



HOW LEADERSHIP AND QUALITY OF WORK LIFE (QWL) DRIVE EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS

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Abstract: This study investigates how leadership and quality of work life contribute to improving employee performance in public hospitals, with a case study at RS QIM Batang, Central Java. The research focuses on employees working in the service department. A causal-associative quantitative design was employed, involving 100 respondents selected from a total population of 237 employees through stratified random sampling. Data were analyzed using the Structural Equation Modeling (SEM) approach with WarpPLS 8.0 software. The results indicate that leadership positively and significantly affects employee performance. Likewise, the quality of work life shows a positive and significant relationship with performance, while organizational commitment has a positive yet the quality of work life (QWL) has a statistically insignificant yet contextually relevant influence on employee performance at RS QIM Batang, reflecting the need for stronger alignment with Islamic work values.

Keywords: Leadership, Quality of Work Life, Organizational Commitment, Employee Performance, Public Hospital

INTRODUCTION

In today's era of intense competition, public and private organizations alike are required to continuously enhance the quality and productivity of their human resources. High-quality human resources are a crucial element that determines an organization's ability to deliver optimal services and maintain long-term sustainability. For hospital institutions, employee performance becomes an important indicator of service effectiveness, particularly for those working in the service department, who directly interact with patients and shape the institution's public image.

Leadership is a key factor that determines how effectively employees perform their duties. A competent leader not only directs and supervises but also inspires employees to contribute optimally toward organizational goals. Several studies, such as those conducted by Hidayati and Zulher (2022) and Qalati et al. (2022), found that leadership exerts a positive and significant influence on employee performance. However, other findings, such as those by Iskandar, Matriadi, and Aiyub (2019), suggest that leadership does not always have a significant impact. These inconsistencies highlight the importance of further investigation into leadership's role in influencing employee performance, particularly in the context of public health institutions.

In addition to leadership, the quality of work life (Quality of Work Life or QWL) also plays a crucial role in improving performance. Employees who experience a supportive work environment, balanced workloads, and good welfare conditions tend to

exhibit higher engagement, motivation, and job satisfaction, which ultimately enhance performance (Gunawan & Hidayatullah, 2023). However, research findings remain varied; for instance, Hermawati, Suhermin, and Suci (2019) reported a negative relationship between QWL and performance, suggesting that contextual factors may moderate the effect of QWL in different organizations.

Another important aspect influencing performance is organizational commitment. Employees with strong affective and normative commitment are more likely to remain loyal and perform better to achieve institutional goals (Rizal, Alam, & Asi, 2023). However, commitment may differ across demographic groups and work units, particularly in public service settings where job security and bureaucratic structures may influence work behavior.

RS QIM Batang, located in Central Java, represents one of the public hospitals committed to delivering high-quality medical services to the community. Based on preliminary observations and interviews with the hospital's human resource department, it is evident that overall employee performance has been satisfactory but not yet optimal, averaging around 85% of the expected standards. Challenges remain in areas such as technological adaptation among senior staff and consistency in maintaining service excellence. These conditions highlight the need for an in-depth investigation into how leadership, quality of work life, and organizational commitment shape employee performance in the service department of RS QIM Batang.

Therefore, this study aims to examine and analyze the influence of leadership, quality of work life, and organizational commitment on employee performance at RS QIM Batang. QIM Batang. This study is

theoretically grounded in transformational leadership theory, Herzberg's motivation-hygiene theory, and Walton's quality of work life (QWL) dimensions, which collectively explain how leadership and QWL influence employee performance. Based on the identified empirical gaps, this research seeks to answer the following questions: (1) To what extent do leadership and quality of work life affect employee performance in public hospitals? and (2) How can these findings contribute to the enhancement of human resource management and hospital performance systems within the framework of Islamic public management? The findings of this study are expected to strengthen the theoretical development of human resource management in public health institutions and provide practical insights for improving hospital performance management systems.

METHODS

Conceptual Framework

Employee performance reflects individual behaviors within the workplace that demonstrate responsibility and contribution toward achieving organizational goals. Campbell (1990) explains that employee performance does not only include behaviors directly related to task execution but also those formally evaluated as part of employees' duties and obligations (Jex, 2008).

Leadership is the ability of a leader to influence, direct, and motivate organizational members toward achieving predetermined goals and visions. Effective leadership encourages enthusiasm, builds optimism, and maintains employee morale, which are essential to

sustaining organizational progress (Budiharjo, Z. Nur, & Su'daa, 2023).

Quality of Work Life (QWL), as described by Hermawati et al. (2019), represents managerial efforts to establish a comprehensive structure that fulfills both employee and organizational needs through effective management systems. QWL encompasses factors such as job satisfaction, work-life balance, opportunities for development, and a supportive work environment.

Organizational commitment, according to Prihati and Rika (2022), reflects employees' emotional attachment and loyalty to their organization. It embodies a sense of belonging and dedication to organizational goals, encouraging employees to sustain their membership and deliver consistent contributions.

Type and Approach of Research

This study applies a causal-associative research design with a quantitative approach, aiming to examine and analyze the influence of leadership, quality of work life, and organizational commitment on employee performance in RS QIM Batang, Central Java.

Population and Sample

The research population includes all service employees at RS QIM Batang, totaling 215 individuals in 2025. The sample was selected using a stratified random sampling technique to ensure proportional representation from each service unit. Based on the Slovin formula with a 5% margin of error, a total of 100 respondents were obtained as the study sample.

Data Collection Technique

Primary data were collected using structured questionnaires distributed directly to respondents. Each construct was measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis Technique

The data were analyzed using the Partial Least Squares (PLS) approach through WarpPLS 8.0 software. The analytical framework employed a Structural Equation Modeling (SEM) technique to test the causal relationships among latent variables, as illustrated in the proposed path diagram. The measurement instruments were adapted from established scales, including the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (1994) for leadership, Walton's (1973) dimensions for Quality of Work Life (QWL), and standard employee performance indicators commonly used in public management studies. The analysis process comprised instrument validity and reliability testing, evaluation of the measurement model (outer model), and testing of the structural model (inner model), ensuring methodological rigor and consistency with El-Barka's visual and analytical standards.

Research Hypotheses

H1: Leadership has a positive and significant effect on employee performance at RS QIM Batang.

H2: Quality of Work Life has a positive and significant effect on employee performance at RS QIM Batang.

H3: Organizational commitment has a positive and significant effect on employee performance at RS QIM Batang.

RESULT AND DISCUSSION

1. Convergent Validity Evaluation

Table 1. Convergent Validity Evaluation

Latent Variable	Indicator	Loading Factor	P-Value
Leadership	X1_1	0.890	<0.001
	X1_2	0.813	<0.001
	X1_3	0.741	<0.001
	X1_4	0.854	<0.001
	X1_5	0.801	<0.001
Quality of Work Life	X2_1–X2_7	0.594–0.811	<0.001
Organizational Commitment	X3_1–X3_8	0.543–0.781	<0.001
Employee Performance	Y1–Y14	0.662–0.828	<0.001

Source: Output of WarpPLS 8.0 (Processed Data, 2025)

All indicators for leadership, quality of work life, organizational commitment, and employee performance show loading factor values above 0.5 and significance values below 0.05. Thus, the model meets the convergent validity criteria.

2. Discriminant Validity Evaluation

Table 2. Discriminant Validity Test

Variable	AVE	Critical Value	Description
Leadership	0.821	0.5	Valid
Quality of Work Life	0.686	0.5	Valid
Organizational Commitment	0.694	0.5	Valid
Employee Performance	0.744	0.5	Valid

Source: Output of WarpPLS 8.0 (Processed Data, 2025)

The AVE (Average Variance Extracted) values for all constructs are above 0.5, confirming that each latent variable can explain more than half of its indicator variance.

3. Internal Consistency Reliability

Table 3. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Description
Leadership	0.912	0.878	Reliable
Quality of Work Life	0.860	0.810	Reliable
Organizational Commitment	0.880	0.844	Reliable
Employee Performance	0.945	0.938	Reliable

Source: Output of WarpPLS 8.0 (Processed Data, 2025)

Each variable meets the internal consistency reliability criteria with composite reliability and Cronbach's Alpha values exceeding 0.7.

4. Structural Model Evaluation (Goodness of Fit)

Table 4. Goodness of Fit Index

Parameter	Coefficient	Criteria
APC	0.162 (p = 0.023)	Accepted
ARS	0.187 (p = 0.013)	Accepted
AARS	0.161 (p = 0.024)	Accepted
AVIF	1.824	≤ 3.3 (Ideal)
AFVIF	2.149	≤ 3.3 (Ideal)
GoF	0.319	Moderate
SPR	1.000	≥ 0.7
RSCR	1.000	≥ 0.9

SSR	1.000	≥ 0.7
NLBCDR	0.833	≥ 0.7

Source: Output of WarpPLS 8.0 (Processed Data, 2025)

The model demonstrates a good fit, with AVIF and AFVIF values below 3.3 and a GoF index of 0.319, indicating a moderate-to-good model fit.

5. Structural Path Coefficients

Table 5. Path Coefficients of Structural Model

Relationship	β	P-Value	Description
Leadership → Employee Performance	0.236	0.007	Positive and Significant
Quality of Work Life → Employee Performance	0.240	0.006	Positive and Significant
Organizational Commitment → Employee Performance	0.010	0.461	Positive but Not Significant

Source: Output of WarpPLS 8.0 (Processed Data, 2025)

The results show that leadership and quality of work life significantly influence employee performance, whereas organizational commitment has a positive but insignificant effect.

6. Hypothesis Testing

Table 6. Hypothesis Testing Results

Relationship	t-Ratio	Critical Value	
Leadership → Employee Performance	2.518	1.960	Accepted
Quality of Work Life → Employee Performance	2.560	1.960	Accepted

Organizational Commitment → Employee Performance	0.097	1.960	Rejected
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Source: Output of WarpPLS 8.0 (Processed Data, 2025)

Discussion

The Effect of Leadership on Employee Performance

The findings reveal that leadership significantly affects employee performance at RS QIM Batang ($\beta = 0.236$, $p < 0.01$). This result supports previous studies (Qalati et al., 2022; Hidayati & Zulher, 2022; Aziz Firdaus et al., 2022), which confirm that effective leadership improves employee productivity and motivation. It implies that leaders who can inspire, communicate effectively, and guide employees toward organizational objectives can enhance their overall performance. This suggests that effective leaders who inspire and communicate well can enhance employee performance. Conceptually, the result aligns with transformational leadership theory, emphasizing motivation and commitment. In the Indonesian public hospital context, leadership grounded in Islamic values such as amanah (trustworthiness) and ihsān (excellence) strengthens both ethical conduct and organizational performance.

The Effect of Quality of Work Life on Employee Performance

The results show that the quality of work life (QWL) has a positive and significant effect on employee performance ($\beta = 0.240$, $p < 0.01$). This finding aligns with Syahidin et al. (2022) and Nasution (2020), who emphasize that employees experiencing satisfaction, fairness, and balance in their work environment tend to perform better. Within the framework of Herzberg’s motivation–hygiene theory, QWL

functions as both a motivator and hygiene factor that enhances intrinsic satisfaction and reduces job-related stress. A supportive organizational climate contributes to psychological well-being and engagement, consistent with the principles of Islamic work ethics that encourage *ihsan* (excellence) and *amanah* (trustworthiness) in fulfilling job responsibilities. Consequently, employees with a higher QWL are more motivated to achieve optimal performance, benefiting both individual and institutional outcomes.

The Effect of Organizational Commitment on Employee Performance

Although the relationship between organizational commitment and employee performance is positive, the effect is statistically insignificant ($\beta = 0.010$, $p = 0.461$). This result suggests that loyalty and dedication alone may not directly improve performance without the presence of supporting motivational drivers, such as effective leadership, fair reward systems, and empowerment. From the perspective of transformational leadership theory, leaders who fail to inspire or intellectually stimulate subordinates may not convert commitment into tangible performance outcomes. The insignificance could also reflect the bureaucratic structure and rigid hierarchy often found in Indonesian public hospitals, which may suppress the expression of individual initiative and performance. This contrasts with findings by Amri et al. (2021), Muis et al. (2018), and Hayati et al. (2020), who reported significant positive effects of commitment in more flexible organizational settings. Hence, this study contributes contextually by highlighting how institutional constraints and

motivational gaps moderate the link between commitment and performance in Islamic public healthcare institutions.

CONCLUSION

This study investigated how leadership and quality of work life influence employee performance at RS QIM Batang, Central Java. The results confirm that both leadership and quality of work life have a positive and significant impact on employee performance. Effective leadership fosters communication, direction, and motivation, while a high quality of work life enhances job satisfaction and engagement among employees. Conversely, organizational commitment shows a positive yet insignificant relationship with performance, indicating that commitment alone may not directly translate into higher productivity without supportive managerial practices and motivation systems.

Overall, the findings highlight the importance of developing leadership styles that inspire and empower employees, as well as creating a supportive work environment that promotes well-being and professional growth. Future researchers are encouraged to expand this study by including mediating variables such as The findings of this study offer several practical and policy implications. For hospital administrators and policymakers, leadership development programs emphasizing transformational and Islamic leadership values such as amanah (trustworthiness), shūrā (consultation), and ihsān (excellence) are essential to foster a culture of integrity and service quality. Implementing structured work–life balance initiatives and fair incentive systems can also enhance employee well-being and sustained performance.

Future research should extend this model by examining moderating factors such as gender, tenure, and organizational culture, which may shape leadership effectiveness and employee outcomes in public institutions. Additionally, incorporating mediating mechanisms like motivation and job satisfaction can provide deeper insights into the pathways through which leadership and quality of work life influence performance across diverse regional and institutional settings.

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