



QUALITY OF WORK LIFE AMONG LECTURERS WORKING IN MEDICAL FIELD

Rooswita Santia Dewi¹, Aslamiah², Noorhapizah³, Novitawati⁴

Lambung Mangkurat University¹²³⁴

*Email: rs.dewi@ulm.ac.id¹, aslamiyah@ulm.ac.id², noorhapizah@ulm.ac.id³,
novitawati@ulm.ac.id⁴

Abstract

The dynamic era of globalization requires workers and companies to always develop new products and innovate according to society's needs and market demands. The field of higher education is no exception where lecturers are required to accept a workload that can often damage the quality of their work life. This research aims to determine the quality of work life of lecturers who teach at the Faculty of Medicine and work in the medical field. This research uses a quantitative approach and descriptive analysis to provide an overview of the level of quality of work life. The research results show that the quality of work life of the majority of lecturers who are research subjects is at a high level. This is influenced by the score obtained on the salary and status dimensions which are related to the salary and status obtained by the research subjects from they work and also from society regarding the work they have.

Keywords: quality of work life, lecturers, medical field

INTRODUCTION

Containing backgrounds of the problem, depiction and further scrutiny of the problem or the gap between what is idealized and what is the reality, supported by relevant theories and recent research, and objective of the study. The problem should offer a new research value or benefit as an innovative endeavour, written more or less 20% of the whole body including the title and abstract.

The dynamic globalization era makes people adopt dynamic lifestyle patterns, including in the fields of work and organizations (Jeanne et al., 2023). This era requires workers and companies to always develop new products and innovate according to society's needs and market demands. Rapidly developing technology also causes economic needs to change rapidly in accordance with developing trends in society. High job demands of course affect the quality of life of workers who work in this era of globalization (Stofkova & Sukalova, 2020; Akter et al., 2019). Quality of work life provides an

overview of worker welfare which can then show the quality of the work results provided. This then becomes one of the reasons why the quality of work life has become a relevant discussion in this dynamic and rapidly developing era of globalization.

Work can be said to have a positive influence when it helps someone discover their own capacity to work and maintain positive relationships with other people in that job (Wiklund et al., 2019). The influence of work on life is often measured through attitudes, life satisfaction, and psychological functions that arise as a result of the work performed. The positive influence of work, such as the happiness that arises from it, can influence workers' mindsets to maximize their potential and performance (Kun & Gadanez, 2022). A worker with high happiness at work tends to do their work with more enthusiasm, enthusiasm, and persistence in doing it.

The ideal life in someone's view is often subjective because each person's perception is usually different (Pazhuhan, 2020). However, several general factors



that are usually associated with ideal living conditions include balancing time spent working or studying with time spent relaxing, meeting needs, and physical and mental well-being (Guo, 2020; Rich et al., 2016). The quality of a person's life can not only be seen as a whole but can also be seen from every aspect. One of these aspects is life in the work environment or work life. Leitao et al. (2021) stated that, ideally, someone with a good quality of work life spends a balance of time between work and leisure. They can also freely determine how to do the work given to them so that they do not feel any significant burden. Agusta, A. R., Rachman, A., & Nashar, A. F. (2024) the success of a service in achieving its goals really depends on its consumers, in the sense that a company that provides quality services to its customers will be successful in achieving its goals.

One work environment that can have a significant negative influence on workers' lives is the education sector (Burrow et al., 2020; Kim et al., 2023). The education sector does not only consist of primary and secondary schools but also includes higher education which is carried out in various universities. In contrast to primary and secondary schools which are taught by figures called teachers, students who study in high schools are taught by lecturers. Based on Law (UU) Number 14 of 2005 concerning Teachers and Lecturers Article 1 Paragraph (2), the main duties of a lecturer include, among others, transforming or changing, developing and disseminating science, technology and art through education, research, and community service (Indonesia, 2005; Mahani et al., 2020). These regulations indicate that a lecturer has the main duties of providing teaching or education as well as carrying out research and service which has become known as the Tridharma of Higher Education.

Ability and feelings of enjoyment or dislike towards work Halimatus & Basuki, S. (2024). Then work commitment is an exchange correlation between individuals and the work organization, binding individuals to the organization in exchange for salary and other rewards (Purwanti, R., Suriansyah, A., & Rahmiyani, I., 2024).

Likewise, with the education sector which does not only consist of primary and secondary education but also involves higher education, one of the workloads felt by teaching staff is related to the workload they have. This workload can then cause teaching staff, including lecturers, to experience work stress. Research conducted by Arini et al. (2023) shows that at least half of the lecturers who are research subjects experience stress at a moderate level, apart from that, this research also shows that the stress experienced by lecturers can be positively influenced by the lecturer's daily working time. This shows that the more time a lecturer spends doing the tasks assigned to him, the higher the work stress he experiences. Several factors that can trigger an increase in stress levels in lecturers, including a large workload, a work environment that is less supportive, job security, slow promotion or promotion at work, and a work atmosphere that includes colleagues and superiors in the work environment (Ahmad et al., 2022; Sari & Seniati, 2020; Gragnano et al., 2020).

The stress experienced by a lecturer can affect the quality of the lecturer's work life. When a lecturer has good work qualities, they are more likely to provide positive results in their work to their colleagues, superiors, and the organization or company where they work (Bhende et al., 2020; Wong & Chiu, 2020). Quality of work life can also influence job satisfaction and performance. A lecturer can demonstrate the quality of their work life



through implementing the Tridharma of Higher Education duties which consist of providing teaching or education as well as conducting research and service as a form of active participation in an effort to meet higher education accreditation standards (Dewi et al., 2020; Bangun et al., 2021). The quality of a lecturer's work life in carrying out their duties shows the success of higher education institutions in producing quality graduates who are ready to compete in society and the world of work in the future.

The quality of work life can also influence a lecturer's life by explaining whether his their work can cause negative influences in the form of stress or positive influences. Research conducted by McFadden et al. (2021) regarding the relationship between quality of work life and well-being, shows that there is a positive relationship between these two variables. The state of well-being in this research refers to a state where a worker feels comfortable, happy, or healthy. Other research that discusses the impact of quality of work life on work performance is research conducted by Leitao et al. (2021) regarding the positive relationship between quality of work life and productivity and low work effectiveness. This shows that the higher the quality of work life of a lecturer, the higher the productivity and effectiveness he will have in carrying out his duties as a lecturer (Gomes et al., 2021; Akar & Ustuner, 2019; Gillet et al., 2013).

Based on several previous research results, the quality of lecturers' work life can influence lecturers' performance in carrying out the Tridharma of Higher Education tasks they carry out. These qualities can be negative or positive based on the factors that influence them, such as motivation, work environment, and so on. A lecturer with a good quality of work life has better competence in providing education to students and preparing them to

face the world of work in the future. The quality of work life conditions in the campus environment is something that needs to be studied in research.

The relationship between quality of work life and performance and quality of work can be considered important in understanding and providing predictions regarding what can be done in the education sector to improve the quality of education in Indonesia (Budiharso & Tarman, 2020). A good quality of work life can influence education in Indonesia in a better direction, for example by providing a competent workforce. On the other hand, the poor quality of work life of lecturers will affect how they provide teaching to students. The quality of work life is considered an urgency to be discussed in research considering the large impact this can have on lecturers, students and education in Indonesia as a whole.

Ventegodt et al. (2008) explained that a good quality of work life arises from good relationships between work situations. This relationship consists of the relationship with oneself as a worker, the relationship with the entire work process, the relationship with other people in the work group or job, and the relationship with the work environment. Sirgy et al. (2001) defines the quality of work life as the satisfaction and well-being of workers based on the needs they obtain from the means, activities and results of their participation in work (Sirgy et al., 2001). Another explanation regarding the definition of quality of work life according to Ventegodt et al. (2008) explains the quality of work life as a state of workers' well-being which is related to the quality of life, mastery and followership in the scope of work, as well as the value of work results.

A person's mastery of their work can influence the quality of their work life (Tamsah et al., 2020). One of the goals of



human life is to be active in improving and perfecting talents and behavior as an achievement of mastery of craftsmanship. Personal and professional development can lead to a more prosperous person through ideas and desires that are channeled in the work process (Bellmann & Hübler, 2021). This is said to be the ideal condition for the quality of a person's work life. A person's mastery of his work can only be obtained when he is faced with challenges that are usually avoided because a person is more comfortable in personal safety and comfort (Bardach et al., 2020).

Ventegodt et al. (2008) argue that the quality of work life is influenced by several dimensions, including ability, work character, influence, work experience, commitment, salary and status, and development. Ability refers to the state of professional development in the form of how good a worker is at the moment compared to his or her best potential. Work character refers to feelings of boredom, stress, workload, and their impact on a worker's work and health. Meanwhile, the dimension of influence relates to freedom in determining what to do and how to do it. Work experience refers to happiness, feelings of worth, and well-being from work. Commitment refers to interest in the job and its level in the worker's life priorities. The salary and status dimensions are in the form of rewards received from work in the company where you work and in society. The last dimension of quality of work life according to Ventegodt et al. (2008) is a development that can be explained as a personal and professional development experience that is the result of work.

Several previous studies that discussed the influence of quality of work life on work performance include research conducted by Gayathiri et al. (2013) and Gunawan and Amalia (2015). Research conducted by Gayathiri et al. (2013) shows

that the quality of work life has a significant influence on work performance through job satisfaction. Research subjects who have a good quality of work life will also have a high level of job satisfaction. This then becomes a trigger for employees to always try to exert their best performance at work as an appropriate form of reciprocity. Meanwhile, in research conducted by Gunawan and Amalia (2015), the quality of work life acts as a mediator that connects employee salaries with work performance. In a sample of several employees who have equal salaries, employees who have a better quality of life show better work performance than employees who do not have it. These two studies show the importance of understanding the quality of work life to understand how companies can develop employees with the best work performance.

Research conducted by Beloor et al. (2017) is a literature review research that discusses factors that can influence an employee's work commitment. The research implies that there is a reciprocal relationship between work commitment and quality of work life. Employees who have a good quality of work life will have good work commitment because the employee feels that he must provide good performance and commitment in accordance with the quality of work life provided by the company or organization where he works. The quality of work life can also be influenced by work commitment because someone with high work commitment will work more flexibly and not view work as a burden so that the quality of work life they have will also be better.

This research focuses on the quality of work life conditions of lecturers who work at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University. The quality of work life will then be traced to the causal factors that most influence it



and their implications for other aspects of the lecturer's life. A lecturer can be considered to have an ideal quality of work life when he actively tries to improve and perfect the knowledge and abilities he has as a lecturer (Bellmann & Hübler, 2021; Lott & Abendroth, 2020). A lecturer is expected to be able to channel his ideas and desires during the learning process with the aim of achieving professional and prosperous personal development. The aim of this research can be written as to determine the quality of work life of lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University and the factors that influence it.

METHOD

This research uses a quantitative approach through a descriptive survey research design. Research with a quantitative approach can be interpreted as research that collects research data using various statistical, mathematical or computational techniques to determine certain phenomena (Brannen, 2017). The problems discussed in quantitative research usually have a wide coverage area, a complex level of variation, and the location of the discussion is on the surface. The data collected in quantitative research usually takes the form of numbers calculated using statistical analysis. The aim of descriptive research is to explain certain phenomena or conditions as they really are (Siedlecki, 2020). Researchers do not carry out any manipulation of certain variables in research such as in experimental research but only explain certain variables from the research sample. Descriptive research observes the characteristics of the population, identifies the problems that occur in it, and explains these problems through certain variables (Li et al., 2021).

Data collection was carried out through a survey distributed online to lecturers at the Faculty of Medicine and

Health Sciences, Lambung Mangkurat University where the subjects in the research will be collected through a purposive sampling method. Data collection using the survey method was carried out by distributing questionnaires online to research subjects with the aim of finding out their perceptions, beliefs, attitudes and opinions towards certain variables in the research (Braun et al., 2021). Data collection uses a purposive sampling method, namely collecting research samples based on criteria that have been previously determined by researchers, in this case in the form of lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University (Esbensen et al., 2007; Campbell et al., 2020). The aim of applying this sampling method is to ensure that there is representation that covers the entire population but still obtains comprehensive data according to the sample used as the subject of this research.

Quality of working life as a variable discussed in this research is measured using the Self Evaluation of Working Life Quality scale by Ventegodt et al. (2008) which has been adapted into Indonesian. This scale aims to measure the quality of participants' work life based on their mastery of work. This scale consists of 34 items representing 7 dimensions of quality of work life according to Ventegodt et al., (2008), namely ability, work character, influence, work experience, commitment, salary and status, and development. This scale uses a response scale in the form of a rating scale consisting of 5 points for each item with the number 1 representing the lowest assessment and the number 5 representing the highest assessment. An example item is "How often do you feel frustrated because you have too much work to do?"

Research data analysis was carried out using the IBM SPSS Statistics application. All measuring instruments



were tested for reliability and normality tests on data from all participants. The data analysis technique used is data categorization to determine the level of quality of work life of lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University as subjects in this research.

RESULTS AND DISCUSSION

The subjects of this research were 37 lecturers who taught at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University. The subjects in this study had an age range of 27 – 58 years (M = 40.16; SD = 7.50) with the majority of subjects being in the age range of 31 – 40 years which represented a percentage of 46.0% of all subjects. The majority of subjects were female with 30 people with a percentage of 81.1% and the remaining 7 were male subjects with a percentage of 18.9%. Subjects came from four study programs under the auspices of the Faculty of Medicine and Health Sciences, namely the Medical Study Program, 6 people (16.2%), the Public Health Study Program, 9 people (24.3%), the Nursing Study Program, 4 people (10.8%), and the Psychology Study Program as many as 18 people (48.6%). The average working hours of research subjects as a lecturer was 41.03 hours per week (SD = 16.79) with the majority of subjects working 31 – 40 hours a week, 16 people with a percentage of 43.3%.

This research uses the Self Evaluation of Working Life Quality measuring tool by Ventegodt et al. (2008) which has been adapted into Indonesian by researchers. This scale consists of 34 items and is used to measure the level of quality of work life of research participants through several dimensions, namely ability, work character, influence, work experience, commitment, salary and status, and development. In the first stage of the

reliability test, the reliability value was obtained in the form of Cronbach's alpha (α) = 0.874, where there were 11 items that had to be dropped because they did not meet the r value ≥ 0.25 for each item. The final reliability value of the scale used in this research was Cronbach's alpha (α) = 0.914 with a total of 23 items to represent the seven dimensions of the scale.

Descriptive analysis of research data was carried out with the aim of finding out a general description of the research data using scale scoring via Descriptive Analysis in the IBM SPSS Statistics program. Researchers also calculate hypothetical scores to categorize research data normatively. The following is a hypothetical score obtained from this research.

Table 1. Hypothetical Score

Variable	Item	i_{min}	i_{max}	M	SD
Quality of Work Life	23	1	5	μ	σ
				$= \frac{1}{2}(5 + 1) \times 23$	$= \frac{1}{6}(5 - 1) \times 23$
				$= 69$	

Researchers then categorize the data based on the hypothetical scores above. Categorization is carried out to place each subject into separate groups sequentially based on the variables measured. The following is the formulation of categorization norms for research variables.

Table 2. Categorization Norms for Research Variable

Variable	Categorization		
	Low	Moderate	High
Quality of Work Life	$X < (\mu - 1\sigma)$ $X < 53,67$	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$ $53,67 \leq X < 84,33$	$(\mu + 1\sigma) \leq X$ $84,33 \leq X$

Based on the formulation of category norms above, the researcher carried out descriptive analysis to determine the categorization of the data and



obtained the results as shown in the table below.

Table 3. Research Data Categorization

Variable	Category	Range	Frequency	Percentage (%)	Cumulative Percentage (%)
Quality of Work Life	Low	$X < 53,67$	0	0,0	0,0
	Moderate	$53,67 \leq X < 84,33$	13	35,1	35,1
	High	$84,33 \leq X$	24	64,9	100,0

Based on the results of calculating the total score obtained from 37 participants in the form of lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University through descriptive analysis using categorization values, the results obtained were that there were no participants whose quality of work life was at a low level, 13 participants had a low quality of life. work at a moderate level with a percentage of 35.1%, and 24 participants with a high level of quality of work life representing 64.9% of all participants. The measurement results were obtained from measurements using the Self Evaluation of Working Life Quality measuring instrument by Ventegodt et al. (2008) which has been adapted into Indonesian.

Tarigan et al. (2021) provides an overview of the work performance shown by employees with a certain level of quality of work life. Employees with a low level of quality of work life tend to show low quality in their work results where they usually have lower motivation at work. These employees also tend to have a negative attitude towards their work so that they view work as something that can interfere with their life (Pio, 2022). Meanwhile, employees with a moderate level of quality of work life tend to show moderate levels of work motivation

(Tarigan et al., 2021). The employee has the motivation to do his job but his level of commitment to the job can still be improved. Employees with a moderate level of quality of work life view work in a neutral way where work can influence their work life but not disturb it (Handayani & Khairi, 2022). In contrast to other types of employees, employees with a high level of quality of work life tend to show high motivation towards their work (Tarigan et al., 2021). These employees also often feel tied to their work and therefore pay more attention to the results of the work they do. Employees with a high level of quality of work life tend to contribute to building a mutually supportive work environment because of the positive attitude they have towards work (Dinh Tho et al., 2014).

Leadership refers to the ability to influence, motivate, and mobilize others to achieve certain goals, Leadership is part of management and also an important aspect, understand complex dynamics and design leadership strategies (Cinantya et al., 2024; Halimatussa'diyah et al., 2024; Purwanti et al., 2024).

The relationship between the quality of employee work life and work performance is the subject of research conducted by Huo and Jiang (2023). This research discusses the relationship between the quality of work life, written as work-life conflict, and work performance mediated by employee well-being of employees at a restaurant in the People's Republic of China. The results of this research show that low quality of work life, symbolized by high levels of work-life conflict, causes low work performance and employee welfare. Work that is considered too compulsive usually causes employees to produce work of lower quality because it can damage the employee's interest in the job (Boxall, 2021). Work-life conflict can affect work performance when the work received is



considered detrimental to the employee's health or mental state, thereby proving the role of employee well-being as a mediator of the relationship between quality of work life and work performance.

Research conducted by Poulouse and Dhal (2020) discusses the influence of the quality of work life on the level of commitment to work and the organization. This research discusses the role of quality of work life, symbolized as workload, on work commitment, mediated by perceptions of work-life balance among law enforcement employees in India through a quantitative approach. The results of this research show a negative relationship between workload and work commitment, which then implies that workload can influence how employees behave towards the work they have. Pradana and Salehudin (2015) explained that employees tend to choose to devote less time to their work when the workload they receive increases. Apart from that, research conducted by Poulouse and Dhal (2020) shows that employees with low work balance will have low work commitment. Employees who experience difficulties related to the workload they receive will experience difficulty in balancing work and life which can then affect their level of commitment to their work (Cicek et al., 2016).

Apart from calculating the level of quality of work life in total, the average value obtained by participants from each dimension that makes up the quality of work life is also calculated according to Ventegodt et al. (2008). This analysis was carried out by calculating the average score for each dimension for all research participants. The total average scores for each dimension were then compared to determine the dimensions of quality of work life that were most influential in determining the overall quality of work life score for lecturers at the Faculty of

Medicine and Health Sciences, Lambung Mangkurat University. The following is the calculation of the average score for each dimension of the quality of work life variable.

Table 4. Mean of Each Dimension of Research Variable

Quality of Work Life (Ventegodt et al., 2008)						
Ability	Work Character	Influence	Work Experience	Commitment	Salary & Status	Development
3,99	3,42	3,80	4,05	4,04	4,22	3,81

The majority of research participants had a high level of quality of work life in the category, 24 people with a percentage of 64.9%; while the remaining 13 people had a moderate level of quality of work life with a percentage of 35.1% of all research participants. The dimension with the highest average value is the salary and status dimension which is related to salary and status as a reward received from the work done by employees in the company and society (Ventegodt et al., 2008). This dimension contributes most to the high value of quality of work life for lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University. These results are in line with research conducted by Tang (2007) which stated that the salary received by employees has a positive relationship with the quality of work life. However, salary is an extrinsic orientation which is believed to have a negative impact on work commitment in the future when employees only focus on the amount of salary they receive. Apart from that, salary is considered to be able to influence the quality of work life as long as employees are satisfied with the salary (Kara et al., 2018). This shows that further research is still needed regarding the quality of work life for lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University with the assumption



that the influence of salary is temporary on the quality of work life.

The dimension with the lowest contribution to the level of quality of work life of research participants is the work character dimension. The work character dimension is related to feelings of boredom, stress, workload and its impact on a worker's work and health (Ventegodt et al. 2008). These findings are in line with the results of research conducted by Chui et al. (2014) who stated that employees with a greater workload tend to have a poorer quality of work life because of difficulties in allocating time to do the work. Another study conducted by Toscanelli et al. (2022) also discuss another aspect of the work character dimension, namely boredom, where employees who do routine and monotonous work tend to feel bored and have a lower quality of life. These findings can explain why work character has the lowest contribution to the level of quality of work life for lecturers at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University.

This research has limitations in the participant criteria which only focuses on lecturers who teach at the Faculty of Medicine and Health Sciences, not at Lambung Mangkurat University as a whole. This research also only discusses one variable, namely the quality of work life, using a quantitative approach so that the discussion provided is general in nature. Further research from this research could involve a wider range of subjects, such as all lecturers who teach at a university or discuss more variables, such as perceptions of organizational support or work stress, in order to provide more comprehensive results regarding the problems at hand experienced by lecturers in the work environment.

CONCLUSION

This research succeeded in providing a statistical picture of the level of quality of work life for teaching staff at the Faculty of Medicine and Health Sciences, Lambung Mangkurat University. Based on the results of the analysis, the majority of research participants had a high level of quality of work life in the category, 24 people with a percentage of 64.9%; while the remaining 13 people had a moderate level of quality of work life with a percentage of 35.1% of all research participants. The dimension with the highest average value is the salary and status dimension which is related to salary and status as a reward received from the work done by employees in the company and society. Meanwhile, the dimension with the lowest contribution to the level of quality of work life of research participants is the work character dimension which is related to feelings of boredom, stress, workload and its impact on a worker's work and health.

REFERENCES

- Agyapong, B., Obuobi-Donkor, G., Burback, L., & Wei, Y. (2022). Stress, burnout, anxiety and depression among teachers: a scoping review. *International journal of environmental research and public health*, 19(17), 10706. <https://doi.org/10.3390/ijerph191710706>.
- Ahmad, I., Gul, R., & Kashif, M. (2022). A Qualitative Study of Workplace Factors Causing Stress Among University Teachers and Coping Strategies A Qualitative Study of Workplace Factors. *Human Arenas*, 1-23. <https://doi.org/10.1007/s42087-022-00302-w>.
- Akar, H., & Ustuner, M. (2019). The Relationships between Perceptions of Teachers' Transformational



- Leadership, Organizational Justice, Organizational Support and Quality of Work Life. *International Journal of Research in Education and Science*, 5(1), 309-322.
<https://www.ijres.net/index.php/ijres/article/view/369>.
- Akhmad Riandy Agusta, Darmiyati, Ali Rachman, A. F. N. (2024). Student Satisfaction With Educational Services At The Integrated Islamic Primary School Of Qurrata'ayun Hulu Sungai Selatan. *International Journal Education, School Management and Administration*, 2(1), 1–11.
- Akter, N., Akter, M. K., & Turale, S. I. E. M. E. N. S. (2019). Barriers to quality of work life among Bangladeshi nurses: a qualitative study. *International nursing review*, 66(3), 396-403.
<https://doi.org/10.1111/inr.12540>.
- Arini, S. Y., Alayyannur, P. A., Haqi, D. N., Ayuni, M. Q., & Kurnianto, A. A. (2023). Factors Contribute to Job Stress among Indonesian Lecturers Working from Home During Pandemic. *The Indonesian Journal of Occupational Safety and Health*, 12(3), 326-333.
<http://doi.org/10.20473/ijosh.v12i3.2023.326-333>.
- Azwar, S. (2017). *Metode Penelitian Psikologi, Edisi Kedua*. Pustaka Pelajar.
- Bangun, Y. R., Pritasari, A., Widjaja, F. B., Wirawan, C., Wisesa, A., & Ginting, H. (2021). Role of happiness: mediating digital technology and job performance among lecturers. *Frontiers in Psychology*, 12, 593155.
<https://doi.org/10.3389/fpsyg.2021.593155>.
- Bardach, L., Oczlon, S., Pietschnig, J., & Lüftenegger, M. (2020). Has achievement goal theory been right? A meta-analysis of the relation between goal structures and personal achievement goals. *Journal of Educational Psychology*, 112(6), 1197.
<https://doi.org/10.1037/edu0000419>.
- Basuki, S. (2024). The Relationship Between Spiritual Intelligence And Job Satisfaction And Teachers'work Motivation At Mtsn 3 Banjarmasin. *International Journal Education, School Management And Administration*, 1(1), 19-26.
- Bellmann, L., & Hübler, O. (2021). Working from home, job satisfaction and work–life balance–robust or heterogeneous links?. *International journal of manpower*, 42(3), 424-441.
- Beloor, V., Nanjundeswaraswamy, T. S., & Swamy, D. R. (2017). Employee commitment and quality of work life– A literature review. *The International Journal of Indian Psychology*, 4(2), 175-188.
<https://doi.org/18.01.040/20170402>.
- Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020). Quality of work life and work–life balance. *Journal of Human Values*, 26(3), 256-265.
<https://doi.org/10.1177/0971685820939380>.
- Boxall, P. (2021). Studying mutuality and perversity in the impacts of human resource management on societal well-being: Advancing a pluralist agenda. *Human Resource Management Journal*, 31(4), 834-846.
<https://doi.org/10.1111/1748-8583.12341>.
- Brannen, J. (2017). Combining qualitative and quantitative approaches: an overview. In Julia Brannen (Eds.), *Mixing methods: Qualitative and quantitative research*, 1st Edition (pp. 3-37). Taylor & Francis.
<https://doi.org/10.4324/97813152488>



13.
Braun, V., Clarke, V., Boulton, E., Davey, L., & McEvoy, C. (2021). The online survey as a qualitative research tool. *International journal of social research methodology*, 24(6), 641-654. <https://doi.org/10.1080/13645579.2020.1805550>.
- Budiharso, T., & Tarman, B. (2020). Improving quality education through better working conditions of academic institutes. *Journal of Ethnic and Cultural Studies*, 7(1), 99-115. <https://doi.org/10.29333/ejecs/306>.
- Burrow, R., Williams, R., & Thomas, D. (2020). Stressed, depressed, and exhausted: Six years as a teacher in UK state education. *Work, Employment, and Society*, 34(5), 949-958. <https://doi.org/10.1177/0950017020903040>.
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., ... & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of research in Nursing*, 25(8), 652-661. <https://doi.org/10.1177/1744987120927206>.
- Chui, M. A., Look, K. A., & Mott, D. A. (2014). The association of subjective workload dimensions on quality of care and pharmacist quality of work life. *Research in Social and Administrative Pharmacy*, 10(2), 328-340. <https://doi.org/10.1016/j.sapharm.2013.05.007>.
- Cicek, I., Karaboga, T., & Sehitoglu, Y. (2016). A new antecedent of career commitment: work to family positive enhancement. *Procedia-Social and Behavioral Sciences*, 229, 417-426. <https://doi.org/10.1016/j.sbspro.2016.07.152>.
- Cinantya, C., Aslamiah, A., & Suriansyah, A. (2024). Character Education Based on Religious Values in Early Childhood: A School Principal's Leadership Perspective. *International Journal of Social Science and Human Research*, 7(07), 4968-4973. <https://doi.org/10.47191/ijsshr/v7-i07-43>
- Dewi, R. P., Utami, N. I., & Juwandi, J. (2020). Quality of work life dan work engagement pada Dosen Perguruan Tinggi Swasta di Yogyakarta. *Jurnal Psikologi*, 15-25. <https://doi.org/10.35760/psi.2020.v13i1.2512>.
- Dinh Tho, N., Dong Phong, N., & Ha Minh Quan, T. (2014). Marketers' psychological capital and performance: the mediating role of quality of work life, job effort and job attractiveness. *Asia-Pacific journal of business administration*, 6(1), 36-48. <https://doi.org/10.1108/APJBA-04-2013-0026>.
- Esbensen, K. H., Friis-Petersen, H. H., Petersen, L., Holm-Nielsen, J. B., & Mortensen, P. P. (2007). Representative process sampling—in practice: Variographic analysis and estimation of total sampling errors (TSE). *Chemometrics and intelligent laboratory systems*, 88(1), 41-59. <https://doi.org/10.1016/j.chemolab.2006.09.011>.
- Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work life—Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8. [https://ijbmi.org/papers/Vol\(2\)1/Version_2/A210108.pdf](https://ijbmi.org/papers/Vol(2)1/Version_2/A210108.pdf).
- Gillet, N., Fouquereau, E., Bonnaud-Antignac, A., Mokoukolo, R., &



- Colombat, P. (2013). The mediating role of organizational justice in the relationship between transformational leadership and nurses' quality of work life: A cross-sectional questionnaire survey. *International journal of nursing studies*, 50(10), 1359-1367. <https://doi.org/10.1016/j.ijnurstu.2012.12.012>.
- Gomes, G., Seman, L. O., & De Montreuil Carmona, L. J. (2021). Service innovation through transformational leadership, work-life balance, and organizational learning capability. *Technology Analysis & Strategic Management*, 33(4), 365-378. <https://doi.org/10.1080/09537325.2020.1814953>.
- Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work-life balance: weighing the importance of work-family and work-health balance. *International journal of environmental research and public health*, 17(3), 907. <https://doi.org/10.3390/ijerph17030907>.
- Gunawan, H., & Amalia, R. (2015). Wages and employees performance: The quality of work life as moderator. *International Journal of Economics and Financial Issues*, 5(1), 349-353. https://dergipark.org.tr/en/pub/ijefi/issue/31972/352302#article_cite.
- Guo, F., Yu, Q., Liu, Z., Zhang, C., Li, P., Xu, Y., ... & Liu, H. (2020). Evaluation of life quality, anxiety, and depression in patients with skin diseases. *Medicine*, 99(44), e22983. <https://doi.org/10.1097/MD.00000000000022983>.
- Halimatussa'diyah, H., Aslamiah, A., & Suriansyah, A. (2024). Boarding School-Based Character Education Management (Case Study at MAN Insan Cendekia Tanah Laut). *International Journal of Social Science and Human Research*, 7(07), 4982–4990. <https://doi.org/10.47191/ijsshr/v7-i07-45>
- Handayani, S., & Khairi, M. (2022). Study on the Role of Quality of Work Life and Leadership on Employee Performance. *International Journal of Service Science, Management, Engineering, and Technology*, 1(1), 24-27. <https://ejournalisse.com/index.php/issue/article/view/6>.
- Huo, M. L., & Jiang, Z. (2023). Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences*, 205, 112109. <https://doi.org/10.1016/j.paid.2023.112109>.
- Indonesia. (2005). Undang-undang (UU) Nomor 14 Tahun 2005 tentang Guru dan Dosen Pasal 1 Ayat (2). Lembaran RI Tahun 2005, Nomor 14. Sekretariat Negara. URL: <https://peraturan.bpk.go.id/Details/40266/uu-no-14-tahun-2005>.
- Jeanne, L., Bourdin, S., Nadou, F., & Noiret, G. (2023). Economic globalization and the COVID-19 pandemic: global spread and inequalities. *GeoJournal*, 88(1), 1181-1188. <https://doi.org/10.1007/s10708-022-10607-6>.
- Jin, J. (2022). Factors associated with the quality of work life among working breast cancer survivors. *Asia-Pacific Journal of Oncology Nursing*, 9(2), 97-104. <https://doi.org/10.1016/j.apjon.2021.11.005>.
- Kara, D., Kim, H., Lee, G., & Uysal, M. (2018). The moderating effects of gender and income between leadership and quality of work life (QWL).



- International Journal of Contemporary Hospitality Management, 30(3), 1419-1435. <https://doi.org/10.1108/IJCHM-09-2016-0514>.
- Kim, L., Pongsakornrungrungsilp, P., Pongsakornrungrungsilp, S., Horam, N., & Kumar, V. (2023). Key determinants of job satisfaction among university lecturers. *Social Sciences*, 12(3), 153. <https://doi.org/10.3390/socsci12030153>.
- Kun, A., & Gadanez, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. *Current Psychology*, 41(1), 185-199. <https://doi.org/10.1007/s12144-019-00550-0>.
- Leitao, J., Pereira, D., & Gonçalves, Â. (2021). Quality of work life and contribution to productivity: Assessing the moderator effects of burnout syndrome. *International Journal of Environmental Research and Public Health*, 18(5), 2425. <https://doi.org/10.3390/ijerph18052425>.
- Mahani, D. S., Ma'rufi, I., & Indrayani, R. (2020). Beban kerja mental dan pendapatan dengan kebahagiaan di tempat kerja pada dosen di Universitas Jember. *Jurnal Ilmu Kesehatan Masyarakat*, 16(1), 16-26. <https://doi.org/10.19184/ikesma.v16i1.16002>.
- McFadden, P., Ross, J., Moriarty, J., Mallett, J., Schroder, H., Ravalier, J., ... & Gillen, P. (2021). The role of coping in the wellbeing and work-related quality of life of UK health and social care workers during COVID-19. *International journal of environmental research and public health*, 18(2), 815. <https://doi.org/10.3390/ijerph18020815>.
- Pazhuhan, M., Shahraki, S. Z., Kaveerad, N., Cividino, S., Clemente, M., & Salvati, L. (2020). Factors underlying life quality in urban contexts: Evidence from an industrial city (Arak, Iran). *Sustainability*, 12(6), 2274. <https://doi.org/10.3390/su12062274>.
- Pio, R. J. (2022). The mediation effect of quality of worklife and job satisfaction in the relationship between spiritual leadership to employee performance. *International Journal of Law and Management*, 64(1), 1-17. <https://doi.org/10.1108/IJLMA-07-2018-0138>.
- Poulose, S., & Dhal, M. (2020). Role of perceived work–life balance between work overload and career commitment. *Journal of managerial psychology*, 35(3), 169-183. <https://doi.org/10.1108/JMP-03-2018-0117>.
- Pradana, A., & Salehudin, I. (2015). Work overload and turnover intention of junior auditors in greater Jakarta, Indonesia. *The South East Asian Journal of Management*, 9(2), 108-124. <https://ssrn.com/abstract=2376063>.
- Purwanti, R., Aslamiah, A., & Suriansyah, A. (2024). The Leadership School Principal in the Implementation of Local Character Education. *International Journal of Social Science and Human Research*, 7(07), 4974–4981. <https://doi.org/10.47191/ijsshr/v7-i07-44>
- Purwanti, R., Suriansyah, Aslamiah, Novitawati, & Rahmiyani. (2024). The Correlation of Work Commitment, School Principal Supervision and Teacher Performance in Kindergartens in Liang Anggang District. *International Journal Education*,



- School Management and Administration, 2(1), 27–35.
- Rich, A., Viney, R., Needleman, S., Griffin, A., & Woolf, K. (2016). ‘You can’t be a person and a doctor’: the work–life balance of doctors in training—a qualitative study. *BMJ open*, 6(12), e013897. <https://doi.org/10.1136/bmjopen-2016-013897>.
- Sari, R. L., & Seniaty, A. N. L. (2020). The role of job satisfaction as mediator between work-life balance and organizational commitment among lecturers. *Psychology and Education*, 57(2), 106-110. <https://doi.org/10.17762/pae.v57i2.18>.
- Siedlecki, S. L. (2020). Understanding descriptive research designs and methods. *Clinical Nurse Specialist*, 34(1), 8-12. <https://doi.org/10.1097/NUR.0000000000000493>.
- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social indicators research*, 55, 241-302. <https://doi.org/10.1023/A:1010986923468>.
- Stofkova, Z., & Sukalova, V. (2020). Sustainable development of human resources in globalization period. *Sustainability*, 12(18), 7681. <https://doi.org/10.3390/su12187681>.
- Tamsah, H., Ansar, Gunawan, Yusriadi, Y., & Farida, U. (2020). Training, knowledge sharing, and quality of work-life on civil servants performance in Indonesia. *Journal of Ethnic and Cultural Studies*, 7(3), 163-176. <http://doi.org/10.29333/ejecs/514>.
- Tang, T. L. P. (2007). Income and quality of life: Does the love of money make a difference?. *Journal of Business Ethics*, 72(4), 375-393. <https://doi.org/10.1007/s10551-006-9176-4>.
- Tarigan, J., Susanto, A. R. S., Hatane, S. E., Jie, F., & Foedjiawati, F. (2021). Corporate social responsibility, job pursuit intention, quality of work life and employee performance: case study from Indonesia controversial industry. *Asia-Pacific Journal of Business Administration*, 13(2), 141-158. <https://doi.org/10.1108/APJBA-09-2019-0189>.
- Toscanelli, C., Udayar, S., Urbanaviciute, I., & Massoudi, K. (2022). The role of individual characteristics and working conditions in understanding boredom at work. *Personnel Review*, 51(2), 480-500. <https://doi.org/10.1108/PR-07-2020-0510>.
- Ventegodt, S., Andersen, N. J., & Merrick, J. (2008). Scientific research in the quality of working-life (QWL): Generic measuring of the global working life quality with the SEQWL questionnaire. *International Journal on Disability and Human Development*, 7(2), 201-218. <https://doi.org/10.1515/IJDHD.2008.7.2.201>.
- Wiklund, J., Nikolaev, B., Shir, N., Foo, M. D., & Bradley, S. (2019). Entrepreneurship and well-being: Past, present, and future. *Journal of business venturing*, 34(4), 579-588. <https://doi.org/10.1016/j.jbusvent.2019.01.002>.
- Wong, B., & Chiu, Y. L. T. (2020). University lecturers’ construction of the ‘ideal’ undergraduate student. *Journal of Further and Higher Education*, 44(1), 54-68.