ANALYSIS OF THE INFLUENCE OF QUALITY OF WORK LIFE, TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE WELL BEING CASE STUDY AT PT. PLAZA AUTO RAYA

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Abstract

In the Company, Human Resources are needed to meet the Company's success goals, because Human Resources (Human Resources) is one of the valuable assets that are able to overcome various problems as part of the work in supporting the company's activities. In the world of work, HR (Human Resources) must have effective and efficient performance to get results from work performance so that the company must be able to manage human resources well and maintain the performance of its best employees who have high competence towards the company. Employee performance itself can affect factors including superior leadership style, relationships between employees, and quality of work life. The author's goal is to find out the influences: Quality of Work Life, Transformational Leadership and Competence on Employee Performance Through Employee Wellbeing Case Study on PT. Plaza Auto Raya. The sample taken was 100 people. The data analysis technique uses the Structural Equation Modeling method with the results of this study (1) There is a positive influence of Quality of Work Life on Employee Performance, (2) There is no positive influence of Transformational Leadership on Employee Performance, (3) There is a positive influence of Employee Competence on Employee Performance, (4) There is a positive influence of Employee Well-Being on Employee Performance, (5) There is no positive influence of Quality of Work Life on Employee Well-Being, (6) There is no positive influence of Transformational Leadership on Employee Well-Being, (7) There is a positive influence of Employee Competence on Employee Well-Being.

Keywords: Quality of Work Life, Transformational Leadership, Employee Competence, Employee Performance, Employee Well-Being.

INTRODUCTION

In today's corporate environment, human resources (HR) are essential for achieving a company's goals, as HR is one of the most valuable assets capable of addressing various challenges in supporting company activities. To achieve corporate objectives, professional human resources with competencies that contribute positively to the company are required.

In the workplace, human resources must demonstrate effective and efficient performance to achieve work performance outcomes. Therefore, companies must effectively manage their human resources and retain their best-performing employees with high competency levels. Employee performance itself is influenced by several

factors, including internal ones like knowledge, skills, and competencies, and external factors such as leadership style, relationships among employees, and quality of work life (Caissar et al., 2022). This is based on the understanding that an individual's quality of work life is closely related to corporate management behaviors, both within and outside the workplace. Efforts to improve the quality of work life for employees can foster widespread positive feelings, ultimately enhancing employee performance (Irawati, 2015).

Furthermore, leadership behavior plays a crucial role in corporate success, as leaders are viewed as authoritative figures who can evaluate employee performance or make decisions affecting the company. Leadership style can be assessed based on its impact on managing the organization and is a critical aspect influencing employee performance (Bisharat et al., 2016). According to Koech & Namusonge (2012), transformational leadership is significant and is considered trustworthy, realistic, and practical, helping leaders complete tasks while fostering innovative work behaviors that lead to better employee performance (Bass, 1999).

PT. Plaza Auto Raya (Plaza Mini) is a company operating in the automotive sector, particularly in vehicle sales and services. Facing increasingly intense competition, the company needs to optimize employee performance to achieve its organizational goals. Employee performance is influenced by various factors, including Quality of Work Life, Transformational Leadership, and Employee Competence.

The quality of work life at PT. Plaza Auto Raya includes aspects such as the physical environment, social relationships at work, and the balance between work and personal life. A positive work environment and strong social support can increase employee satisfaction and motivation, which ultimately positively impacts their performance.

Transformational leadership also plays a vital role in fostering a positive work atmosphere. Leaders who can inspire, motivate, and support individual development contribute to enhancing employee well-being. At PT. Plaza Auto Raya, implementing transformational leadership is expected to encourage employees to contribute more significantly to the organization.

Employee competence, encompassing knowledge, skills, and attitudes, is crucial in determining employee effectiveness. Employees with high competencies can perform their tasks well and handle challenges effectively. Therefore, developing competencies through training and self-development is a primary focus at PT. Plaza Auto Raya.

On the other hand, employee well-being serves as a mediator connecting these three variables to employee performance. High well-being can boost motivation, satisfaction, and productivity, enabling employees to make significant contributions to the organization.

This study identifies a research gap (Yanto Wibowo, 2024) indicating that transformational leadership significantly impacts employee performance. Therefore, it is crucial to understand how quality of work life, transformational leadership, and employee competence influence employee performance through employee well-being at PT. Plaza Auto Raya. The findings of this study are expected to provide valuable insights for the management team of PT. Plaza Auto Raya in developing more effective strategies to enhance overall employee performance.

RESEARCH METHOD

This study employs the SEM Smart PLS Version 4 method with a quantitative approach and a questionnaire-based research design. The aim of this research is to analyze the influence of quality of work life, transformational leadership, and employee competence on employee performance through employee well-being at PT. Plaza Auto Raya.

The research process involves creating a questionnaire using Google Forms, which will be distributed via the WhatsApp platform. The collected data will then be input into Smart PLS Version 4 to conduct validity tests, reliability tests, and hypothesis testing. The study will be conducted among employees of PT. Plaza Auto Raya during October 2024 - November 2024.

The population for this research consists of active employees at PT. Plaza Auto Raya, totaling 250 individuals. The sample for this study is selected using purposive sampling, which involves choosing participants based on specific criteria. The criteria for the sample include employees who have been working in the Surabaya area. Based on these criteria, the sample size is determined to be 100 participants.

RESULT AND DISCUSSION
Statistical Inferential Analysis

This study uses Partial Least Square (PLS) analysis technique to test the hypothesis. In this study, the software used is Smart PLS 4.0. Testing in this study uses a structural model test (inner model) and a measurement model test (outer model).
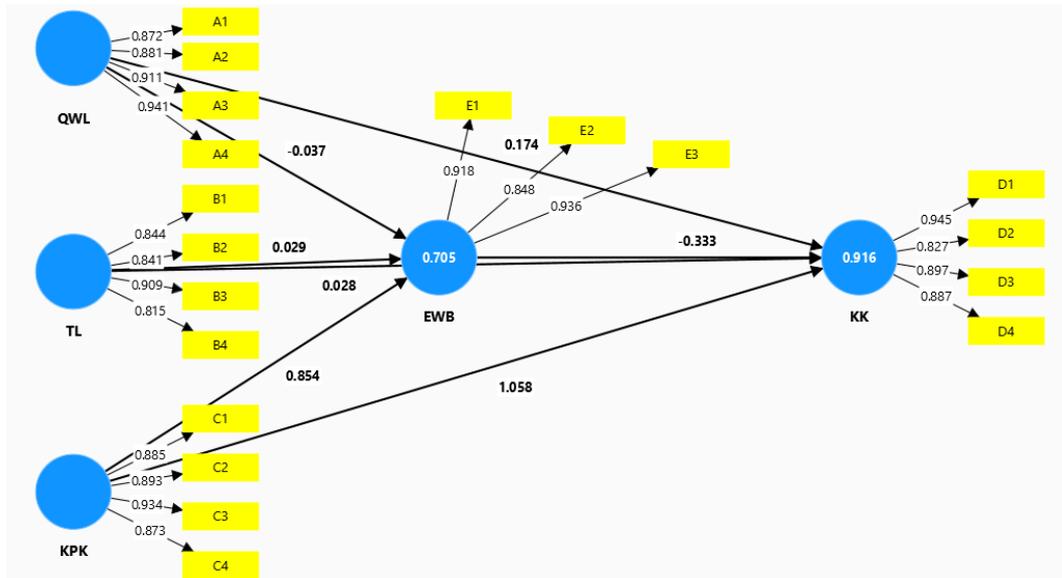
Figure 1. Path Diagram of the Outer Model Using Smart PLS
Source: Data Analysis Using SmartPLS 4.0 Software

Figure 1 illustrates the results of the measurement model test, also known as the outer model. This test evaluates the validity and reliability of the research model.

Outer Model
Validity Testing

There are two types of validity tests in SEM-PLS: Convergent Validity and Discriminant Validity. Convergent validity determines whether indicators effectively represent and support the relationship between indicators and their respective latent variables. While Discriminant validity, on the other hand, assesses whether an indicator is distinct from others.

A. Convergent Validity

Convergent validity testing is evaluated through the outer loadings (loading factor) scores. According to Ghozali (2006), the acceptable threshold for the loading factor is 0.7. If the loading factor score is greater than 0.7, convergent validity is fulfilled. However, if the score is less than 0.7, the construct should be dropped or excluded from the analysis.

A summary of the loading factor results demonstrating convergent validity can be seen in the following table:

Table 1. Results of Convergent Validity Testing (Loading Factor)

Variable	Indicator	Loading Factor	Information
Quality of Work Life	QWL 1	0.872	Valid
	QWL 2	0.881	Valid
	QWL 3	0.911	Valid
	QWL 4	0.941	Valid

Transformational Leadership	TL 1	0.844	Valid
	TL 2	0.841	Valid
	TL 3	0.909	Valid
	TL 4	0.815	Valid
Employee Competency	KPK 1	0.885	Valid
	KPK 2	0.893	Valid
	KPK 3	0.934	Valid
	KPK 4	0.873	Valid
Employee Performance	KK 1	0.945	Valid
	KK2	0.827	Valid
	KK3	0.897	Valid
	KK4	0.887	Valid
Employee Well Being	EWB 1	0.918	Valid
	EWB 2	0.848	Valid
	EWB 3	0.936	Valid

Source: Data Analysis Using SmartPLS 4.0 Software

From Table 1, it can be observed that all indicators in the research questionnaire have been proven valid for each variable, as their values exceed the required threshold of > 0.7. This indicates that the conducted research can be measured accurately.

B. Discriminant Validity

In testing the outer model, not only is convergent validity required, but discriminant validity testing is also essential. Discriminant validity testing demonstrates that a latent construct discriminates against other latent constructs, enabling the identification of variance within observed variables by measuring errors or variances from invalid constructs.

Discriminant validity can be measured based on the Average Variance Extracted (AVE) scores generated for each construct. A summary of the AVE results demonstrating discriminant validity can be seen in Table 2 below:

Table 2. Results of Discriminant Validity Testing (AVE)

Variable	AVE Value	Information
Quality of Work Life	0.813	Valid
Transformational Leadership	0.727	Valid
Employee Competency	0.804	Valid
Employee Performance	0.793	Valid
Employee Well Being	0.812	Valid

Source: Data Analysis Using SmartPLS 4.0 Software

From Table 2, it can be concluded that all indicators or instruments in the research questionnaire representing each variable are proven valid, as the values of each

indicator are greater than and exceed the required threshold of > 0.5. This indicates that the conducted research can be measured accurately.

In addition to measurement using AVE scores, discriminant validity can also be supported by examining the item loadings, which should be higher when compared to their cross-loadings. Therefore, discriminant validity can also be assessed based on the results of the cross-loading tests.

The summary of cross-loading results demonstrating discriminant validity can be seen in the following tables:

Table 3. Cross Loading

Variable	QWL	TL	KPK	KK	EWB
QWL1	0.872	0.496	0.715	0.802	0.520
QWL2	0.881	0.347	0.594	0.613	0.519
QWL3	0.911	0.432	0.780	0.759	0.645
QWL4	0.941	0.413	0.786	0.754	0.691
TL1	0.343	0.844	0.330	0.374	0.279
TL2	0.460	0.841	0.582	0.567	0.452
TL3	0.398	0.909	0.431	0.398	0.377
TL4	0.373	0.815	0.339	0.317	0.392
KPK1	0.727	0.433	0.885	0.780	0.798
KPK2	0.739	0.389	0.893	0.908	0.653
KPK3	0.714	0.515	0.934	0.880	0.765
KPK4	0.702	0.504	0.873	0.775	0.794
KK1	0.754	0.431	0.878	0.945	0.606
KK2	0.832	0.478	0.705	0.827	0.449
KK3	0.640	0.450	0.814	0.897	0.624
KK4	0.688	0.441	0.912	0.887	0.740
EWB1	0.752	0.483	0.863	0.749	0.918
EWB2	0.476	0.313	0.603	0.421	0.848
EWB3	0.518	0.392	0.759	0.615	0.936

Source: Data Analysis Using SmartPLS 4.0 Software

From the table above, it can be observed that all indicators in this study have higher cross-loading values on their intended constructs compared to their factor loadings on other constructs. Therefore, it can be concluded that all indicators in this study pass the discriminant validity test.

Reliability Testing

Reliability testing (construct reliability) can be measured based on Composite Reliability and Cronbach's Alpha scores. Both measures serve the same function: to

evaluate the reliability of the instrument. For composite reliability and Cronbach's alpha testing, a threshold value of greater than 0.7 is required.

A. Composite Reliability

The reliability of variables is tested using Composite Reliability values. A summary of the Composite Reliability scores indicating the reliability test results can be found in Table 3below:

Table 3. Results of Reliability Testing (Composite Reliability)

Variable	Composite Reliability	Information
Quality of Work Life	0.946	Reliable
Transformational Leadership	0.914	Reliable
Employee Competency	0.942	Reliable
Employee Performance	0.938	Reliable
Employee Well Being	0.928	Reliable

Source: Data Analysis Using SmartPLS 4.0 Software

Based on Table 3, it can be observed that all indicators in this study have Composite Reliability values that represent each variable and are proven valid, as the values for each indicator meet the required threshold of > 0.7. This indicates that the research conducted is deemed reliable.

B. Cronbach's Alpha

The next stage of the reliability test involves reviewing the Cronbach's Alpha scores. Table 4 presents the results of the reliability test in this study as follows:

Table 4. Reliability Testing (Cronbach's Alpha)

Variable	Cronbach's Alpha	Information
Quality of Work Life	0.923	Reliable
Transformational Leadership	0.877	Reliable
Employee Competency	0.918	Reliable
Employee Performance	0.912	Reliable
Employee Well Being	0.886	Reliable

Source: Data Analysis Using SmartPLS 4.0 Software

Based on Table 4, it can be concluded that all indicators in this study have Cronbach's Alpha values for each variable that are proven valid, as the values meet the required threshold of > 0.7. This confirms that the study is reliable.

The results of convergent validity and discriminant validity testing indicate that the collected data is valid. Consequently, the reliability testing results conclude that all indicators and constructs used in this study are reliable. Therefore, the data can proceed to the next stage, namely the testing of the inner model.

Inner Model

After completing the analysis of the outer model, where all indicator items are deemed valid and reliable, the next step is analyzing the inner model. This analysis involves examining the Path Diagram, R-Square scores, and F-Square values. The first stage of inner model testing is calculating the R-Square value using the bootstrapping results. The inner model path diagram is shown in Figure 2 below:
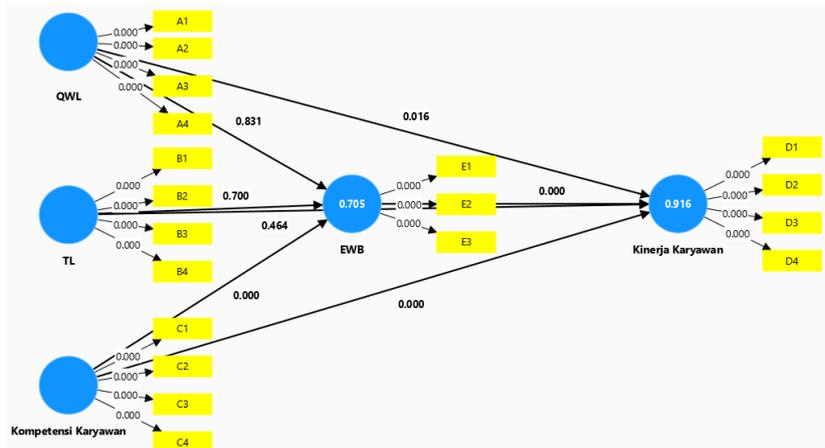

Figure 2. Inner Model Testing Results (Path Diagram)
Source: Data Analysis Using SmartPLS 4.0 Software

From Figure 2, it can be observed that there is one exogenous variable: Quality of Work Life (QWL), Transformational Leadership (TL), and Employee Competence (KPK). Additionally, there are two endogenous latent variables: Employee Well-Being (EWL) and Employee Performance (KK).

R-Square

The R-Square score, also known as the coefficient of determination, is used to calculate the simultaneous impact of independent constructs on dependent latent constructs. R-Square testing is evaluated based on the adjusted R-Square scores of dependent latent constructs, which are only presented for variables influenced by other variables.

A summary of the R-Square scores, which represent the structural model testing results, is provided in Table 5 below:

Table 5. Inner Model Testing Results (R-Square)

	R-square
EWB	0.705
Employee Perfomance	0.916

Source: Data Analysis Using SmartPLS 4.0 Software

Based on the results in Table 5, it can be observed that the indicators of the variables Quality of Work Life (QWL), Transformational Leadership (TL), and Employee Competence (KPK) influence the two other indicators, Employee Well-Being (EWB) and Employee Performance (KK). The table shows the R-Square values for both endogenous

and exogenous variables: Quality of Work Life, Transformational Leadership, and Employee Competence.

This means that the exogenous variables Quality of Work Life (QWL), Transformational Leadership (TL), and Employee Competence (KPK) in this structural model have an R-Square value of 0.705, meaning they influence the endogenous latent variable Employee Well-Being (EWB) by 70.5%, with the remaining 29.5% influenced by other factors outside these variables.

Next, it is known that the R-Square value for the endogenous variable Employee Performance (KK) in this structural model is 0.916, meaning that Quality of Work Life (QWL), Transformational Leadership (TL), and Employee Competence (KPK) influence Employee Performance (KK) by 91.6%, with 8.4% influenced by other factors outside these variables.

F-Square

In the next step, the F-Square (effect size) test is performed to predict the effect of certain variables on others within the structural model. The F-Square values are interpreted as follows: 0.02 represents a small effect, 0.15 represents a medium effect, and 0.35 represents a large effect. The results of the F-Square test can be seen in Table 6 below:

Table 6. Inner Model Testing Results (F-Square)

	EWB	Employee Perfomance	Employee Competency	QWL	TL
EWB		0.387			
Employee Perfomance					
Employee Competency	0.818	2.413			
QWL	0.002	0.126			
TL	0.002	0.007			

Source: Data Analysis Using SmartPLS 4.0 Software

Hypothesis Testing

The next and final step is hypothesis testing. The hypothesis generated through the bootstrapping process can either be accepted or rejected based on the T-Statistics or P-Values. Both of these measures indicate the level of significance of the relationships between latent variables. If the T-Statistics score is greater than the T-Table value, the variable is considered to have a significant effect. And if the T-Statistics score is lower than the T-Table value, or smaller in comparison, the variable does not have a significant effect.

Regarding the P-Value, a variable is considered significant if the value is 0.000. The closer the P-Value is to 0, the greater the significance of the effect. Conversely, the further the value is from 0, the less significant the effect of the variable.

For further clarity, here is a summary of the T-Statistics or P-Values scores that demonstrate whether the hypothesis test can be accepted or rejected using the bootstrapping technique, as shown in Table 7 below:

Table 7. Hypothesis Testing Results

Hypothesis	Variabel	Original sample (O)	T-Tabel	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
Hypothesis 1	QWL -> Employee Performance	0.174	1,96	0.072	2.420	0.016	Significant
Hypothesis 2	TL -> Employee Performance	0.028	1,96	0.039	0.732	0.464	Not Significant
Hypothesis 3	Employee Competence -> Employee Performance	1.058	1,96	0.093	11.417	0.000	Significant
Hypothesis 4	EWB -> Employee Performance	-0.333	1,96	0.069	4.847	0.000	Significant
Hypothesis 5	QWL -> EWB	-0.037	1,96	0.171	0.214	0.831	Not Significant
Hypothesis 6	TL -> EWB	0.029	1,96	0.075	0.386	0.700	Not Significant
Hypothesis 7	Employee Competence -> EWB	0.854	1,96	0.177	4.820	0.000	Significant

Source: Data Processed Using SmartPLS 4.0 Software

Hypothesis Testing Results
Hypothesis 1 (H1): Quality of Work Life (QWL) Influences Employee Performance (KK) at PT. Plaza Auto Raya

Based on Table 5.16, the P-value for the relationship between Quality of Work Life (QWL) and Employee Performance (KK) shows a positive effect. This is indicated by the T-statistic being greater than the T-table value (2.420 > 1.96), surpassing the minimum requirement. The P-value for this relationship is 0.016, which is close to 0. Therefore, Hypothesis 1 is significant.

The Quality of Work Life (QWL) variable supports employee performance at PT. Plaza Auto Raya as it aims to consistently improve the quality of work life. Quality of

Work Life generally refers to how pleasant the work environment is for employees. Consequently, QWL significantly influences Employee Performance (KK).

Hypothesis 2 (H2): Transformational Leadership (TL) Influences Employee Performance (KK) at PT. Plaza Auto Raya

The analysis indicates that Transformational Leadership (TL) has a negative effect on Employee Performance (KK). This is shown by the T-statistic being less than the T-table value (0.732 < 1.96), failing to meet the minimum threshold. The P-value is 0.464, indicating a lack of significance for this hypothesis.

Transformational Leadership (TL) measures the extent to which leaders positively influence employees, motivating them to exceed expectations for the company's progress. However, in this study, TL does not significantly influence Employee Performance. This may be due to inadequate support or guidance from leaders, resulting in a lack of employee motivation to contribute to the company's development.

Hypothesis 3 (H3): Employee Competence (KPK) Influences Employee Performance (KK) at PT. Plaza Auto Raya

The Employee Competence (KPK) variable shows a positive impact on Employee Performance (KK). This is demonstrated by the T-statistic exceeding the T-table value (11.417 > 1.96), surpassing the minimum requirement. Additionally, the P-value is 0.000, which is very close to 0, confirming significance.

The Employee Competence (KPK) variable reflects the capability and willingness of employees to perform tasks effectively and efficiently to achieve company goals. In this study, KPK significantly influences Employee Performance, as employees at PT. Plaza Auto Raya have been selected based on their respective competencies.

Hypothesis 4 (H4): Employee Well-Being (EWB) Influences Employee Performance (KK) at PT. Plaza Auto Raya

Employee Well-Being (EWB) exhibits a positive effect on Employee Performance (KK). This is evidenced by the T-statistic being greater than the T-table value (4.847 > 1.96), surpassing the minimum threshold. The P-value is 0.000, indicating strong significance.

The Employee Well-Being (EWB) variable assesses how the company ensures employee welfare, influencing the work environment positively. Therefore, EWB significantly impacts Employee Performance at PT. Plaza Auto Raya.

Hypothesis 5 (H5): Quality of Work Life (QWL) Influences Employee Well-Being (EWB) at PT. Plaza Auto Raya

The analysis indicates that Quality of Work Life (QWL) has a negative effect on Employee Well-Being (EWB). This is shown by the T-statistic being less than the T-table value (0.732 < 1.96), failing to meet the minimum threshold. The P-value for this relationship is 0.214, indicating insignificance.

The goal of Quality of Work Life (QWL) is to improve the quality of the work environment for employees, ensuring it is enjoyable and conducive. However, the insignificant result suggests that employees have varying perceptions of their work-life quality. Despite the company providing a good working environment, facilities, and flexibility, not all employees perceive these positively. Therefore, QWL does not significantly influence EWB in this study.

Hypothesis 6 (H6): Transformational Leadership (TL) Influences Employee Well-Being (EWB) at PT. Plaza Auto Raya

Transformational Leadership (TL) has a negative effect on Employee Well-Being (EWB). The T-statistic is below the T-table value (0.386 < 1.96), indicating insignificance. The P-value is 0.700, further confirming that the hypothesis is not significant.

Transformational Leadership (TL) evaluates how leaders positively influence employees. However, the results indicate that leadership styles may inadvertently affect well-being negatively. High expectations or an excessive focus on targets without considering employee well-being can create undue pressure and reduce well-being. Thus, TL does not significantly influence EWB in this study.

Hypothesis 7 (H7): Employee Competence (KPK) Influences Employee Well-Being (EWB) at PT. Plaza Auto Raya

Employee Competence (KPK) has a positive impact on Employee Well-Being (EWB). The T-statistic exceeds the T-table value (4.820 > 1.96), meeting the minimum threshold. Additionally, the P-value is 0.000, indicating strong significance.

Employee Competence reflects the ability and willingness of employees to perform tasks effectively. High competence not only improves performance but also provides opportunities for career growth, fostering a sense of achievement and improving overall well-being. Therefore, KPK significantly influences EWB, as competent employees perceive higher career development opportunities and a better sense of fulfillment.

CONCLUSION

Based on the results of this research on managing data regarding "Analysis of the Influence of Quality of Work Life, Transformational Leadership, and Employee Competence on Employee Performance Through Employee Well-Being at PT. Plaza Auto Raya," this study aims to improve employee performance at PT. Plaza Auto Raya. The research uses the SEM-PLS analysis method with Smart PLS 4 software. Based on the data analysis results, the following conclusions address the research questions:

a. Quality of Work Life (QWL) on Employee Performance. The Quality of Work Life variable has a positive effect on employee performance. This positive influence is evidenced by a T-statistic greater than the T-table (T-statistic > T-table), with a value of 2.420 > 1.96, indicating it exceeds the minimum threshold. QWL supports

employee performance at PT. Plaza Auto Raya by consistently aiming to improve the quality of work life.

b. Transformational Leadership (TL) on Employee Performance. The Transformational Leadership variable has a negative effect on employee performance. This non-positive effect is shown by a T-statistic less than the T-table (T-statistic < T-table), with a value of $0.732 < 1.96$, indicating it does not meet the minimum threshold. The P-Value for TL on employee performance is 0.464. This may be due to a lack of guidance or support from leaders, resulting in employees feeling less motivated to contribute to the company's progress.

c. Employee Competence (KPK) on Employee Performance. The Employee Competence variable has a positive impact on employee performance. This is shown by a T-statistic greater than the T-table (T-statistic > T-table), with a value of $11.417 > 1.96$, indicating it surpasses the minimum threshold. Employees at PT. Plaza Auto Raya were selected based on competencies relevant to their respective fields.

d. Employee Well-Being (EWB) on Employee Performance. The Employee Well-Being variable has a positive effect on employee performance. This positive effect is evidenced by a T-statistic greater than the T-table (T-statistic > T-table), with a value of $4.847 > 1.96$, indicating it exceeds the minimum threshold. EWB measures how the company provides employee welfare in their work, improving the work environment and significantly affecting employee performance.

e. Quality of Work Life (QWL) on Employee Well-Being (EWB). The QWL variable has a negative effect on Employee Well-Being. This non-positive effect is shown by a T-statistic less than the T-table (T-statistic < T-table), with a value of $0.732 < 1.96$, indicating it does not meet the minimum threshold. The insignificant effect may be due to differing perceptions among employees regarding their work quality. Even with a conducive work environment, good facilities, and flexibility, not all employees feel the same level of satisfaction.

f. Transformational Leadership (TL) on Employee Well-Being (EWB). The Transformational Leadership variable has a negative effect on Employee Well-Being. This non-positive effect is evidenced by a T-statistic less than the T-table (T-statistic < T-table), with a value of $0.386 < 1.96$. Leaders often push employees to achieve ambitious targets, which can negatively impact their well-being if they fail to balance demands with employee welfare.

g. Employee Competence (KPK) on Employee Well-Being (EWB). The Employee Competence variable positively impacts Employee Well-Being. This is shown by a T-statistic greater than the T-table (T-statistic > T-table), with a value of $4.820 > 1.96$, indicating it exceeds the minimum threshold. Good competencies open opportunities for career development, fostering a sense of accomplishment that enhances overall well-being.

h. Overall Contribution. This research contributes to the development of employee performance at PT. Plaza Auto Raya.

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