



The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)

Agustina Hanafi¹, Zunaidah², Nani Wahyu Ningsih³

^{1,2,3}Management, Economic Faculty, Sriwijaya University

ARTICLE INFO	ABSTRACT
Published Online: 30 August 2018	Quality of Work Life (QWL) can be interpreted into two approaches; the first states that Quality of Work Life is a set of circumstances and practices of organizational goals. According to Devito (2011: 4) expresses Interpersonal Communication (IC) is: "The process of sending and receiving messages between two people or among a small group of people, with some effects and some direct feedback". According to DuBrin (2005: 3) states that leadership is an effort to influence people through communication to achieve a goal. According to (Dessler, 2002) work performance (EP) is information used as a basis for making decisions related to promotions and salaries. Assessment of work performance is a systematic assessment of employees by their superiors or some other experts who understand the implementation of work by the employee or job position. The purpose of this research was conducted to find out and analyze: The influence of QWL, IC directly on IC and the influence of QWL, IC on work performance through Transformational Leadership (TL).
Corresponding Author: Nani Wahyu Ningsih	
KEYWORDS: Quality of Work Life, Interpersonal Communication, Transformational Leadership, Work Performance.	

INTRODUCTION

Higher Education is one of the important pillars in the development of a nation. As the highest level of education in the national education system, higher education is the spearhead in encouraging the development of a nation. In general education has an important role in driving economic growth.

Polytechnic in Indonesian education is one of higher education in addition to academies, institutes, high schools, and universities. Polytechnic organizes vocational education in a number of specialized knowledge fields. One of the established goals of polytechnic education. In producing graduates who have the knowledge and skills in accordance with the qualifications required by industry or company (link and match), so that polytechnic graduates have high competitiveness.

This interpersonal communication continues to occur during the process of human life. Interpersonal communication can be linked to the pulse of human life. It cannot be imagined how the shape and style of human life in this world if there is no interpersonal communication between one person and group of people. De Vito (in Saudia, 2006: 2) describes interpersonal communication as sending messages from a person or group of people (communicators) and received by other people (communicants) with direct effects and feedback.

In communication that occurs between superiors and subordinates, good communication competencies will be able to obtain and develop the tasks they carry out, so that the level of performance of an organization becomes better.

In contrast, if there is poor communication due to a lack of good relations, authoritarian or different attitudes, different opinion or prolonged conflicts, etc., it has an impact on not optimal work performance. (Supratik, 2003).

Higher education in achieving its goals involves many aspects that become important in its fulfillment, including leadership or elements of leadership. Good leadership will greatly affect employee performance. Good leadership can be built with good relationships between leaders and employees; it is done to make employees feel that they are an important part of the institution.

Higher education in achieving its goals, many elements that become important in its fulfillment, including leadership or elements of leadership. Good leadership will improve employee performance individually will drive overall human resource performance and provide the right feed back to behavioral change, which is reflected in increasing productivity.

“The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)”

Human resource is the most important asset for a company because of its role as the subject of implementing policies and operational activities of institutions, companies, organizations.

LITERATURE REVIEW

Quality of Work Life (QWL)

The definition of Quality Of Work Life widely used is from Cascio, because Cascio is a pioneer of the development of Quality Of Work Life. According to Cascio Quality Of Work Life can be interpreted into two approaches, the first Quality Of Work Life is a set of circumstances and practices of organizational goals (for example employment enrichment, promotion policies from within, democratic supervision, employee participation, and safe working conditions)

The term of quality of work life was first introduced at the International Labor Conference in 1972, but only gained attention after the United Auto Workers and General Motors took the initiative to adopt the practice of quality of work life to change the work system. According to Cascio (2003), there are nine indicators in implementing Quality of Work Life, namely:

1. Employee participation,
2. Career development,
3. Conflict resolution,
4. Communication,
5. Work health,
6. Work safety,
7. Work Security,
8. Appropriateness compensation
9. Pride.

Interpersonal Communication

Interpersonal communication is the establishment of a verbal relationship between each individual either one individual with another or one individual with another group of individuals in an organizational environment that leads to the hopes and successes of the organization. According to Devito (2011:4), expresses that interpersonal communication is: "The process of sending and receiving messages between two people or among a small group of people, with some effects and some direct feedback".

Barriers in interpersonal communication:

Perception Changes, Language Differences, Noise, Emotionality, Inconsistent verbal and non-verbal communication.

Dimensions and Indicators of Interpersonal Communication: Interpersonal communication as a form of behavior can change and can be very ineffective. In a communication, it can be either worse or can be better. However, keep in mind that every communication action is different and has its own characteristics and uniqueness. According to Devito (2011: 259-264), states that: "Characteristics of interpersonal communication consist of 2 perspectives; humanistic and pragmatic".

Humanistic (openness, supportive behavior, positive behavior, empathy, equality) Pragmatic (being confident, communication, togetherness, management of interaction, expressive behavior and orientation to others).

Transformational Leadership

Understanding or definition of leadership still has no agreement among the behavioral scientists. However, some experts try to provide understanding, including according to DuBrin (2005: 3) argues that leadership is an effort to influence people through communication to achieve a goal. Luthans (2006: 638) defines leadership as a group of processes, personality, fulfillment, certain behaviors, persuasion, authority, achievement of goals, interaction, different roles, initialization of structures, and a combination of two or more of these things.

According to Robbins and Judge (2008: 90), transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and they have a tremendous influence on their followers.

Furthermore Robbins and Judge (2008: 91) state that there are four characteristics of transformational leadership as follow:

Idealized influences, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

Work Performance

Byars and Rue (1984) in Sutrisno (2016: 150) define performance as a person's skill level on tasks included in work. Bernadin and Russel (1993) in Sutrisno (2010: 150) provide a definition of performance is a record of the results obtained from certain job functions or certain activities during a certain period of time. According to (Dessler, 2002) employee performance is information used as a basis for making decisions about promotions and salaries. Assessment of work performance is a systematic assessment of employees by their superiors or some other experts who understand the implementation of work by the employee or position.

Work performance indicators: Individual Factors

- a. Efforts that show a number of physical and mental synergies used in carrying out task movements.
- b. Abilities, the personal characteristics needed to carry out the task
- c. Role / Task Perception, all the behaviors and activities that an individual feels necessary to complete a job.

Environmental factors, which include the physical condition of equipment, time, materials, education, supervision, organizational design, training, luck.

RESEARCH METHODS

The scope of research

This research was survey research method used to test hypotheses by conducting data collection in the field or

“The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)”

verification research using descriptive analysis. For this reason this research was descriptive and verification.

This research was a field study, with primary data sources obtained from the State Civil Apparatus (ASN) working in the Sriwijaya State Polytechnic, with head of department, secretary of department, and head of the study program.

Data Types and Sources

The data used in this study were primary data obtained directly from the original source, namely by using a questionnaire. It was distributed directly to Sriwijaya State Polytechnic in Palembang. Data used were in form of ordinal data derived from respondents' answers to the questionnaire. The questionnaire contains questions to obtain information on the influence of work life quality (QWL) and interpersonal communication on transformational leadership and its implications for employee performance.

Population and Sample

The population in this study were employees of education personnel with the status of State Civil Apparatus (ASN) in each department and working in the Sriwijaya State Polytechnic. It can be seen in table 1.2 (p. 8), in which all populations were 182 people.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2015: 81).

The sampling technique in this study used total sampling or population sampling method, which is a sampling technique where all populations taken or used as research samples.

Data collection

Data collection techniques used in carrying out this research are as follows:

1. Library Research

Literature is the main source in a research (Indrianto & Supomo, 2002). The researcher obtained data relating to the problems studied through books, journals, theses, internet and other instruments related to research conducted

2. Field study, data collection directly involves the researcher in field by doing observation, conducting interviews and distributing questionnaires.

Data analysis

In quantitative research, data analysis is carried out after data from all respondents or other data sources have been collected (Sugiyono, 2010: 207). In conducting data analysis consists of: (1) grouping the data based on variables and types of respondents, (2) tabulating data based on variables from all respondents, (3) presenting data for each variable under study, (4) performing calculations to test the hypothesis that has been proposed.

Descriptive statistics: it aims to provide a quantitative description of the summary of observations on each research variable which generally describes the size and distribution of

each research variable as it is without intending to make conclusions in general. M. Robert, 2004: 2, Sugiyono, 2010: 208).

Inferential Statistics: inferential statistics or known as inductive statistics or probability statistics are statistical techniques used to analyze data sample, and the results will be applied to the population (generalization) through testing the significance level of sample data (although not a major focus in partial least square-path modeling) to the population parameters through t-test (confidence interval) of 95% and the risk of error at $\alpha = 5\%$. The results of this analysis can be used to determine the effect between exogenous and endogenous variables.

Test Instrument:

1. Validity Test, The technique used is to see the output of regression weights which must have a probability value of <0.05 and to see the factor loading value >0.5 .
2. Reliability Test, reliability test can be done using Cronbach Alfa. A construct or variable is said to be reliable if it gives the value of Cronbach Alfa >0.60 (Nunnally, 1967 in Ghazali, 2005).

Structural Equation Modeling (SEM) Analysis

According to Ferdinand (2002), there are seven steps that must be done when using Structural Equation Modeling (SEM), they are:

Development of Theoretical Model, Development of Path Diagrams or flowcharts, Flow chart conversions into structural equations and measurement models, Selecting input matrix and model estimation, Analyzing the possibility of identification problems, Evaluating the criteria of goodness of fit, Model Interpretation and Modification.

RESULTS AND DISCUSSION

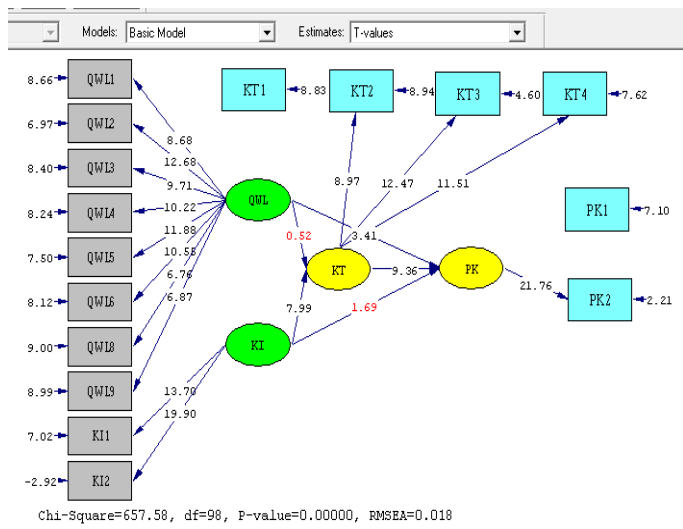
Structural Equation Modeling Analysis (SEM). The next analysis is a full model analysis of Structural Equation Modeling (SEM) (without involving invalid indicators). Analysis of the data results is processed at the full model SEM stage carried out by conducting a model feasibility test and statistical test. Index of model feasibility testing in research using SEM analysis method is as follows:

Tabel 4.16. Goodness Of Fit Index.

No	Goodness Of Fit Index	Nilai	Cut off Value (Nilai Batas)	Kriteria	Keterangan
1.	Chi-Square	657,58	$< \alpha \cdot df$	Good Fit	Marginal Fit
	Probability	0,000	$> 0,05$ $0,01 - 0,05$ $\leq 0,08$	Marginal fit	
2.	RMSEA	0,018	$0,08 - 0,01$	Good Fit	Good Fit
			$0,80 - 0,89$	Marginal Fit	
4.	TLI atau NNFI	0,91	$\geq 0,90$	Good Fit	Good Fit
			$0,80 - 0,89$	Marginal Fit	
5.	CFI	0,93	$\geq 0,90$	Good Fit	Good Fit
			$0,80 - 0,89$ $0,05 - 0,01$	Marginal Fit	
6.	GFI	0,88	$\geq 0,90$	Good Fit	Marginal Fit
			$0,80 - 0,89$	Marginal Fit	
7	AGFI	0,86	$\geq 0,90$	Good Fit	Marginal Fit
			$0,80 - 0,89$	Marginal Fit	

“The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)”

Based on Table 4.16. and the analysis result from Lisrel above shows that the model of the Influence of Quality of Work Life and Interpersonal Communication on Work Performance with Transformational Leadership as a Full Model has good goodness of fit, so that it can be continued in the analysis of the Effect Quality model of Work Life and Interpersonal Communication towards Work Performance with Transformational Leadership as Intervening Variables. The estimation results for the full SEM model analysis based on the t-value are shown in the following Figure:



Based on Figure 4.4 it can be seen that almost all parameters in the Full Model are entirely significant (t-score higher than 1.96), except for the influence of Quality of Work Life (QWL) on Transformational Leadership (TL), and the influence of Interpersonal Communication (IC) on Employee Work Performance (WP) is not significant at the level of 0.05% The estimation results for full Structural Equation Modeling (SEM) analysis based on loading standards are shown in the following Figure:

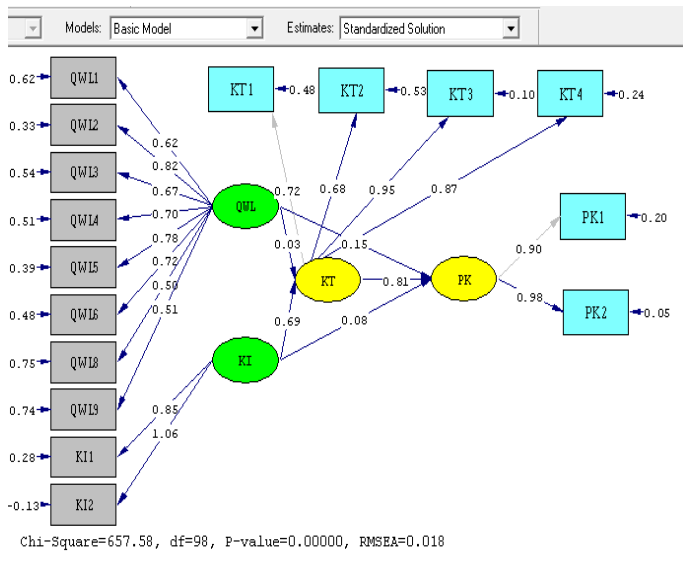


Figure 4.5 Estimation of Full Model based on Standard Loading

Based on the results of the loading standards above, structural equations are obtained as follows.

Sub-Structural Equations:

$$TL = 0.031*QWL + 0.69*IC, \text{ Errorvar.} = 0.51, R^2 = 0.49$$

(0.060) (0.087) (0.097)
0.52 7.99 5.27

Based on the substructural model, it can be explained that Transformational Leadership is directly influenced by the Quality of Work Life (QWL) and Interpersonal Communication (IC). It shows that the Quality of Work Life (QWL) has a positive effect of 0.03 on Transformational Leadership (TL) and Interpersonal Communication (IC) has a positive effect of 0.69 on the Transformational Leadership (TL) of Sriwijaya State Polytechnic. It means that Interpersonal Communication (IC) has higher influence on Transformational Leadership (TL) at Sriwijaya State Polytechnic.

Structural Equations:

$$IC = 0.81*TL + 0.15*QWL + 0.085*IC, \text{ Errorvar.} = 0.17, R^2 = 0.83$$

(0.086) (0.043) (0.050) (0.033)
9.36 3.41 1.69 5.22

Based on the structural model above, it can be explained that work Performance is directly influenced by Quality of Work Life (QWL), Interpersonal Communication (IC) and Transformational Leadership (TL). The influence of the Quality of Work Life (QWL) on Work Performance (WP) of 0.15, Interpersonal Communication (IC) to Work Performance (WP) of 0.08 and Transformational Leadership (TL) on Work Performance (WP) of 0.81, it means Transformational Leadership has higher influence work performance than the quality of work life and interpersonal communication at Sriwijaya State Polytechnic.

Direct and Indirect Influence Analysis

Influence analysis is intended to see how strong the influence of a variable is on other variables both directly and indirectly. The interpretation of these results will have an important meaning to determine a clear strategy in order to improve the Work Performance of Sriwijaya State Polytechnic employees. The results of the calculation of direct and indirect effects by LISREL are as follows:

a. Direct Influence

Table 4.17. Direct Influence

	QWL	IC	TL
TRANSFORMATIONAL LEADERSHIP (TL)	0.03	0.69	
WORK PERFORMANCE (WP)	0.15	0.08	0.81

Source: Results of Processed Data, 2018.

Based on Table 4.17. the direct influence of the Quality of Work Life (QWL) on Transformational Leadership (TL) was 0.03, the direct influence of Quality of Work Life (QWL) on

“The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)”

Work Performance (WP) was 0.15. Direct Influence of Interpersonal Communication (IC) on Transformational Leadership (TL) of 0.69. Direct Influence of Interpersonal Communication (IC) on Work Performance (WP) of 0.08. and Direct influence of Transformational Leadership (TL) on Work Performance (WP) of 0.81.

b. Indirect Influence

Table 4.18. Indirect Influence

	QWL	IC
TRANSFORMATIONAL LEADERSHIP (TL)		
WORK PERFORMANCE(WP)	0,02	0.56

Source: Results of Processed Data, 2018.

CONCLUSION AND SUGGESTION

Conclusion

Based on Table 4.17. the indirect influence of Quality of Work Life (QWL) on Work performance with Transformational Leadership (TL) as an Intervening Variable was 0.02 and the Indirect Influence of Interpersonal Communication (IC) on Work Performance (WP) with Transformational Leadership (KT) as Intervening Variables amounting was 0.56.

Based on the results of the research described in the previous chapter, it can be concluded that:

1. Directly the quality of work life has influence but not significant to the transformational leadership of Sriwijaya State Polytechnic, while interpersonal communication directly has a positive and significant influence on the transformational leadership of Sriwijaya State Polytechnic.
2. Directly, the quality of work life has a positive and significant effect on the work performance of Sriwijaya State Polytechnic employees, and directly, interpersonal communication has influence but not significant to the work performance of Sriwijaya State Polytechnic employees. Directly transformational leadership has a positive and significant effect on the work performance of Sriwijaya State Polytechnic employees.
3. Indirectly, the quality of work life has an influence on the workers' performance with transformational leadership as intervening variables.
4. Indirectly, the interpersonal communication affects the work performance of Sriwijaya Polytechnic employees with transformational leadership as an intervening variable.

Suggestion

This research is expected to be developed with further research on different conditions with more complex variables and with larger populations, so the results can improve this research. These steps can be conducted by exploring other variables considered important and dominant with more in-depth theoretical support, such as compensation, organizational culture, career development, communication, leadership, or

others. It is suggested that the results of the study are expected to enrich and contribute to practical interests and to the development of science, especially management science in field of Human Resource management and organizational behavior.

REFERENCES

1. Bass, Bernard M. 1981. *Stogdill's Handbook of Leadership: A Survey of Theory and Research*. New York, The Free Press.
2. Bass, Bernard M. 1997. *Concepts of Leadership. In Leadership : Understanding the Dynamics of Power and Influence in Organizations*. Robert P. Vecchio (ed.). Notre Dame, IN:University of Notre Dame Press.
3. Bernardin, H. Jhon and Russel, Joyce C.A. (1993). *Human Resources management : An Experimental Approach*, Singapore, Mc. Graw Hill
4. Cascio, W.F. 2003. *Managing Human Resources: Productivity, Quality of Work Life, Profits*. (6th ed). New York: McGraw-Hill.
5. Dessler, Garry, 2000. *Human Resources Management*, New Jersey, Prentice-Hall. Inc.
6. Dubrin Andrew J., 2005 *Leadership (terjemahan)* Edisi kedua, Jakarta, Prenada Media
7. Erwin, Badia, Zunaidah. 2015. Pengaruh Budaya Perusahaan dan Kepemimpinan Transformasional Terhadap Kinerja Karyawan Pertamina RU III Plaju pada Awal Transformasi Pertamina. *Jurnal Manajemen dan Bisnis Sriwijaya Vol 13.No 2*.
8. Helmiatin (2012) Pengaruh Kepemimpinan Transformasional dan Kualitas Kehidupan Kerja terhadap Perilaku EkstraPeran Karyawan Universitas Terbuka. *Jurnal manajemen Universitas Bogor Agricultural University*.
9. Ida Ayu Brahmasari. Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi terhadap kepuasan serta dampaknya pada kinerja perusahaan (studi kasus pada PT. Pei Hai International Wiratama Indonesia). *Jurnal Manajemen dan Kewirausahaan. Vol.10, No. 2, September 2008, 124-135*.
10. Luthans, Fred. 2006. *Perilaku Organisasi*, Edisi Sepuluh, Yogyakarta, Penerbit Andi,
11. Maier, Norman RF, 1965. *Psychology in Industry*. New Delhi: Oxford and IBH Publishing Co.
12. Robbins, Stephen P, Judge, Timothy A., 2008. *Perilaku Organisasi*, Edisi kedua belas, Jakarta, Salemba Empat
13. Sunarsih 2001, *Kepemimpinan Transformasional Dalam Era Perubahan Organisasi*. Jurnal Manajemen dan Bisnis. VO 15 No.2, Desember 2001: 106-116

“The Effect of Quality of Work Life and Interpersonal Communication on Employee Work Performance with Transformational Leadership as Intervening Variables (A Study at Sriwijaya State Polytechnic)”

14. Siagian, Sondang P., 1997, Organisasi Kepemimpinan dan Perilaku Administrasi, Jakarta, Gunung Agung
15. Sugiyono.2011. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, R dan D)*. Alfabeta. Bandung.