

## The Role of Leadership Style in Moderating Quality of Work Life and Emotional Labor on Employee Performance

I Putu Darmawan<sup>1</sup>, Ida Ayu Putu Widani Sugianingrat<sup>2</sup>, I Made Astrama<sup>3</sup>

<sup>1,2,3</sup>Master Program of Management, Faculty of Economics, Business and Tourism, Hindu University of Indonesia Denpasar, Bali

e-mail: [iputudarmawan76@gmail.com](mailto:iputudarmawan76@gmail.com)

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### Abstract

**Purpose** - the aim of this research is to analyze the role of quality of work life, emotional labor which is moderated by leadership style on the performance of employees of private religious colleges in Bali.

**Methodology** - The location of this research includes three private university campuses with Hindu religious nuances in Bali. The sampling method in this research was a saturated sample, namely all employees at Private Hindu Religious Universities in Bali Province, totaling 100 people. The analytical method used is partial least square (PLS) with structural equation modeling (SEM).

**Finding** - The results of the research show that quality of work life has a significant influence on employee performance, emotional labor has a significant influence on employee performance, Leadership style does not play a role in moderating the influence of quality of life work on employee performance and leadership style do not play a role in moderating the influence of emotional labor on employee performance.

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## 1. Introduction

Education plays an important role in improving human resources and bringing positive changes to the development of a country. The quality of educational institutions greatly influences the knowledge and skills of human resources and is also the main pillar in economic, social and cultural development. The implementation of education in Indonesia as stated in Law Number 12 of 2012 concerning Higher Education and Universities mandates that governance in a tertiary institution, both State Universities and Private Universities, is based on the concept of managing healthy higher education management. can achieve quality education. According to Kurniawan,

(2017), employee performance in higher education organizations is an important classification for assessing the extent to which employees contribute to achieving the goals of the educational institution. Employee performance is a reflection of various factors which include commitment, dedication, ability, and contribution to the vision and mission of higher education. Good employee performance is also needed in Hindu religion-based private universities in Bali with internal personnel management for each institution starting from the management body, institutional leadership, and academic technical implementers.

Data from Ban-PT regarding the Accreditation ranking of Private Hindu Religious Higher Education in Bali in 2023 shows that only the Indonesian Hindu University Denpasar received a B rating, while the Amlapura Hindu Teaching and Religious Education College and the Amlapura Hindu Teaching and Education College Singaraja Hindu Religious Education is still ranked C. Based on the 2023 Webometrics ranking, there is not a single Hindu Religion-based Private University that is ranked in the 100th ranking in Indonesia. This is very different from other Religious Universities which are able to enter a fairly recognized ranking in Indonesia, thus showing that there are big challenges that need to be overcome in improving the quality and reputation of Hindu educational institutions. Therefore, efforts are needed to improve the performance of private Hindu religious universities in Indonesia, especially in Bali because the majority of the population is Hindu in order to provide positive benefits for the development of education and life in the Hindu community.

Quality of work life is a concept that measures the extent to which employees feel satisfied, comfortable and fulfilled in their work environment. The fact that a human being spends most of their time at the company where they work and gives maximum personal effort and abilities will fully influence the quality of work life which then indirectly affects performance (López-Martínez et al., 2021). Quality of work life is one of the factors that influences employee performance (Agustina et al., 2022). Research conducted by (Ishfaq et al., 2022) explains that the quality of work life is an important element in increasing satisfaction, and ultimately can improve individual performance. The results of research by (Priyono, 2020) show that the quality of work life has a positive effect on performance. There is a positive relationship between the quality of work life and performance because the better the quality of work life in an organization, the reciprocal performance will also increase (Rai & Tripathi, 2019). Quality of work life is an important predictor to support employee behavior in improving their performance in while working.

Emotional labor is a concept that refers to the efforts a person makes to manage or control the expression of their emotions according to the role or job they are undertaking. Based on the emotional labor theory put forward by Hochschild, (2019), there are two aspects, namely surface acting and deep acting. Surface acting is simulating emotions that are not really felt or faking feelings that are not really felt, while deep acting involves attempts to actually experience the emotions necessary to display or align one's true feelings with those required by the job (Hori & Chao, 2019). Research conducted (Lu & Guy, 2019) on civil servants in America and China explored the theory of human resource conservation on workers' emotional labor and the work they do has the opposite effect when employees are required to work emotionally in accordance with company demands. A complex organizational environment that is continuously required to provide services that are used as organizational strategies makes employees show certain emotional labor to produce good service performance (Vashdi et al., 2022). The results of research

on emotional labor in the hotel and resort industry show that the level of stress and emotional exhaustion of employees is influenced by the level of work frequency (Han & Jung, 2022).

The role of leadership, which is very strategic and important for achieving the mission, vision and goals of the organization, is one of the motives that encourages people to always investigate the intricacies related to leadership. The quality of the leader is often considered the most important factor in the success or failure of an organization (Meitriana & Irwansyah, 2017). Leadership success is also influenced by how the leader is able to instill transformational leadership values to improve employee performance (Kawiana et al., 2020). The research conducted by (shfaq et al., (2022) explained that the quality of work life is one of the important elements in increasing satisfaction, and ultimately can improve individual performance. The research results (Priyono, 2020) obtained results that the quality of work life has an influence positive to performance. A positive relationship between the quality of work life and performance because the better the quality of work life in an organization, the reciprocal performance will also increase (Rai & Tripathi, 2019). The quality of work life becomes important in order to support the behavior of employees in improving their performance in while working. The quality of work life is a concept and work process that manages human resources and various work processes as well as activities between the workforce that are seen as supporting the overall improvement of the company's performance (Japaruddin, 2022). The quality of work life is very important for all companies to continue to employ and retain high performing employees (Ehido et al., 2020). Different research results from Leitao, (2011) which prove that the quality of work life does not have a significant effect on employee performance. These results indicate that although the quality of work life can motivate employees to use their expertise and work skills, this will not necessarily replace the lack of competence needed to improve performance.

The research conducted (Lu & Guy, 2019) on state officials in America and China by exploring the theory of human resource conservation on the emotional labor of employees with the work done has the opposite effect when employees are required to work with emotions according to the demands of the company. A complex organizational environment that is continuously demanded to provide services that are used as an organizational strategy makes employees show certain emotional labor to produce good performance services (Vashdi et al., 2022). The results of emotional labor research in the hotel and resort industry show that the level of stress and emotional fatigue of employees is affected by the level of frequency of work (Han & Jung, 2022). The research results of Alsakarneh et al., (2019) stated that emotional labor has a negative influence on employee performance. The opposite research results from (Yulianingsih, 2022) found that emotional labor has a positive effect on performance and indicates that emotional labor can affect organizational results ranging from the physical and psychological well-being of an employee to job satisfaction and employee performance. Different results were also found by (Geldereren et al., 2017), which is that emotional labor does not have a significant effect on performance because in some types of work tasks, the quality of emotional expression is less related to the core task or purpose of work, so emotional labor may have a smaller role in determine employee performance.

Based on observations and interviews with several officials at the Private Hindu Religious College in Bali, indications were obtained, among others: (1) there is still no development of education for the officials so that the officials feel there is no improvement in their competence;

(2) there are still many officers at the university who display poor emotions when serving the academic process towards students; (3) there are still many officers who do not carry out their duties according to their functions; (4) officers feel that there is a lack of opportunities given by the University in participating in activities inside and outside of work; (5) there is not yet a comprehensive employee performance measurement system in each of these universities, so that the standard in evaluating employee performance becomes counterproductive to the expectations that educational institutions and employees want to achieve. A number of problems identified in the observations and interviews are aspects that need to be observed for improvement in the management and performance of officers at the Private Hindu Religious College in Bali. Factors that affect the performance of the employee include the quality of work life, emotional labor, and leadership style. The research conducted by (shfaq et al., (2022) explained that the quality of work life is one of the important elements in increasing satisfaction, and ultimately can improve individual performance. The research results (Priyono, 2020) obtained results that the quality of work life has an influence positive to performance. A positive relationship between the quality of work life and performance because the better the quality of work life in an organization, the reciprocal performance will also increase (Rai & Tripathi, 2019). The quality of work life becomes important in order to support the behavior of employees in improving their performance in while working. The quality of work life is a concept and work process that manages human resources and various work processes as well as activities between the workforce that are seen as supporting the overall improvement of the company's performance (Japaruddin, 2022). The quality of work life is very important for all companies to continue to employ and retain high performing employees (Ehido et al., 2020). Different research results from Leitao, (2011) which prove that the quality of work life does not have a significant effect on employee performance. These results indicate that although the quality of work life can motivate employees to use their expertise and work skills, this will not necessarily replace the lack of competence needed to improve performance.

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According to Bigby & Brown, (2018), leadership style can encourage the quality of work life because leaders have an impact on organizational culture and policies that affect employee experience, so leadership effectiveness can strengthen the relationship between the quality of work life and performance. According to (Lee & Madera, 2019), leaders who are committed to creating a balanced work environment and supporting the emotional well-being of employees can communicate organizational values in order to encourage a good quality of work life and help reduce the negative impact of emotional labor on performance.

## **2. Research Method**

The subjects in this research include three private university campuses with Hindu religious nuances in Bali, namely as follows (1) Amlapura College of Teacher Training and Hindu Religious Education (2) Singaraja College of Teacher Training and Hindu Religious Education (3) Indonesian Hindu State University Denpasar. The scope of this research is employees who work at the three universities mentioned above with the research object being the role of quality of work life and emotional labor on performance which is moderated by leadership style.

According to Sugiyono, (2018) a research variable is an attribute or trait or value of a person, object or activity that has certain variations determined by the researcher to be studied and then conclusions drawn. The independent variables used in this research are quality of work life and emotional labor. The dependent variable used in this research is employee performance. The moderator variable used in this research is leadership style. Primary data collected included questionnaire answers, interview results and observations. The data used in this research are accreditation data and educational levels and employee competencies and employee survey results. The population in the study were all employees in the Private Hindu Religious College environment in Bali Province in 2023, totaling 100 people.

The data analysis method used is descriptive analysis and Partial Least Square (PLS) as a Structural Equation Modeling (SEM). Descriptive statistical analysis is statistics that function to describe or provide an overview of the object being studied through sample or population data as it is without carrying out analysis and making conclusions that apply to the general public (Sugiyono, 2019), Partial Least Square (PLS) is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling. The purpose of using PLS is to develop theory or build theory and is used to explain whether there is a relationship between latent variables (Ghozali, 2018)The research conducted by (shfaq et al., (2022) explained that the quality of work life is one of the important elements in increasing satisfaction, and ultimately can improve individual performance. The research results (Priyono, 2020) obtained results that the quality of work life has an influence positive to performance. A positive relationship between the quality of work life and performance because the better the quality of work life in an organization, the reciprocal performance will also increase (Rai & Tripathi, 2019). The quality of work life becomes important in order to support the behavior of employees in improving their performance in while working. The quality of work life is a concept and work process that manages human resources and various work processes as well as activities between the workforce that are seen as supporting the overall improvement of the company's performance (Japaruddin, 2022). The quality of work life is very important for all companies to continue to employ and retain high performing employees (Ehido et al., 2020). Different research results from Leitao, (2011) which prove that the quality of work life does not have a significant effect on employee performance. These results indicate that although the quality of work life can

motivate employees to use their expertise and work skills, this will not necessarily replace the lack of competence needed to improve performance.

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The development of the research hypothesis is intended to be a hypothesis set based on a literature review obtained through theoretical foundations and or through empirical studies from the results of previous research. The following presents the development of the hypothesis from this research:

H1: The quality of work life has a positive and significant effect on employee performance

H2: Emotional labor has a negative and significant effect on employee performance

H3: Leadership style moderates the influence of quality of work life on employee performance

H4: Leadership style moderates the influence of emotional labor on employee performance

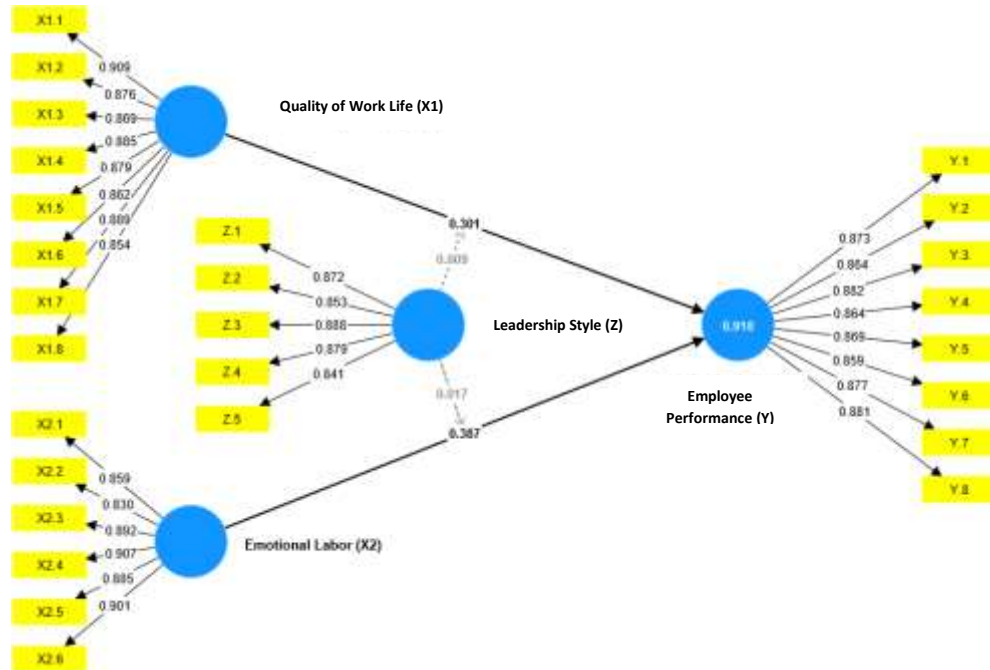
### **3. Results and Discussions**

The results of the analysis of Respondent Characteristics are as follows, the number of male respondents involved was 44 people with a percentage of 43.5% and the number of female respondents was 57 people with a percentage of 56.5%. The age of the respondents used in this research was mostly respondents aged between 35-41 years, namely 30 people or 30%. Respondents who are employees are of mature age so that their decisions can be accounted for. Respondents with a Bachelor's degree was 67%. This shows that respondents who are employees predominantly have a fairly good educational background, so they have good knowledge related to information services. That employees have sufficient experience at work and a high enough sense of responsibility for the survival of their higher education.

#### **1. Test the Measurement Model (outer model)**

Validity indicators can be seen from the loading value. An indicator with a low loading value indicates that the indicator does not work in the measurement model. If the loading value of an indicator is more than 0.7 then it can be said to be valid. Conversely, if the loading value is less than 0.7 then it is removed from the model. From the SEM-PLS output results, it is known that the Validity value is in the outer loading value column. The results of the convergent validity test on

the variables Leadership Style, employee performance, quality of work life, emotional labor, were declared valid because the value was more than 0.7. The results can be seen in the following image.



**Figure 1.** Path Coefficients Convergent Validity Test Results

Measuring the reliability of a construct with reflective indicators in PLS-SEM using the SmartPLS 3.0 program is done in two ways, namely with Cronbach's Alpha and Composite Reliability. It is declared reliable if the Cronbach's Alpha and Composite Reliability values are more than 0.70.

**Table 1. Discriminant Validity (AVE), Reliabilias (Cronbach's Alpha)**

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Quality of Work Life (X1)	0,958	0,958	0,964	0,771
Emotional Labor (X2)	0,941	0,943	0,953	0,773
Employee Performance (Y)	0,955	0,955	0,962	0,759
Leadership style (Z)	0,917	0,918	0,938	0,751

Source: Processed Data, 2023

It was found that the AVE value was greater than 0.50 and Cronbach's Alpha was greater than 0.70, so it was concluded that the construct was reliable and the model was good.

## 2. Structural Model test (Inner Model)

The criteria according to the theory previously stated is if the R-Square value is 0.75, indicating that the model is strong. An R-Square value of 0.50 indicates that the model is moderate. An RSquare value of 0.25 indicates that the model is weak. The R<sup>2</sup> value obtained for employee performance is 0.918, which means that the variables quality of work life, emotional labor, and leadership style explain employee performance by 91.8%, so the model is classified as very strong because it is greater than 0.75. At a significance level of 5%, the minimum T-Statistics value is

1.96. Apart from that, hypothesis testing can also use probability, so the hypothesis is accepted if the P-Values < 0.05.

It was found that regarding employee performance, the f-square obtained from the quality of work life was 0.085, from emotional labor it was 0.154, and from leadership style it was 0.165. It was concluded that the influence of the quality of work life was classified as weak, but the influence of emotional labor and leadership style was classified as moderate or medium.

**Tabel 2. Total Effect Hypothesis Test**

	Coefficient	T Statistics	P Values
Direct Influence			
X1 → Y	0,301	2,615	0,009
X2 → Y	0,387	3,375	0,001
Indirect Influence			
X1*Z → Y	0,009	0,062	0,950
X2*Z → Y	0,017	0,111	0,912

Source: Processed Data, 2023

a. H1 (X1 → Y)

The calculated t value obtained was 2.615 with a p-value of 0.009. Because the p-value 0.009 is smaller than 0.05 ( $\alpha$ ), reject H<sub>0</sub>. It was concluded that the quality of work life has a significant effect on employee performance. If the quality of work life increases by 1 unit, employee performance will increase by 0.301 units.

These results are in accordance with the research results of Priyono, (2020) which show that the quality of work life influences performance. The relationship between the quality of work life and performance is because the better the quality of work life in an organization, the reciprocal performance will also increase (Rai & Tripathi, 2019). Quality of work life is critical for all companies to continue hiring and retaining high-performing workers (Ehido et al. 2020).

b. H2 (X2 → Y)

The calculated t value obtained was 3.375 with a p-value of 0.001. Because the p-value 0.001 is smaller than 0.05 ( $\alpha$ ), reject H<sub>0</sub>. It was concluded that emotional labor had a significant effect on employee performance. If emotional labor increases by 1 unit, employee performance will increase by 0.387 units.

The research results are different from Alsakarneh et al. (2019), namely that emotional labor has a negative influence on employee performance. Research conducted by (Lu & Guy, 2019) explored the theory of human resource conservation on workers' emotional labor, with the work they do having the opposite effect when employees are required to work emotionally in accordance with company demands.

c. H3 (X1\*Z → Y)

For the moderation of leadership style on the influence of quality of work life on employee performance, the calculated t value was 0.062 with a p-value of 0.950. Because the p-value 0.950 is greater than 0.05 ( $\alpha$ ), then accept H<sub>0</sub>. It was concluded that leadership style does not play a role in moderating the influence of quality of work life on employee performance. This research is in line with research conducted by Devinta & Santosa, (2022) that leadership style cannot moderate other variables. Other research also shows that leadership style cannot moderate the variable (Faruq et al., 2023)

d. H4 (X2\*Z → Y)



To moderate leadership style on the influence of emotional labor on employee performance, the calculated t value was 0.111 with a p-value of 0.912. Because the p-value 0.912 is greater than 0.05 ( $\alpha$ ), then accept  $H_0$ . It was concluded that leadership style does not play a role in moderating the influence of emotional labor on employee performance,

The results of this research have the same results as research conducted by Lee & Madera, (2019), leaders who are committed to creating a balanced work environment and supporting employee emotional well-being can communicate organizational values to help reduce the negative impact of emotional labor on performance.

#### 4. Conclusions

Quality of work life has a significant effect on employee performance. Thus, the first hypothesis proposed is proven and the hypothesis is accepted. A good quality of work life will have a good effect on employee performance. So far, the quality of work life for employees at the three Hindu religious university campuses has been quite good and should be maintained.

Emotional Labor has a significant positive effect on employee performance. Based on the results of hypothesis testing, the second hypothesis proposed was not proven and the hypothesis was rejected. Respondents Employees at 3 (three) private Hindu religious universities who serve lecturers and students in each assignment must still be able to maintain their Emotional Labor, because it will have a big impact on employee performance and vice versa.

Leadership style has a positive but not significant effect in moderating the influence of quality of work life on employee performance. Based on the research results, it was concluded that the perceived quality of work life now has a good impact on performance, but cannot be influenced by leadership style.

Leadership style has a positive influence but does not significantly play a role in moderating the influence of emotional labor on employee performance. It can be concluded that respondents who are employees are of mature age so that their decisions can be held accountable so that the way employees use emotional labor in carrying out work activities has become a daily habit, and the form of service will not change drastically if it is only moderated by leadership style.

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