work atmosphere that supports employees' happiness and life satisfaction, which ultimately improves their performance. These results reinforce theories such as Maslow, Herzberg, and Diener in explaining the relationship between work environment factors, psychological well-being, and individual performance. The overall findings confirm that a holistic approach to human resource management is key to building sustainable employee performance.

Based on the results of the study, the researcher suggests that organizational management actively build and develop the quality of work life that includes physical, social, and psychological aspects. Programs such as flexible working hours, fair rewards, career development, and a supportive work climate need to be continuously improved. In addition, it is important for organizations to integrate employee well-being programs into human resources policies as a long-term performance improvement strategy. For future researchers, it is recommended to develop this research model by adding other variables such as job satisfaction, organizational commitment, or work stress as mediation or moderation variables. Research can also be conducted on different industry sectors or organizations to expand the generalization of findings. From a methodological perspective, longitudinal research will provide a more comprehensive picture of the dynamics of the relationship between variables over time. With a broader and more in-depth approach, it is hoped that the understanding of the relationship between QWL, SWB, and employee performance will further develop.

Theoretically, this research contributes to enriching the literature on the relationship between Quality Work Life, Subjective Well-Being, and Employee Performance, especially in the context of public sector organizations. These results support and expand the understanding of how psychological variables such as subjective well-being can be an important bridge in explaining the influence of QWL on performance. Practically, these results imply that organizations need to prioritize improving the quality of work life through the provision of a healthy, fair, supportive work environment, and paying attention to work-life balance. Organizations also need to build a managerial system that facilitates the psychological well-being of employees through a humanist and inclusive approach. Not only that, performance improvement is not enough to be done through technical training alone, but also requires intervention in aspects of mental and emotional well-being. The policy implication that can be taken is the need to integrate employee development programs with

work welfare strategies. Thus, organizations can create a work ecosystem that is not only productive, but also psychologically healthy.

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