



# Effects of Work Life Quality, Job Satisfaction, and Psychological Empowerment on West Papua Police Performance

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## Abstract

**Purpose:** This study examines how quality of work life, job satisfaction, and psychological empowerment affect job performance among personnel of the West Papua Regional Police.

**Research Methodology:** A total of 273 respondents were selected from 863 employees using Slovin's formula and random sampling method. Data were collected through a structured survey and analyzed using multiple regression analysis via SPSS.

**Results:** The results show that quality of work life and psychological empowerment significantly improve job performance, whereas job satisfaction has no notable effect.

**Conclusions:** QWL and Psychological Empowerment significantly improve job performance, while Job Satisfaction does not. However, all variables jointly affect performance.

**Limitations:** The study is limited to one institution, uses self-reported data, and explains only 60.1% of performance variance.

**Contributions:** This study provides evidence that QWL and Psychological Empowerment are key drivers of performance in a police context and offers practical implications for HR development.

**Keywords:** *Job Performance, Job Satisfaction, Psychological Empowerment, Quality of Work Life*

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## 1. Introduction

Organizational achievement is strongly influenced by the effectiveness and quality of human resources. Employees who are capable of carrying out their duties efficiently and responsibly contribute significantly to the attainment of institutional objectives and long-term organizational sustainability. Human resources are considered strategic assets because they determine the continuity, competitiveness, and overall success of an organization. Skilled and competent personnel serve as the backbone of organizational development, whereas inadequate competence and low employee performance may obstruct strategic progress and hinder organizational growth (Adriansyah & Suryani, 2020; Sukezi & Zakaria, 2021). Therefore, improving employee performance has become a major concern for organizations in both public and private sectors.

Employee performance reflects the extent to which employees can accomplish their assigned tasks in accordance with organizational standards and expectations. High-performing employees are generally characterized by discipline, commitment, responsibility, and the ability to adapt to organizational

demands. In public institutions, particularly within law enforcement agencies, employee performance becomes increasingly important because it directly affects public trust, institutional credibility, and the effectiveness of public services. Consequently, organizations are required to formulate strategies that can enhance employee productivity and work quality in a sustainable manner (Maliah et al., 2025).

One important factor that influences employee performance is Quality of Work Life (QWL). Quality of Work Life refers to employees' perceptions of how well their workplace fulfills personal needs, expectations, and well-being. QWL encompasses various dimensions, including a safe working environment, fair compensation, career development opportunities, work-life balance, and supportive organizational culture. According to Kara et al. (2019), organizations that provide a favorable quality of work life tend to create higher employee motivation, stronger organizational commitment, and better job performance. Employees who perceive that their organization cares about their welfare are more likely to develop positive attitudes toward their work and demonstrate greater dedication in carrying out their responsibilities.

In addition to QWL, job satisfaction also plays a significant role in shaping employee behavior and performance. Job satisfaction is a psychological condition that reflects employees' emotional responses toward their jobs and work experiences. Employees who experience high job satisfaction are generally more enthusiastic, motivated, and productive in completing their tasks. Conversely, dissatisfaction can lead to absenteeism, low morale, reduced productivity, and high turnover intentions. Previous studies have consistently shown that job satisfaction has a positive and significant effect on employee performance (Riskawati et al., 2023; Widyanarko & Sukei, 2020). This indicates that organizations should pay close attention to factors that influence employee satisfaction, such as leadership, work environment, compensation, and opportunities for professional growth.

Another important variable affecting employee performance is psychological empowerment. Psychological empowerment refers to an individual's perception of meaning, competence, self-determination, and impact in the workplace. Employees who feel psychologically empowered tend to have greater confidence in their abilities and perceive themselves as valuable contributors to organizational success. Empowered employees are more proactive, innovative, and committed to achieving organizational goals because they feel trusted and involved in decision-making processes. According to Miska and Amri (2024) and Adriansyah and Suryani (2020), psychological empowerment positively influences employee commitment and productivity by fostering a sense of ownership and responsibility over work outcomes.

The relationship between Quality of Work Life, job satisfaction, psychological empowerment, and employee performance has been widely discussed in organizational and human resource management literature. However, most previous studies have focused primarily on private companies or general public sector organizations. Research examining these variables simultaneously within law enforcement institutions remains relatively limited, especially in geographically remote areas such as West Papua. The unique working conditions, organizational challenges, and socio-cultural environment in West Papua may influence how employees perceive their work life, satisfaction, and empowerment (Ichdan & Maryani, 2024). Therefore, findings from studies conducted in other sectors or regions may not fully represent the conditions experienced by police personnel in West Papua.

The West Papua Regional Police institution plays a strategic role in maintaining public security, enforcing law, and providing services to the community. In carrying out these responsibilities, police personnel are expected to demonstrate high levels of professionalism, discipline, and performance. Nevertheless, achieving optimal performance among police personnel requires organizational support in the form of a conducive work environment, employee satisfaction, and empowerment practices. Understanding the factors that influence personnel performance is therefore essential for improving institutional effectiveness and public service quality.

Based on these considerations, this study aims to analyze the effects of Quality of Work Life, Job Satisfaction, and Psychological Empowerment on the performance of West Papua Regional Police personnel. Specifically, this study investigates both the individual and simultaneous influence of these variables on employee performance. By addressing this research gap, the study is expected to contribute theoretically to the development of human resource management literature in public sector organizations, particularly within law enforcement institutions. Practically, the findings may provide valuable insights for organizational leaders and policymakers in designing strategies to improve personnel performance, employee welfare, and institutional effectiveness within the West Papua Regional Police and similar organizational contexts.

## 2. Literature Review

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### 2.1 Human Resources Management

Human resources are central to any organization, regardless of its structure or objective. Organizations exist to serve human interests, and their missions are planned and executed by people. Therefore, effective human resource management is essential for ensuring organizational sustainability and achieving institutional goals (Hasibuan, 2019). Human resource management involves planning, organizing, directing, and controlling human resources in order to achieve organizational objectives effectively and efficiently. Through proper management practices, organizations can maximize employee potential and create a productive working environment (Khan, 2020).

Human resource management also plays an important role in improving employee competence, discipline, and commitment. Organizations that invest in employee development through training, education, and career advancement opportunities are more likely to achieve higher levels of productivity and competitiveness (Suyanto et al., 2021). According to Miska and Amri (2024), effective human resource practices contribute significantly to organizational effectiveness because they ensure that employees possess the knowledge, skills, and motivation necessary to perform their duties optimally.

Furthermore, human resource management is closely related to employee welfare and organizational culture. A supportive organizational culture encourages employees to work collaboratively, maintain positive relationships, and demonstrate loyalty toward the organization. Human resource managers are therefore expected to create policies that balance organizational objectives with employee needs. This balance is essential for maintaining long-term organizational stability and reducing workplace conflicts, absenteeism, and turnover intentions (Lumi & Yosef, 2022).

### 2.2 Quality of Work Life

Quality of Work Life (QWL) refers to the supportive and satisfying work environment experienced by employees. It encompasses not only the physical conditions of the workplace but also the psychological and emotional aspects that affect how employees experience their jobs (Zaman & Ansari, 2022). A high-quality QWL system can enhance job satisfaction, promote workplace safety, improve performance, and support organizational adaptability. Employees who perceive a positive work environment are generally more motivated and committed to achieving organizational goals (Supardi, 2023).

Quality of Work Life includes several dimensions such as fair compensation, safe working conditions, opportunities for growth, social integration, and work-life balance. Organizations that pay attention to these aspects tend to create a more harmonious and productive workplace atmosphere (Nugraha & Purnomo, 2022). According to Widyanarko and Sukesi (2020), employees who experience a high quality of work life are more likely to demonstrate positive work attitudes, lower stress levels, and stronger organizational commitment.

In addition, QWL has become increasingly important in modern organizations due to changing employee

expectations and work environments. Employees today not only seek financial rewards but also value personal development, flexibility, and emotional well-being. Organizations that successfully provide these elements are better positioned to attract and retain talented employees. Consequently, improving QWL is considered a strategic approach for enhancing both employee welfare and organizational performance (Rizkita et al., 2023).

### **2.3 Job Satisfaction**

Job satisfaction reflects how employees emotionally evaluate their work experience. It is influenced by factors such as salary, job duties, relationships with supervisors and coworkers, and opportunities for advancement (Febrianti & Setiawan, 2022; Pinaraswati, 2020). These elements shape employees' perceptions of their roles and can significantly influence their motivation and overall performance. Employees who are satisfied with their jobs generally display positive attitudes, higher morale, and stronger dedication to organizational object. Job satisfaction is also closely associated with employee behavior in the workplace. Satisfied employees tend to exhibit higher levels of discipline, creativity, and cooperation, while dissatisfied employees may demonstrate absenteeism, low productivity, and turnover intentions. According to Amaliah and Wardani (2020), job satisfaction contributes to organizational stability because employees who feel valued and appreciated are more likely to remain loyal to the organization and maintain high performance standards.

Moreover, job satisfaction can affect employees' psychological well-being and interpersonal relationships within the organization. A positive working environment that supports communication, teamwork, and fairness can strengthen employees' emotional attachment to their jobs. Therefore, organizations must continuously evaluate and improve factors that influence employee satisfaction in order to maintain a productive and harmonious workplace environment (Dissanayake & Nandasena, 2020).

### **2.4 Psychological Empowerment**

Psychological empowerment is a motivational concept that describes how employees perceive their ability to influence workplace outcomes (Fathihani & Nasution, 2021). It includes elements such as meaning, competence, autonomy, and impact (Amaliah & Wardani, 2020; Grošelj et al., 2020). Employees who feel psychologically empowered are more likely to feel invested in their work and perform at a higher level because of their increased sense of control and purpose. Empowerment enables employees to believe that their contributions are valuable to organizational success (Akter, 2021).

Psychological empowerment encourages employees to take initiative, solve problems independently, and participate actively in decision-making processes (Wardhani & Uily, 2021). According to Riskawati et al. (2023), empowered employees demonstrate greater confidence and intrinsic motivation because they perceive themselves as capable and trusted individuals within the organization. This condition can lead to improved creativity, innovation, and work effectiveness.

In addition, psychological empowerment strengthens organizational commitment and employee engagement. Employees who feel empowered tend to experience greater job satisfaction and stronger emotional attachment to the organization. Organizations that encourage empowerment through delegation, participation, and supportive leadership can foster a more dynamic and productive workforce. Consequently, psychological empowerment is considered an important factor in enhancing both individual and organizational performance (Adula et al., 2022).

### **2.5 Job Performance**

Job performance refers to the measurable output of an employee's efforts as evaluated by the organization. Key performance indicators typically include quality, quantity, timeliness, and punctuality of task completion. Performance assessment helps organizations determine whether individual contributions

align with organizational expectations and goals. High employee performance is essential because it directly affects organizational productivity, service quality, and competitiveness (Eritasari, 2023).

Employee performance is influenced by various internal and external factors, including motivation, competence, leadership, work environment, and organizational support (Sinta & Purnomo, 2023). According to Ghozali (2016), employees who possess strong abilities and high motivation are more likely to achieve optimal performance outcomes. Therefore, organizations need to provide adequate resources, training, and supervision to support employee effectiveness and efficiency.

Furthermore, performance evaluation serves as an important tool for organizational development and employee improvement. Through regular assessment, organizations can identify strengths, weaknesses, and areas requiring further development (Rizqi & Sakinah, 2021). Performance appraisal also provides feedback that can motivate employees to improve their skills and work quality. As a result, effective performance management contributes not only to individual achievement but also to the long-term success and sustainability of the organization (Wijayanto & Purnomo, 2023).

### **3. Methodology**

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This study employed a quantitative approach to explore the causal relationships among the variables of Work Life, Job Satisfaction, Psychological Empowerment, and Job Performance. The study design was causal-comparative, aiming to determine how independent variables influence the dependent variable through statistical analysis. The study involved 863 personnel from the West Papua Regional Police. The appropriate sample size was determined using Slovin's formula, resulting in 273 participants chosen through simple random sampling.

The researchers obtained data by distributing a structured questionnaire to the selected participants. Each item in the questionnaire was designed to reflect the indicators of the study variables. For data processing and hypothesis testing, the research utilized multiple linear regression analysis using SPSS software. This analytical technique enables the researcher to assess both the partial and simultaneous effects of independent variables on job performance.

### **4. Results and Discussion**

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#### **4.1 Results**

##### *4.1.1 Model Analysis and Hypothesis Proof*

##### **Validity Test**

Table 1. Validity Test Results

Variables	Indicator	r count	Sig	Information
Quality of Work Life (X1)	X1.1	0.664	0.000	Valid
	X1.2	0.750	0.000	Valid
	X1.3	0.681	0.000	Valid
	X1.4	0.567	0.000	Valid
	X1.5	0.767	0.000	Valid
	X1.6	0.595	0.000	Valid
	X1.7	0.717	0.000	Valid
	X1.8	0.658	0.000	Valid
	X1.9	0.780	0.000	Valid
	X1.10	0.741	0.000	Valid
	X1.11	0.700	0.000	Valid
	X1.12	0.745	0.000	Valid
	X1.13	0.706	0.000	Valid
Job Satisfaction (X2)	X2.1	0.768	0.000	Valid
	X2.2	0.800	0.000	Valid
	X2.3	0.825	0.000	Valid
	X2.4	0.818	0.000	Valid
	X2.5	0.729	0.000	Valid
Psychological Empowerment (X3)	X3.1	0.744	0.000	Valid
	X3.2	0.733	0.000	Valid
	X3.3	0.861	0.000	Valid
	X3.4	0.852	0.000	Valid
	X3.5	0.847	0.000	Valid
	X3.6	0.848	0.000	Valid
	X3.7	0.751	0.000	Valid
	X3.8	0.595	0.000	Valid
Job Performance (Y)	Y.1	0.829	0.000	Valid
	Y.2	0.828	0.000	Valid
	Y.3	0.797	0.000	Valid

Based on Table 1, all indicators for each variable—Quality of Work Life, Job Satisfaction, Psychological Empowerment, and Job Performance—showed significance values below 0.05, confirming that the items fulfilled statistical requirements and were suitable for further analysis.

### Reliability Test

Reliability was evaluated using Cronbach’s alpha, with a threshold of 0.60 applied to determine whether each variable met the reliability standard.

Table 2. Reliability Test Results

Variables	Cronbach Alpha	Alpha	Conclusion
Quality of Work Life (X1)	0.914	0.6	Reliable
Job Satisfaction (X2)	0.848	0.6	Reliable
Psychological Empowerment (X3)	0.905	0.6	Reliable
Job Performance (Y)	0.752	0.6	Reliable

Table 2 showed that all variables had Cronbach’s alpha values well above the threshold, confirming the internal consistency and stability of the measurement instruments.

#### 4.1.2 Multiple Linear Regression Analysis

Table 3. Multiple Regression Test Results

Model	Regression Coefficient	Std. Error
Constants	0.567	0.184
Quality of Work Life (X1)	0.232	0.079
Job Satisfaction (X2)	0.151	0.087
Psychological Empowerment (X3)	0.487	0.075

The regression model used in this study produced the following equation:

$$Y = 0.567 + 0.232X_1 + 0.151X_2 + 0.487X_3$$

Where:

- $X_1$  represents Quality of Work Life
- $X_2$  represents Job Satisfaction
- $X_3$  represents Psychological Empowerment
- $Y$  represents Job Performance

Based on Table 3, the regression coefficients suggest that all independent variables are positively related to Job Performance. Among the three, Psychological Empowerment had the most substantial influence, followed by Quality of Work Life. Job Satisfaction, on the other hand, appears to have a relatively weaker impact compared to the other two variables.

#### 4.1.3 Multiple Correlation Coefficient (R) and Multiple Determination ( $R^2$ )

Table 4. Multiple Correlation Coefficient (R) and Multiple Determination ( $R^2$ )

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.776	0.601	0.597	0.41262

Based on Table 4, a correlation coefficient ( $R$ ) of 0.776, signifying a strong linear association between the predictor variables, namely, QWL ( $X_1$ ), Job Satisfaction ( $X_2$ ), and Psychological Empowerment ( $X_3$ ), and the outcome variable, Job Performance ( $Y$ ).

The magnitude of this coefficient suggests that fluctuations in these independent factors are closely aligned with the changes observed in the performance levels of the personnel. In addition, the coefficient of determination ( $R^2$ ) is calculated as 0.601, indicating that 60.1% of the variance in Job Performance is accounted for by the combined effects of Quality of Work Life, Job Satisfaction, and Psychological Empowerment. The remaining 39.9% may be attributed to other factors beyond the scope of this study, including external influences or variables not examined within the current model.

#### 4.1.4 Hypothesis Testing – Partial Test (t- Test)

Table 5. t-Test Results

Model	T	Sig
Quality of Work Life (X1)	2.926	0.004
Job Satisfaction (X2)	1.739	0.083
Psychological Empowerment (X3)	6.518	0.000

Based on Table 5, a t-test was conducted to evaluate the individual contribution of each independent variable to the dependent variable. A significance threshold of 0.05 was applied as the criterion for interpretation.

- **Quality of Work Life (X<sub>1</sub>):** Exhibited a statistically significant effect on Job Performance, as proven by a p-value of 0.004. This result suggests that better alignment between employees' work conditions and personal well-being contributes positively to their performance outcomes.
- **Job Satisfaction (X<sub>2</sub>):** Did not show a statistically significant relationship with Job Performance, given a p-value of 0.083, which exceeds the standard significance threshold of 0.05. This indicates that, within the context of this study, job satisfaction has no measurable influence on performance.
- **Psychological Empowerment (X<sub>3</sub>):** Demonstrated a highly significant and positive effect on Job Performance, with a p-value of 0.000. This underscores the importance of employees' perceived autonomy, competence, and sense of impact in enhancing their effectiveness at work.

These findings suggest that among the three variables, Quality of Work Life and Psychological Empowerment play a significant role in improving employee performance, while Job Satisfaction does not show a direct influence in this context.

#### 4.1.5 Simultaneous Test (F Test)

As explained by Ghozali (2016), the F-test is employed to assess the combined influence of several independent variables on a dependent variable. When the resulting significance value is less than 0.05, it suggests that the independent variables, taken together, have a meaningful statistical effect on the outcome variable.

Table 6. Simultaneous Test (F Test)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	69.114	3	23.038	135.312	0.000
Residual	45.799	269	0.170		
Total	114.913	272			

The F-test was applied to assess the collective impact of all independent variables—Quality of Work Life, Job Satisfaction, and Psychological Empowerment—on the dependent variable, Job Performance.

Based on Table 6 the f test yielded a significance value of 0.000, which is far below the conventional cutoff of 0.05. This finding suggests that the three predictors, when analyzed together, significantly affect Job Performance. In essence, the simultaneous contribution of these variables provides a meaningful explanation for the variations in employee performance. The regression model used in this study can be considered statistically appropriate and suitable for further interpretation.

## 4.2 Discussion

### 4.2.1 The Effect of QWL on Job Performance

The findings indicate that Quality of Work Life (QWL) exerts a positive and statistically significant influence on employee performance. A work environment perceived as conducive, meaningful, and responsive to employees' needs tends to foster higher levels of productivity and work engagement. This finding is consistent with previous studies by (Amelia & Muhammad, 2024; Febrianti & Setiawan, 2022), which demonstrated that improved QWL contributes to better job performance. A conducive work environment fulfills physical and psychological needs and enhances employee motivation and commitment.

### 4.2.2 The Effect of Job Satisfaction on Job Performance

Unlike QWL, Job Satisfaction showed no measurable impact on performance based on the results of this study. Although satisfaction is often linked to positive work behavior, the results here suggest that satisfaction alone may not be a direct driver of performance for employees at the West Papua Regional Police. It is possible that other factors, such as organizational culture, discipline, or external motivation, play a more dominant role in shaping performance in this context.

### 4.2.3 The Effect of Psychological Empowerment on Job Performance

The analysis revealed that Psychological Empowerment had a strong and statistically significant effect on employee performance. Empowered employees—those who feel competent, autonomous, and impactful—tend to be more engaged and perform better than unempowered employees. This supports the conclusions of (Adriansyah & Suryani, 2020), who emphasized the importance of psychological factors in enhancing service performance. Empowerment helps individuals take ownership of their roles, which can increase their initiative and accountability in carrying out responsibilities.

### 4.2.4 The Combined Effect of QWL, Job Satisfaction, and Psychological Empowerment

Collectively, Quality of Work Life ( $X_1$ ), Job Satisfaction ( $X_2$ ), and Psychological Empowerment ( $X_3$ ) exhibited a combined and notable impact on job performance ( $Y$ ). These findings imply that employee performance is better explained by the interplay of several interconnected factors rather than by a single determinant. These results are consistent with those of WestHutabarat2025<empty citation>, who emphasized the synergy between QWL, satisfaction, and empowerment in shaping performance outcomes. Understanding these relationships can assist organizational leaders in developing integrated human resource strategies to increase effectiveness and improve service quality.

## 5. Conclusions

In light of the study's findings, several conclusions can be drawn: Quality of Work Life (QWL) has a positive and statistically significant impact on the job performance of personnel at the West Papua Regional Police, indicating that a structured and supportive work environment is essential for improving employee productivity; meanwhile, although Job Satisfaction is frequently associated with positive employee attitudes, this study found no statistically significant influence on performance, suggesting that other variables may play a more dominant role in shaping outcomes in this context; and finally, Psychological Empowerment shows a strong and significant relationship with job performance, where personnel who perceive themselves as empowered tend to demonstrate greater initiative, dedication, and efficiency in carrying out their duties.

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## **Author Contributions**

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MI conceptualized the study, designed the methodology, and drafted the manuscript. SA provided supervision, validation, and critical review of the manuscript. S was responsible for data collection and data curation. LRRT contributed to data analysis, prepared tables and figures, and assisted in manuscript editing. All authors reviewed and approved the final manuscript.

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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