

## Improving Employee Performance Based on Quality of Work Life, Transformational Leadership, and Job Satisfaction at KPP Madya Semarang

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**Abstract.** *This research is an explanatory research, which aims to describe the causal relationship between variables in an organizational phenomenon. The population of the study was all 118 employees working at KPP Madya Semarang. Considering the relatively small population, this study used a census method involving all employees as respondents. Primary data were obtained through a structured questionnaire compiled based on the variables of Quality of Work Life, Transformational Leadership, Job Satisfaction, and Employee Performance with measurements using a Likert scale of 1–5. The data analysis technique used was Partial Least Square (PLS). The results showed that Quality of Work Life and Transformational Leadership had a positive and significant effect on Job Satisfaction and Employee Performance. Improving the quality of work life, which includes recognition for achievement, work-life balance, opportunities for self-development, involvement in decision-making, and a conducive work environment, has been shown to encourage job satisfaction while increasing productivity, efficiency, punctuality, initiative, and teamwork. Similarly, the application of transformational leadership through intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence has been shown to increase job satisfaction and positively impact employee performance. Furthermore, job satisfaction has a positive and significant impact on employee performance, meaning that the higher the job satisfaction in core job aspects, compensation, promotion opportunities, supervisory style, and relationships between coworkers, the higher the performance displayed by employees.*

**Keywords:** *Leadership; Satisfaction; Transformational; Quality.*

### 1. Introduction

In the modern era, filled with challenges and dynamics, government agencies play a strategic role as providers of public services aimed at meeting public needs. Public demands for fast,

transparent, and high-quality services are increasing along with technological developments and public awareness of public rights. Efforts to improve the competence and quality of human resources within government agencies are absolutely essential. Professional, innovative, and responsive employees are key to realizing public services that optimally meet public expectations. Government agencies, as providers of public services, are required to continuously improve the quality of their employees to ensure they are able to provide services that meet public expectations (Faris et al., 2024).

Human Resources (HR) are the most valuable asset in an organization. The success of an organization is determined not only by a strong business strategy but also by how the potential of each individual within the organization can be optimized. The role of the HR department in today's modern era is crucial. The HR department functions not only as administrative support but also as a strategic partner, ensuring that the organization has a competent, motivated workforce that is aligned with the organization's vision and mission. The HR department holds the key to determining the long-term success of an organization. The HR department plays a crucial role, and by recognizing the essential role of HR in an organization, the strategic role of this department in supporting the overall success of the organization becomes clearer (Aniversari, 2022).

The success of an organization is inseparable from the contribution of its members who work as a team. The ability of individuals to achieve optimal performance is a crucial factor in supporting the achievement of organizational goals. Team members who work with high productivity, consistent innovation, and effective collaboration not only have a positive impact on individual work results but also directly increase the competitiveness and excellence of the organization as a whole. Creating a work environment that supports individual growth is a top priority for driving future organizational success. When team members are able to achieve optimal performance, organizational excellence will also increase (Afianto et al., (2024); Nurkhayati & Khasbulloh (2023).

*Employee performance* is one of the determining factors in an organization's success. With the changing times and increasingly complex challenges, organizations must adapt and continuously strive to improve the quality and productivity of their employees. This is not only related to achieving short-term targets but also relates to the organization's long-term sustainability and competitiveness. Efforts to improve employee performance must be a top priority so that the organization can continue to grow and successfully achieve its goals. Organizations need to continuously improve employee performance, as it is a key factor in determining the organization's success in achieving its goals (Afianto et al., 2024).

The success of an organization depends heavily on the quality of its human resources. Employees who possess not only the necessary skills but also the willingness to give their best play a crucial role in supporting the achievement of organizational goals. The combination of well-trained skills and high motivation can be a key driving force behind overall organizational performance improvement. Organizations need to create an environment that supports the development of employee skills and work ethic to achieve

optimal performance that positively impacts the organization's long-term goals. Employees who possess the ability and willingness to give their best to the organization can support overall performance improvement (Efriliansyah, 2023).

The compliance indicator in 2023 was only 81.59%, still falling short of the expected target. This indicates challenges in maintaining taxpayer compliance levels compared to the previous year. Furthermore, the percentage of realized tax revenue from Material Compliance Monitoring (PKM) activities also fell short of the target, at 81.59%. This achievement is still far from the established target, indicating the need for further improvements in material monitoring to ensure better tax compliance.

Indicators in 2024, including: tax revenue, growth in gross tax revenue, current year compliance, compliance in submitting Annual Income Tax Returns for Corporate and Strategic Individual Taxpayers, tax revenue from Periodic Payment Supervision (PPM) activities, previous year compliance, tax revenue from Material Compliance Supervision (PKM) activities, financial management, and quality of budget implementation have met the target of more than 100% and there has been an increase in achievement from previous years, however, the Organizational Performance Value was only achieved at 110.32%, still not meeting the expected target of 120%.

The Organizational Performance Value (NKO), which has a target of 120% based on ND-37/PJ/2012 concerning the Delivery of Strategic Targets (SS), has not been achieved in the three years. In 2022, the NKO was achieved at 106.70%, followed by an increase to 108.72% in 2023, and 110.32% in 2024. Despite the increase from year to year, the NKO is still below the 120% target. This indicates that although some strategic targets have been achieved, there is room for improvement in the overall achievement of organizational performance to get closer to or reach the maximum target according to the established standards. The failure to achieve the NKO of 120% is due to the suboptimal achievement of other indicators, such as gross tax revenue and compliance monitoring, which have a negative impact on overall performance, so it is necessary to identify factors that influence performance in order to achieve optimal performance, including quality of work life and transformational leadership.

## 2. Research Methods

This research is a type of explanatory research, which aims to explain the causal relationships between variables in a phenomenon. This research aims to understand the reasons and mechanisms of how a phenomenon occurs. The main focus of explanatory research is to test pre-established hypotheses and provide deeper insight into the mechanisms underlying the relationships between the variables studied (Sekaran & Bougie, 2020). Thus, explanatory research focuses more on an in-depth understanding of causal relationships through hypothesis testing based on existing theories. This research has a causal relationship nature, namely a relationship involving cause and effect. This study involves several variables, including independent variables and dependent variables. The purpose of this study is to analyze the relationship between four variables: the independent variables quality of work

life (X1) and transformational leadership (X2), the intervening variable job satisfaction (Z), and the dependent variable related to employee performance (Y).

### 3. Results and Discussion

The respondents of this study were all over employees working at the Semarang Medium Tax Office. Respondent data were obtained from questionnaire distribution. The research was conducted by distributing research questionnaires on July 19-27, 2025. Respondent description analysis consisted of information related to respondent characteristics seen from gender, age, education, and length of service. The results of questionnaire data processing related to respondent descriptions are presented in Table.

#### 1) Gender

Respondents who participated in the research can be classified according to gender as follows:

Respondent Description Table by Gender

Gender	Frequency	Percentage
Man	93	78.8
Woman	25	21.2
<b>Total</b>	<b>118</b>	<b>100.0</b>

Source: Data processing results, 2025.

The table above shows that the majority of respondents were male (78.8%), while only 21.2% were female. This indicates that the workforce at the Semarang Medium Tax Office (KPP Madya) is still dominated by men. From a research perspective, male dominance can influence the dynamics of work patterns within teams, as men tend to be placed in positions with high technical workloads and requiring punctuality and productivity. However, the presence of female employees still makes a positive contribution, particularly to the quality of work life aspect, by encouraging a more balanced work environment.

#### 2) Age

Respondents who participated in the research can be classified according to age level as follows:

Respondent Description Table by Age

Age	Frequency	Percentage
25 to 35 years	24	20.3
36 to 45 years old	71	60.2
> 45 years	23	19.5
<b>Total</b>	<b>118</b>	<b>100.0</b>

Source: Data processing results, 2025.

The data presented in the table shows that the 36–45 age group dominated the respondents (60.2%), followed by those aged 25–35 (20.3%) and those over 45 (19.5%). This indicates that the majority of employees are in their mature age, with considerable work experience and

better emotional stability. This condition is related to employee career satisfaction, as employees in this age range typically have career certainty and job stability.

### 3) Last education

Respondents who participated in the research can be classified according to their last education as follows:

Respondent Description Table According to Last Education

Education	Frequency	Percentage
DI/DIII	18	15.3
DIV/S1	63	53.4
S2	37	31.4
<b>Total</b>	<b>118</b>	<b>100.0</b>

Source: Data processing results, 2025.

Based on the table above, it can be seen that the majority of respondents had a bachelor's degree (53.4%), followed by a master's degree (31.4%), and a diploma (15.3%). This relatively high level of education suggests that Semarang Medium Tax Office employees possess strong intellectual capacity. This facilitates the leadership process, as it is easier to instill inspiration and intellectual stimulation in highly educated employees. Furthermore, a relatively high level of education encourages opportunities for self-development and involvement in decision-making.

### 4) Length of work

Respondents who participated in the research can be classified according to the length of time they have worked as follows:

Respondent Description Table According to Length of Service

Years of service	Frequency	Percentage
< 10 years	13	11.0
10 to 20	72	61.0
21 – 30 years old	27	22.9
> 30 years	6	5.1
<b>Total</b>	<b>118</b>	<b>100.0</b>

Source: Primary Data Processing Results, 2025.

The table shows that the majority of respondents have worked for 10–20 years (61.0%), followed by 21–30 years (22.9%), while only 11.0% have worked for less than 10 years, and 5.1% have worked for more than 30 years. The dominance of employees with medium to long tenure indicates that most respondents have solid organizational experience. Long tenure also impacts employee performance, as experience makes employees more skilled, disciplined, and able to maintain the quality of their work.

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Its primary purpose is to provide an initial overview of



patterns or trends in the data, allowing for a better understanding of its distribution and characteristics before engaging in more complex analysis.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. The complete variable descriptions are shown in the table.

TaResearch Variable Description bell

No	Variables and indicators	Mean	Standard Deviation
<b>a</b>	<b><i>Quality of Work Life</i></b>		
	1. Awards and recognition for achievements	3.93	<b>0.74</b>
	2. Work-life balance	3.93	<b>0.74</b>
	3. Opportunities for growth	4.01	<b>0.73</b>
	4. Involvement in decision making	3.86	<b>0.75</b>
	5. Work environment	3.97	<b>0.79</b>
	Overall mean	<b>3.94</b>	
<b>b</b>	<b><i>Transformational Leadership</i></b>		
	1. Intellectual stimulation	4.14	<b>0.77</b>
	2. Individual considerations	4.07	<b>0.78</b>
	3. Inspirational motivation	4.08	<b>0.78</b>
	4. Idealized influence	4.09	<b>0.81</b>
	Overall mean	<b>4.10</b>	
<b>c</b>	<b><i>Job Satisfaction</i></b>		
	1. Satisfaction with the job itself	4.03	<b>0.88</b>
	2. Satisfaction with salary and benefits	4.05	<b>0.84</b>
	3. Satisfaction with the opportunity for promotion	3.88	<b>0.88</b>
	4. Satisfaction with supervision	4.16	<b>0.76</b>
	5. Satisfaction with relationships with colleagues	4.10	<b>0.87</b>
	Overall mean	<b>4.04</b>	
<b>d</b>	<b><i>Employee Performance</i></b>		
	1. Work productivity	4.03	<b>0.66</b>
	2. Quality of work results	3.99	<b>0.72</b>
	3. Punctuality	4.10	<b>0.72</b>
	4. Efficiency in the use of resources	4.05	<b>0.69</b>
	5. Work initiatives	4.02	<b>0.67</b>
	6. Teamwork	4.19	<b>0.67</b>
	Overall mean	<b>4.06</b>	

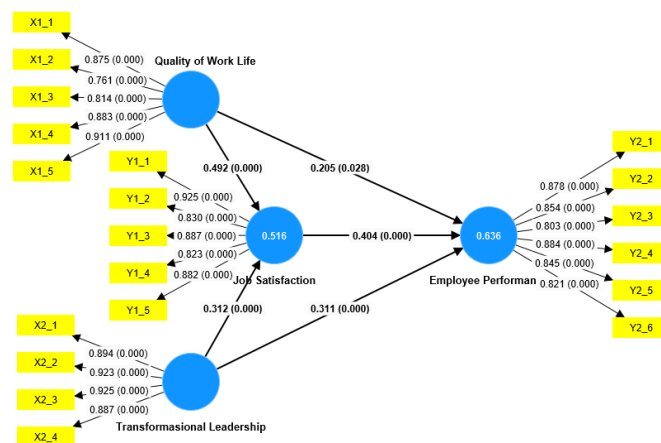
Based on the results of the descriptive analysis in the table, the Quality of Work Life (X1) variable has an overall average of 3.94. The highest mean value is found in the opportunity for development indicator at 4.01, which indicates that KPP Madya Semarang employees feel that there are quite good opportunities for career development and training. Conversely, the lowest mean value is found in the involvement in decision-making indicator at 3.86, which indicates that employees have not been fully involved in the organizational decision-making

process. This indicates that although the work environment is considered quite good, there is still room to increase employee participation in strategic processes.

The Transformational Leadership variable (X2) has an overall average of 4.10, which is considered high. The indicator with the highest mean value is intellectual stimulation at 4.14, which indicates that leaders are able to encourage employees to think more creatively and innovatively in their work. Meanwhile, the indicator with the lowest mean value is individual consideration at 4.07, which reflects the need for increased leadership attention to the personal needs and conditions of each employee. In general, transformational leadership at KPP Madya Semarang has been running well, although the aspect of individual attention needs to be strengthened.

Structural model testing (inner model) examines the relationships between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the construct loading factor, which will explain the influence of the constructs Quality of Work Life, Transformational Leadership, Job Satisfaction, and Employee Performance.

Data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:



**Full Inner Model SEM-PLS Image with Mediation**

Source: Primary data processing with Smart PLS 4.1.0 (2025)

### 1) Analysis of the Influence between Variables

This section presents the results of testing the research hypothesis proposed in the previous chapter. To determine whether a hypothesis is accepted or not, compare the calculated t value with the t table value. If the calculated t value is greater than the t table value, the hypothesis is accepted. The t table value for a 5% significance level is 1.96. For more details, see the section below.

The results of testing the influence of each research variable can be presented as follows:

Path Coefficients Table

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Job Satisfaction-&gt; Employee Performance</b>		0.404	0.410	0.085	4,749	0.000
<b>Quality of Work Life-&gt; Employee Performance</b>		0.205	0.201	0.093	2,202	0.028
<b>Quality of Work Life-&gt; Job Satisfaction</b>		0.492	0.494	0.086	5,716	0.000
<b>Transformational Leadership-&gt; Employee Performance</b>		0.311	0.311	0.081	3,821	0.000
<b>Transformational Leadership-&gt; Job Satisfaction</b>		0.312	0.309	0.088	3,556	0.000

Source: Data processing with SmartPLS (2025)

Based on the results of data processing with the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

a. Hypothesis Testing 1:

*H1: Quality of Work Life has a positive effect on Job Satisfaction.*

In testing hypothesis 1, the original sample estimate value was obtained at 0.492. This value proves that Quality of Work Life has a positive effect on Job Satisfaction. This result is also supported by the calculated t value (5.716) > t table (1.96) and p value (0.000) < 0.05. Thus, it can be said that there is a positive and significant influence of Quality of Work Life on Job Satisfaction. Therefore, the first hypothesis stating that Quality of Work Life has a positive effect on Job Satisfaction can be accepted.

b. Hypothesis Testing 2:

*H2: Transformational Leadership has a positive effect on Job Satisfaction.*

In testing hypothesis 2, the original sample estimate value was obtained at 0.312. This value indicates a positive influence of Transformational Leadership on Job Satisfaction. The t-test results show a calculated t value (3.556) > t table (1.96) with a p value (0.000) < 0.05. This means that Transformational Leadership has a positive and significant influence on Job Satisfaction. Thus, the second hypothesis stating that Transformational Leadership has a positive influence on Job Satisfaction can be accepted.

c. Hypothesis Testing 3:

*H3: Quality of Work Life has a positive effect on Employee Performance.*



In testing hypothesis 3, the original sample estimate value was obtained at 0.205. This value indicates that Quality of Work Life has a positive influence on Employee Performance. The test results show a calculated t value (2.202) > t table (1.96) with a p value (0.028) < 0.05. Thus, there is a positive and significant influence of Quality of Work Life on Employee Performance. Therefore, the third hypothesis stating that Quality of Work Life has a positive influence on Employee Performance can be accepted.

d. Hypothesis Testing 4:

*H4: Transformational Leadership has a positive effect on Employee Performance.*

In testing hypothesis 4, the original sample estimate value was obtained at 0.311. This value indicates that Transformational Leadership has a positive effect on Employee Performance. The t-test results show that the calculated t value (3.821) is greater than the t-table (1.96) and the p value (0.000) is less than 0.05. This means that Transformational Leadership has a positive and significant effect on Employee Performance. Thus, the fourth hypothesis, which states that Transformational Leadership has a positive effect on Employee Performance, can be accepted.

e. Hypothesis Testing 5:

*H5: Job Satisfaction has a positive effect on Employee Performance.*

In testing hypothesis 5, the original sample estimate value was obtained at 0.404. This value proves that Job Satisfaction has a positive influence on Employee Performance. This result is supported by the calculated t value (4.749) > t table (1.96) and the p value (0.000) < 0.05. Thus, it can be concluded that Job Satisfaction has a positive and significant effect on Employee Performance. Therefore, the fifth hypothesis stating that Job Satisfaction has a positive effect on Employee Performance can be accepted.

The overall results of the research hypothesis test can be summarized as follows:

Summary Table of Hypothesis Test Results

No	Hypothesis	Coefficient	T statistics	P values	Information
1	H1: Quality of work life has a positive effect on job satisfaction.	0.492	5,716	0.000	Accepted
2	H2: Transformational leadership has a positive effect on job satisfaction.	0.312	3,556	0.000	Accepted
3	H3: Quality of work life has a positive effect on employee performance.	0.205	2,202	0.028	Accepted
4	H4: Transformational leadership has a positive effect on employee performance.	0.311	3,821	0.000	Accepted
5	H5: Job satisfaction has a positive effect on employee performance.	0.404	4,749	0.000	Accepted

Description: The hypothesis is accepted if  $t > 1.96$  or  $p < 0.05$

## 2) Indirect Effect Analysis

The indirect effect test aims to determine the influence of Quality of Work Life and Transformational Leadership on Employee Performance through Job Satisfaction as an intervening variable. The results of the indirect effect test are presented in the following table.

Indirect Effect Test Results Table

	Original sample	T statistics	P values	Information
<i>Quality of Work Life</i> -> <i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.199	3,636	0.000	Significant
<i>Transformational Leadership</i> -> <i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.126	2,702	0.007	Significant

Source: Data processing with SmartPLS (2025)

Based on the results of the indirect influence test in the table above, it is known that the indirect influence between Quality of Work Life on Employee Performance through Job Satisfaction obtained an original sample estimate value of 0.199. This value indicates that Quality of Work Life can improve Employee Performance if mediated by Job Satisfaction. The test results show a calculated t value (3.636) > t table (1.96) and a p value (0.000) < 0.05. Thus, Job Satisfaction is proven to positively and significantly mediate the relationship between Quality of Work Life on Employee Performance. This indicates that the better the Quality of Work Life perceived by employees, the higher the resulting Employee Performance, especially when employees feel adequate job satisfaction.

In testing the indirect effect of Transformational Leadership on Employee Performance through Job Satisfaction, the original sample estimate value was 0.126. This value indicates a positive effect of Transformational Leadership on Employee Performance with Job Satisfaction as mediator. The test results also show a calculated t value (2.702) > t table (1.96) and a p value (0.007) < 0.05. Thus, it can be said that Job Satisfaction plays a significant role as a mediator in the relationship between Transformational Leadership and Employee Performance. This means that the transformational leadership style implemented by leaders can increase employee job satisfaction, which ultimately has an impact on improving overall employee performance.

## Discussion:

### 1) The Influence of Quality of Work Life on Job Satisfaction.

*Quality of Work Life* has been proven to have a positive and significant influence on Job Satisfaction in the HR of KPP Madya Semarang. This means that the better the aspects of the quality of work life such as the existence of awards and recognition for achievements, balance

between work and personal life, opportunities for self-development, involvement in decision-making, and the creation of a conducive work environment, the higher the level of job satisfaction felt by employees.

Job satisfaction is reflected in satisfaction with the job itself, satisfaction with salary and benefits, satisfaction with promotion opportunities, satisfaction with the quality of supervision, and satisfaction with relationships with coworkers. This condition confirms that organizational efforts to build a better work environment will contribute significantly to improving human resource job satisfaction. This is reinforced by the results of research by Primadani et al. (2023), which stated that quality of work life has a positive influence on increasing job satisfaction experienced by employees.

This means that a good work environment is the most dominant factor in shaping employee job satisfaction, particularly satisfaction with the job itself. In other words, when employees perceive their work environment as comfortable, safe, supportive, and provided with adequate facilities, they will enjoy their work more, take pride in the tasks they perform, and experience higher intrinsic motivation.

These findings confirm that creating a positive work environment, encompassing physical conditions, organizational climate, relationships among coworkers, and support from superiors, will directly increase employee satisfaction with their jobs. Ultimately, this can strengthen loyalty, commitment, and the quality of human resource performance at the Semarang Medium Tax Office (KPP Madya).

## 2) The Influence of Transformational Leadership on Job Satisfaction.

*Transformational leadership* proven to have a positive and significant effect on job satisfaction of HR KPP Madya Semarang. This means that the more effective a leader is in implementing aspects of transformational leadership such as intellectual stimulation, individual consideration, inspirational motivation, and idealized influence, the higher the level of job satisfaction felt by employees. This job satisfaction is reflected through various indicators, including satisfaction with the job itself, rewards in the form of salary and benefits, opportunities for promotion, supervision patterns received, and harmonious relationships with coworkers. These results are supported by the results of research by Amri and Raharja (2016) which stated that transformational leadership influences employee job satisfaction.

The results of the study show that the transformational leadership indicator with the highest loading is inspirational motivation, while the indicator with the lowest loading is job satisfaction itself. This finding indicates that the greater the leader's ability to provide inspirational motivation, for example by providing a clear vision, raising work enthusiasm, and fostering optimism among employees, the higher the level of employee satisfaction with the work they perform. This means that motivational encouragement from leaders plays a crucial role in building meaning and pride in work, so that job satisfaction is more rooted in employees' intrinsic experiences in carrying out their duties.

### 3) The Influence of Quality of Work Life on Employee Performance.

*Quality of Work Life* has a positive and significant influence on HR employee performance KPP Madya Semarang. This indicates that the better the quality of work life perceived by employees, the higher their performance levels. Quality of work life is reflected in the presence of awards and recognition for achievements, a balance between work and personal life, opportunities for personal development, involvement in the decision-making process, and the creation of a conducive work environment.

If these aspects are met, employees will be motivated to make optimal contributions to their work. The impact can be seen in various performance indicators, such as increased work productivity, better quality work results, accuracy in completing tasks within the specified time, efficiency in utilizing resources, the emergence of individual initiative in solving problems, and increased solid teamwork. Thus, QWL not only creates job satisfaction but also becomes a strategic factor that drives the achievement of overall organizational performance. This is reinforced by research by Primadani et al., (2023) which states that quality of work life has a positive effect on employee performance.

### 4) The Influence of Transformational Leadership on Employee Performance.

*Transformational leadership* has been shown to have a positive and significant impact on HR performance at the Semarang Medium Tax Office. This means that the more effective leaders are in providing rewards and recognition, fostering intellectual stimulation, demonstrating individual consideration, generating inspirational motivation, and serving as role models through idealized influence, the higher the performance displayed by employees.

This performance is reflected through various indicators, such as increased work productivity, maintained quality of work results, accuracy in task completion, efficiency in resource use, the emergence of work initiatives, and the creation of solid teamwork. In other words, a transformational leadership style can direct employees not only to work according to targets but also to contribute more creatively, disciplined, and collaboratively to achieve organizational goals. This is reinforced by research findings. Purwanto, Asbari, Prameswari, et al., (2020c, 2020d) which states that transformational leadership has a positive influence on improving employee performance.

## 4. Conclusion

The main objective of this study is to test the relationship model between quality of work life and transformational leadership with job satisfaction and employee performance. The answers to the research questions are as follows: Quality of Work Life has a positive and significant effect on Job Satisfaction. Thus, increasing aspects of quality of work life, namely Rewards and recognition for achievements, Balance between work and life, Opportunities for development, Involvement in decision-making, and Work environment have direct implications for the growth of satisfaction with the job itself, satisfaction with salary and

benefits, satisfaction with promotion opportunities, satisfaction with the quality of supervision, and satisfaction in establishing relationships with colleagues. Transformational Leadership has a positive and significant effect on Job Satisfaction. This means that the more effective a leader is in implementing aspects of transformational leadership such as intellectual stimulation, individual consideration, inspirational motivation, and idealized influence, the higher the level of job satisfaction felt by employees. Quality of Work Life has a positive and significant effect on Employee Performance. This shows that the better the quality of work life reflected through the existence of awards and recognition for achievements, balance between work and personal life, opportunities for self-development, involvement in the decision-making process, and the creation of a conducive work environment will have an impact on increasing work productivity, better quality of work results, accuracy in completing tasks according to the specified time, efficiency in utilizing resources, the emergence of individual initiatives in solving problems, and increasing solid teamwork.

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