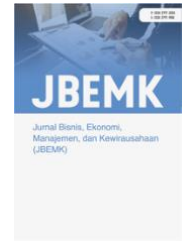




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The Effect Of Quality Of Work Life, Job Satisfaction And Psychological Empowerment On The Performance Of West Papua Regional Police Personnel

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Abstract: This study examines how quality of work life, job satisfaction, and psychological empowerment affect job performance among personnel of the West Papua Regional Police. A total of 273 respondents were selected from 863 employees using Slovin's formula and random sampling. Data were collected through a structured survey and analyzed with multiple regression via SPSS. The results show that quality of work life and psychological empowerment significantly improve job performance, while job satisfaction has no notable effect. Collectively, the three variables have a significant impact when tested simultaneously. The findings suggest that focusing on improving work life quality and empowering staff can enhance performance in law enforcement agencies.

Keyword: quality of work life, job satisfaction, psychological empowerment, job performance

INTRODUCTION

Organizational achievement is closely tied to the effectiveness of its human resources. Employees who perform their tasks efficiently contribute significantly to institutional goals and long-term success. Skilled personnel are vital organizational assets, forming the backbone of sustainable development. In contrast, inadequate employee competence can hinder strategic progress and organizational growth (Adriansyah & Suryani, 2020; Sukes³ & Zakaria, 2021).

Improving employee performance is a priority in organizational management, and several key factors influence this outcome. Among them, Quality of Work Life (QWL), Job Satisfaction, and Psychological Empowerment play pivotal roles in shaping employee attitudes and productivity. QWL refers to how well the work environment and job characteristics support employees' personal expectations and needs, promoting balance and well-being at work (Kara et al., 2019). These needs encompass physical, social, and cognitive aspects, which, when fulfilled,

enhance motivation, engagement, and job outcomes. Therefore, focusing on QWL, alongside efforts to boost satisfaction and empowerment, presents a comprehensive strategy to maximize workforce capacity and institutional performance.

Job satisfaction is a widely studied psychological aspect that influences how employees assess and respond to their job roles. It affects motivation and work behavior, as seen in previous studies (Riskawati et al., 2023; Widyanarko & Sukei, 2020), which consistently show its positive relationship with performance. Meanwhile, psychological empowerment involves the employee's perception of meaning, competence, autonomy, and the ability to make a difference. When empowerment is high, individuals exhibit greater commitment and productivity due to increased confidence and ownership of their responsibilities (Miska & Amri, 2024; Adriansyah & Suryani, 2020).

Although many studies have explored performance determinants, most are situated in corporate or general public sector contexts. In contrast, law enforcement organizations, particularly those in remote regions like West Papua, remain underrepresented in the literature. Furthermore, while QWL, job satisfaction, and empowerment have been analyzed independently, their combined influence within a single empirical model in police institutions has not been thoroughly examined. This study addresses that gap by investigating how these three variables simultaneously affect the performance of West Papua Regional Police personnel. It offers practical insights for enhancing human resource management in similar organizational settings.

LITERATURE REVIEW

Human Resource Management

Human resources are central to any organization, regardless of its structure or objectives. Organizations exist to serve human interests, and their missions are planned and executed by people (Hasibuan, 2019). Therefore, effective management of human resources is essential for ensuring organizational sustainability and achieving its goals.

Quality of Work Life

Quality of Work Life (QWL) refers to how supportive and satisfying the work environment is for employees. It encompasses not only the physical conditions of the workplace but also psychological and emotional aspects that affect how employees experience their jobs (Zaman & Ansari, 2022). A high-quality QWL system can enhance job satisfaction, promote workplace safety, improve performance, and support organizational adaptability.

Job Satisfaction

Job satisfaction reflects how employees evaluate their work experience emotionally. It is influenced by factors such as salary, job duties, relationships with supervisors and coworkers, and opportunities for advancement (Pinaraswati, 2020; Febrianti & Setiawan, 2022). These elements shape how employees perceive their roles and can significantly influence their motivation and overall performance.

Psychological Empowerment

Psychological empowerment is a motivational concept that describes how employees perceive their ability to influence outcomes in the workplace. It includes elements such as meaning, competence, autonomy, and impact (Grošelj et al., 2020; Amaliah, A., & Wardani, L. M. I., 2020). Empowered employees are more likely to feel invested in their work and perform at a higher level due to their increased sense of control and purpose.

Job Performance

Job performance refers to the measurable output of an employee's efforts as evaluated by the organization. Key performance indicators typically include quality, quantity, timeliness, and punctuality in task completion. Performance assessment helps organizations determine whether individual contributions align with organizational expectations and goals.

METHOD

This research employs a quantitative approach to explore the causal relationships among the variables of Quality of Work Life, Job Satisfaction, Psychological Empowerment, and Job Performance. The design of the study is causal-comparative, aiming to determine how independent variables influence the dependent variable through statistical analysis.

The study involved a total of 863 personnel from the West Papua Regional Police. The appropriate sample size was determined using Slovin's formula, resulting in 273 participants chosen through a simple random sampling technique.

The researchers obtained data by distributing a structured questionnaire to the chosen participants. Each item in the questionnaire was designed to reflect indicators of the study variables.

For data processing and hypothesis testing, the research utilizes multiple linear regression analysis using SPSS software. This analytical technique enables the researcher to assess both the partial and simultaneous effects of the independent variables on job performance.

RESULTS AND DISCUSSION

Model Analysis and Hypothesis Proof

Validity Test

Validity testing was undertaken to verify whether each item appropriately represented the concept being measured.

Table 1. Validity Test Results

Variables	Indicator	<i>r count</i>	<i>Sig</i>	Information
<i>Quality of Work Life</i> (X1)	X1.1	0.664	0.000	Valid
	X1.2	0.750	0.000	Valid
	X1.3	0.681	0.000	Valid
	X1.4	0.567	0.000	Valid
	X1.5	0.767	0.000	Valid
	X1.6	0.595	0.000	Valid
	X1.7	0.717	0.000	Valid
	X1.8	0.658	0.000	Valid
	X1.9	0.780	0.000	Valid
	X1.10	0.741	0.000	Valid
	X1.11	0.700	0.000	Valid
	X1.12	0.745	0.000	Valid
	X1.13	0.706	0.000	Valid
<i>Job Satisfaction</i> (X2)	X2.1	0.768	0.000	Valid
	X2.2	0.800	0.000	Valid
	X2.3	0.825	0.000	Valid
	X2.4	0.818	0.000	Valid
	X2.5	0.729	0.000	Valid
<i>Psychological Empowerment</i> (X3)	X3.1	0.744	0.000	Valid
	X3.2	0.733	0.000	Valid
	X3.3	0.861	0.000	Valid
	X3.4	0.852	0.000	Valid
	X3.5	0.847	0.000	Valid
	X3.6	0.848	0.000	Valid

Variables	Indicator	<i>r count</i>	<i>Sig</i>	Information
<i>Job Performance</i> (Y)	X3.7	0.751	0.000	Valid
	X3.8	0.595	0.000	Valid
	Y.1	0.829	0.000	Valid
	Y.2	0.828	0.000	Valid
	Y.3	0.797	0.000	Valid

Based on the results, all indicators for each variable—Quality of Work Life, Job Satisfaction, Psychological Empowerment, and Job Performance—showed significance values below 0.05, confirming that the items fulfilled statistical requirements and were suitable for further analysis.

Reliability Test

Reliability was evaluated using Cronbach's Alpha, with a threshold of 0.60 applied to determine whether each variable met the reliability standard.

Table 2. Reliability Test Results

Variables	<i>Cronbach Alpha</i>	Alpha	Conclusion
<i>Quality of Work Life(X1)</i>	0.914	0.6	Reliable
<i>Job Satisfaction(X2)</i>	0.848	0.6	Reliable
<i>Psychological Empowerment(X3)</i>	0.905	0.6	Reliable
<i>Job Performance(Y)</i>	0.752	0.6	Reliable

The analysis showed that all variables had Cronbach's Alpha values well above the threshold, confirming the internal consistency and stability of the measurement instruments.

Multiple Linear Regression Analysis

Table 3. Multiple Regression Test Results

Model	Regression Coefficient	Std. Error
Constants	0.567	0.184
<i>Quality of Work Life(X1)</i>	0.232	0.079
<i>Job Satisfaction(X2)</i>	0.151	0.087
<i>Psychological Empowerment(X3)</i>	0.487	0.075

The regression model used in this study produced the following equation:

$$Y = 0.567 + 0.232 X1 + 0.151 X2 + 0.487 X3$$

Where:

- X1 represents Quality of Work Life
- X2 represents Job Satisfaction
- X3 represents Psychological Empowerment
- Y represents Job Performance

The regression coefficients suggest that all independent variables are positively related to Job Performance. Among the three, Psychological Empowerment has the most substantial influence, followed by Quality of Work Life. Job Satisfaction, on the other hand, appears to have a relatively weaker impact compared to the other two variables.

Multiple Correlation Coefficient (R) and Multiple Determination (R²)

Table 4. Multiple Correlation Coefficient (R) and Multiple Determination (R²)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.776	0.601	0.597	0.41262

This study reports a correlation coefficient (R) of 0.776, signifying a strong linear association between the predictor variables namely Quality of Work Life (X1), Job Satisfaction (X2), and Psychological Empowerment (X3) and the outcome variable, Job Performance (Y). The

magnitude of this coefficient suggests that fluctuations in these independent factors are closely aligned with changes observed in the performance levels of personnel.

In addition, the coefficient of determination (R^2) is calculated at 0.601, indicating that 60.1% of the variance in Job Performance is accounted for by the combined effects of Quality of Work Life, Job Satisfaction, and Psychological Empowerment. The remaining 39.9% may be attributed to other factors beyond the scope of this research, including external influences or variables not examined within the current model.

Hypothesis Testing – Partial Test (t-Test)

Table 5. t-Test Results

Model	T	Sig
<i>Quality of Work Life(X1)</i>	2.926	0.004
<i>Job Satisfaction(X2)</i>	1.739	0.083
<i>Psychological Empowerment(X3)</i>	6.518	0.000

The t-test was conducted to evaluate the individual contribution of each independent variable to the dependent variable. A significance threshold of 0.05 was applied as the criterion for interpretation.

- Quality of Work Life (X1): Exhibited a statistically significant effect on Job Performance, as evidenced by a p-value of 0.004. This result suggests that better alignment between employees' work conditions and personal well-being contributes positively to their performance outcomes.
- Job Satisfaction (X2): Did not show a statistically significant relationship with Job Performance, given the p-value of 0.083, which exceeds the standard significance threshold of 0.05. This indicates that, within the context of this study, job satisfaction does not have a measurable influence on performance.
- Psychological Empowerment (X3): Demonstrated a highly significant and positive effect on Job Performance, with a p-value of 0.000. This underscores the importance of employees' perceived autonomy, competence, and sense of impact in enhancing their effectiveness at work.

These findings suggest that among the three variables, Quality of Work Life and Psychological Empowerment have a significant role in improving employee performance, while Job Satisfaction does not show a direct influence in this context.

Simultaneous Test (F Test)

As explained by Ghozali (2016), the F-test is employed to assess the combined influence of several independent variables on a dependent variable. When the resulting significance value is less than 0.05, it suggests that the independent variables, taken together, have a meaningful statistical effect on the outcome.

Table 6. Simultaneous Test (F Test)

	Sum of squares	df	Mean square	F	Sig.
Regression	69.114	3	23.038	135.312	0.000
Residual	45.799	269	0.170		
Total	114.913	272			

The F-test was applied to assess the collective impact of all independent variables—Quality of Work Life, Job Satisfaction, and Psychological Empowerment—on the dependent variable, Job Performance.

The test yielded a significance value of 0.000, which falls far below the conventional cutoff of 0.05. This finding suggests that the three predictors, when analyzed together, significantly affect Job Performance.

In essence, the simultaneous contribution of these variables provides a meaningful explanation for variations in employee performance. As a result, the regression model used in this study can be considered statistically appropriate and suitable for further interpretation.

DISCUSSION

The Effect of QWL on Job Performance

The findings indicate that Quality of Work Life (QWL) exerts a positive and statistically significant influence on employee performance. A work environment that is perceived as conducive, meaningful, and responsive to employees' needs tends to foster higher levels of productivity and work engagement. This finding is consistent with previous studies by Amelia & Muhammad (2024) and Febrianti & Setiawan (2022), which demonstrated that improved QWL contributes to better job performance. A conducive work environment not only fulfills physical and psychological needs but also enhances employee motivation and commitment.

The Effect of Job Satisfaction on Job Performance

Unlike QWL, Job Satisfaction showed no measurable impact on performance based on the results of this study. Although satisfaction is often linked to positive work behavior, the results here suggest that satisfaction alone may not be a direct driver of performance for employees at the West Papua Regional Police. It is possible that other factors such as organizational culture, discipline, or external motivation play a more dominant role in shaping performance in this context.

The Effect of Psychological Empowerment on Job Performance

The analysis reveals that Psychological Empowerment has a strong and statistically meaningful effect on employee performance. Empowered employees—those who feel competent, autonomous, and impactful—tend to be more engaged and perform better. This supports the conclusions of Adriansyah & Suryani (2020), which emphasized the importance of psychological factors in enhancing service performance. Empowerment helps individuals take ownership of their roles, which can increase initiative and accountability in carrying out responsibilities.

The Combined Effect of QWL, Job Satisfaction, and Psychological Empowerment

When considered collectively, the three variables—QWL, Job Satisfaction, and Psychological Empowerment—exhibited a combined and notable impact on job performance. These findings imply that employee performance is better explained by the interplay of several interconnected factors rather than a single determinant. The results are consistent with the findings of Hutabarat (2025), who emphasized the synergy between QWL, satisfaction, and empowerment in shaping performance outcomes. Understanding these relationships can assist organizational leaders in developing integrated HR strategies to boost effectiveness and service quality.

CONCLUSION

In light of the study's findings, the following conclusions are presented:

1. Quality of Work Life demonstrates a positive and statistically significant impact on the job performance of personnel at the West Papua Regional Police. A structured and supportive work environment plays a crucial role in improving employee productivity.
2. Although Job Satisfaction is frequently linked to positive employee attitudes, this study found no statistically meaningful influence on performance. This indicates that other variables may have a more substantial role in shaping outcomes in this context.

3. Psychological Empowerment shows a strong and significant relationship with job performance. Personnel who perceive themselves as empowered tend to exhibit greater initiative, dedication, and efficiency in their duties.

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