

DOI: <https://doi.org/10.38035/dijeфа.v5i3>

Received: 31 July 2024, Revised: 12 August 2024, Publish: 02 September 2024

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Analysis of Quality of Work Life on Employee Job Performance Through Emotional Fatigue as a Mediating Variable

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Abstract: This study aims to determine the mediating effect of emotional exhaustion in the relationship between quality of work life and employee performance. The research method used in this research is quantitative research method with associative descriptive approach. The sample technique used was saturated sample by distributing questionnaires to 233 employees of Perumda Tirta Jaya Mandiri Sukabumi Regency and the data analysis technique was *Structural Equation Modeling* (SEM) with the help of AMOS *software* version 24. The results of this study indicate that Perumda Tirta Jaya Mandiri has succeeded in building quality of work life, emotional exhaustion, and good work performance in the eyes of employees. Quality of work life has a direct and significant *effect* on emotional exhaustion of 0.954, emotional exhaustion has a direct and significant *effect* on employee work performance of 0.965 emotional exhaustion mediates effectively in the relationship between quality of work life and employee work performance with an *indirect effect of quality of work life* on employee work performance of 0.982. The direct relationship effect of quality of work life on employee work performance is smaller than the indirect effect. Thus, it can be concluded that emotional exhaustion acts as a mediator of the relationship between quality of work life and employee work performance.

Keywords: Quality of Work Life, Emotional Fatigue, Employee Job Performance.

INTRODUCTION

In Indonesia, drinking water infrastructure is needed because it is one of the sectors that has great potential that can be developed. Seeing the current condition of drinking water infrastructure in Indonesia is very minimal and still requires more attention from the government. Because the availability of drinking water is a key to improving the health and quality of life of the community. Looking at the current situation and conditions, it cannot be denied that water is an integral part of the daily needs of the surrounding community. Septiawan & Soetiman (2021) said that the Regional Drinking Water Company (PDAM) is a regionally owned agency and one of the challenges that arise in water management is the company's ability to provide water which is still limited in terms of service coverage and

quality. The lack of public awareness in Indonesia causes many residents to lead to poor water quality in Indonesia, especially in water resources that should be a source of livelihood. Although still not successful in providing water services with potable quality for the community, until now Regional Water Companies in Indonesia have always tried to realize a sense of security over the availability of water for daily needs for the community.



Figure 1. Number of PDAMs in Indonesia Year (2012 - 2020)

Source: (Jayani, 2021)

From Figure 1 above, it can be seen that the Regional Drinking Water Company had experienced a decline in 2018, but for the following year this PDAM can continue to increase so that in 2020 there are 387 PDAMs in Indonesia. Drinking water is needed by the community because it is a basic human need that must be fulfilled, therefore the government has an obligation to provide quality drinking water for the surrounding community and sufficient quantity to remote areas. Therefore, the PDAM must continue to improve its performance in serving the community for the provision of drinking water. This performance can be assessed based on finance, services, operations and human resources.

Every company certainly has goals to be achieved, so that companies can improve services and performance, one of which is by preparing wise human resources in managing the company. To realize an effective and efficient company, employees are needed who have a high sense of responsibility, are always confident and ready to carry out company tasks and achieve the company's desired goals.

Huzaifi et al (2022) said that the deployment of human resources in organizations today not only determines success, not only as a means of production but also becomes the driving force and determines the sustainability of organizational activities. Human resources have a big role in determining the progress and development of an organization. Therefore, the progress of an organization depends on the quality and performance of its human resources. The more capable the human resources of an organization, the better their performance at work. The role of human resources in a company is to manage, organize and organize employees to work productively. Human resources have a competitive advantage for the company, and employees must be able to utilize existing knowledge and technology to become a source of excellence. (Rusdiana, 2022). Human resources are one of the most valuable organizational assets because they are the only resources that can be used to mobilize other resources. (Santoso & Hartono, 2018).

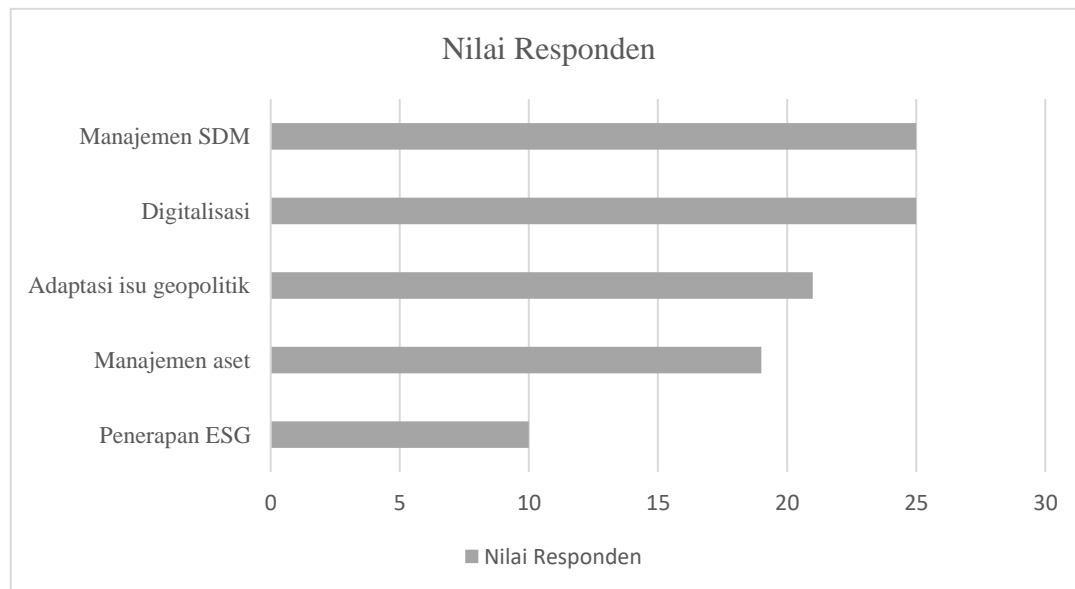


Figure 2. Leadership Priorities to Drive Company Growth

Source: (Ahdiat, databoks.co.id) 2022

From Figure 2 above, all respondents prioritize human resources to drive company growth. In this case the leadership seeks to strengthen its business in the quality of human resources. The higher the quality of human resources, the better the resulting work performance. Good work performance will make it easier for the company to achieve the goals desired by the company. (Aurelika & Vewawati, 2022).

Work performance is an assessment to produce a person's work in a company in accordance with their duties and responsibilities in order to achieve company goals. One of the factors that can have an impact on decreasing work performance is the lack of providing training for the development of each work achievement. (Aurelika & Vewawati, 2022).. This can be supported by research (Sinaga et al., 2020) which states that an increase in the quality of human resources and work performance can be achieved through increasing employee education and knowledge through various concrete forms, for example providing training, holding seminars and being able to conduct seminar courses.

The quality of human resources is a very important factor for the success of an organization. Therefore, the higher the quality of human resources, the better the work performance, if employees perform well, a business in the company will be easy to run and easy to achieve the desired goals. (Setyawati, 2021). With work performance, it means that employees will get attention from company leaders so that they can encourage employees to be enthusiastic about working. (Aurelika & Vewawati, 2022)..

Santoso & Hartono (2018) said that emotional exhaustion occurs due to individual fatigue related to personal emotions and is characterized by feelings of helplessness and depression. In a company often get employees who complain and feel emotional exhaustion due to workloads that are not in accordance with their duties, it will affect their personal work performance and employees will feel lazy to do their work.

A common symptom that a person can feel due to emotional exhaustion begins with anxiety every time they start to work, this bad habit causes people to feel irritated and angry with themselves. Feeling anxious every time you want to start working is another process of emotional exhaustion as a central aspect, in other words, this is a process that explains employee behavior in responding to fatigue. (Yos et al. 2020).

Quality of work life is a major issue that deserves attention for organizations because, this can refer to the thought that the quality of work life is seen to be able to increase the role of employees towards the organization. (Panjaitan, 2022). Companies must create and maintain a good quality of work life because, if it cannot be created, it will affect the job satisfaction of its employees so that they feel uncomfortable.

With the quality of work life can increase the desire of employees not to leave the company. This can be assessed that employees show a sense of satisfaction with the company's treatment of their person. (Wuryan et al., 2023). The progress of an organization depends on the quality of employees' work life because, in good sustainability, it can increase employee contributions and reduce excessive thinking that can affect personal achievement or work performance. If employees experience an overthinking then it can also experience a decrease in their work performance.

Perusahaan Umum Daerah Air Minum Tirta Jaya Mandiri Kabupaten Sukabumi is a Regional Owned Enterprise (BUMD) company that provides clean water services to the community and is located at Jl. Cireunde No.5 Karang Tengah Cibadak - Sukabumi. Perumda TJM Kab. Sukabumi itself initially built clean water facilities to serve the city of Palabuhanratu in 1978/1979.

Based on the Decree of the Directorate General of Human Settlements of the Ministry of Public Works No. 19/KPTS/CK/III/1918, the West Java Provincial Drinking Water Management Agency (BPAM) was established. In 1985 a clean water installation was built in Parungkuda Sub-district and continued with the construction of Cicurug Sub-district in 1998 and Cibadak Sub-district in 1990. On the basis of a very good assessment, BPAM Sukabumi District prepared to be converted into a Regional Drinking Water Company (PDAM) of Sukabumi District. Furthermore, PDAM Tirta Jaya Mandiri of Sukabumi District changed in 2018 to Regional Public Company (PERUMDA) Tirta Jaya Mandiri Drinking Water of Sukabumi District through Regent Decree No. 5 of 2018, on April 30, 2018.

PDAM or currently Perumda is one of the public companies in various regions with the main task of carrying out clean water management and services to improve the welfare of the community in accordance with Law No. 32 of 2004 concerning Regional Government. The Regional Drinking Water Company (PDAM) is very necessary for its presence.

Perumda Tirta Jaya Mandiri Kab. Sukabumi wants to further improve its services to the community by increasing employee work performance. Employee Work Achievement of employees increases then the services provided to the community will also increase. Employees at Perumda Tirta Jaya Mandiri Kab. Sukabumi are often faced with declining employee work performance. The decline in employee work performance can occur due to influencing factors.

Table 1. Percentage of Overall Absenteeism of Perumda Tirta Jaya Mandiri Kab.Sukabumi Employees Year 2023

Category	Month		
	October	November	December
Attend	49,82%	52,92%	40,47%
Alpha	0,00%	0,00%	0,00%
Permissions	0,00%	0,00%	0,00%
Sick with a Doctor's Certificate	0,33%	0,25%	0,08%
Sick without a doctor's note	0,00%	0,00%	0,00%
Outside Service Travel	21,61%	16,83%	28,84%
Late Arrival 1	0,49%	0,96%	0,62%
Late Arrival 2	0,72%	0,62%	0,70%
Fast Home 1	16,87%	17,42%	18,96%
Fast Home 2	8,82%	9,73%	9,30%
Arrive Late 1 & leave Early 1	0,14%	0,24%	0,18%
Come Late 1 & leave Early 2	0,99%	0,79%	1,19%
Arrive Late 2 & leave Early 1	0,21%	0,21%	0,09%
Arrive Late 2 & leave Early 2	0,00%	0,03%	0,02%

Source: Head of Personnel Perumda TJM, 2024

Based on Table 1, it can be seen that there was a decrease in the percentage of attendance of Perumda Tirta Jaya Mandiri Kab Sukabumi employees in December. This attendance percentage is an indicator of attendance intensity in the dimension of obedience to regulations. In addition, it can also be seen that the percentage of categories of employees who arrive late and leave early has increased. This means that there is a decrease in the indicator of the suitability of the arrival and return of Perumda Tirta Jaya Mandiri Kab Sukabumi employees with working hours. The decrease in the indicator of the suitability of the arrival and return of Perumda employees shows that there is a decrease in the dimension of obedience to rules. The data shows that there has been a decrease in Employee Job Performance in the dimension of obedience to rules.

Employee Job Performance can be influenced by the quality of work life through an innovative reward system and the work environment provided. Research conducted by Marrug & Budiani (2023) and P. Yukthamarani et al. (2020) suggested that quality of work life has a positive and significant effect on emotional exhaustion. Emotional exhaustion affects Employee Job Performance. Based on research conducted by Noviola et al., (2024) and Muhajir (2022) stated that emotional exhaustion has a direct and significant effect on Employee Work Performance. Meanwhile, there is research on the quality of work life on Employee Job Performance there is a gap.

Research conducted by Respati (2023) stated that the quality of work life has a positive and significant effect on Employee Job Performance. Meanwhile, according to research conducted by Khoridatul et al., (2022) states that the quality of work life has a negative and insignificant effect on Employee Job Performance. stated that the quality of work life has a negative and insignificant effect on Employee Job Performance. Based on this *research gap*, researchers place emotional exhaustion as a mediating variable.

Based on the description of the phenomenon above, the researcher has conducted a study entitled "Analysis of Quality of Work Life on Employee Job Performance Through Emotional Fatigue as a Mediating Variable".

METHODS

The research method used by the author is quantitative method (Sugiyono, 2018: 13) aims to produce concrete and measurable data from the results of data collection that has been carried out so that it can be accounted for, the population and samples in this study

amounted to 233 people, namely employees of Perumda Air Minum Tirta Jaya Kab. Sukabumi. Taking the sample size needed in this study using SEM analysis techniques. Validity test and Reliability test in research can determine whether the research data is valid and reabel (Ghozali, 2016).Ghozali, 2016). The procedure for collecting and processing data analyzed using SEM modeling, the assumptions that must be met are using the multivariate normality test, *outliers*, multicollinearity. The research data used by researchers in this study include primary data and secondary data, namely observation, interviews, questionnaires (questionnaires), literature studies, and documentation. The data analysis technique used by researchers in this study is *Structural Equation Modeling* (SEM) using the AMOS program. Data analysis is carried out after measuring attitudes or characteristics using a *semantic defferential scale*, hypothesis testing, and mediation tests.

RESULTS AND DISCUSSION

Hypothesis testing by testing the fit of the entire model or *confirmatory factor analysis* is carried out to determine the probability of this study, hypothesis 0 will be accepted if the probability value is significant. The results of hypothesis testing in this study are as follows:

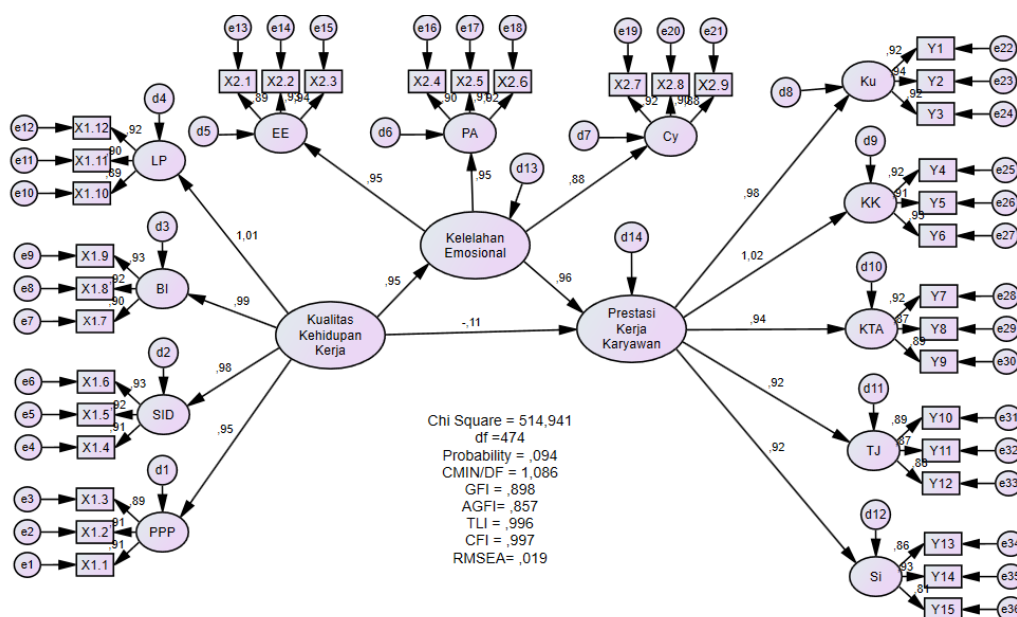


Figure 3. Overall Measurement Model

Source: Processed by Researchers, 2024 (using AMOS 24 software)

Based on Figure 3, it shows that the overall CFA model fit test for all constructs has a good level of fit. The estimation results of *confirmatory factor analysis* (CFA) can be seen by researchers using AMOS version 24 *software* which shows the Chi Square result of 514.941 with a probability value of $0.094 \geq 0.05$. The CMIN / DF value shows the result of $1.056 \leq 2.00$. The GFI value shows the result of $0.898 \leq 0.90$. The AGFI value shows the result of $0.857 < 0.90$. The TLI value shows a result of $0.996 > 0.95$. The CFI value shows the result of $0.997 > 0.95$. Then the RMSEA value shows $0.019 < 0.080$. Thus it can be concluded that the overall research model has met the criteria to be used further in the structural model analysis to test the hypothesis.

Structural Model Analysis Results

Hypothesis testing is the next step taken by researchers to answer the hypothesis in this study. The results of hypothesis testing can be seen in the *critical ratio* (C.R.) in the *regression weights* table in the AMOS *software* which is displayed in the following table:

Table 2. SEM Hypothesis Testing

HYPOTHESIS TEST						
Hypothesis	Standard Estimate	Estimate	S.E.	C.R.	P	Conclusion
Quality of Work Life → Emotional Fatigue	0,954	0,980	0,056	17,638	***	Supported
Emotional Fatigue → Employee Job Performance	0,965	0,715	0,111	6,451	***	Supported
Quality of Work Life → Employee Job Performance	-0,108	0,128	0,102	1,982	***	Supported
Quality of Work Life → Emotional Fatigue → Employee Job Performance	Emotional Mediation Test		Z VALUE = 7.744 > 1.97			Full Mediation
Testing Goodness of Fit (GOF) Results						
	Cut of Value		Results		Conclusion	
Chisquare	Expectedly Small		514,941		Fit	
Probability	≥0,05		0,094		Fit	
CMIN/DF	≤2,00		1,056		Fit	
RMSEA	≤0,08		0,019		Fit	
GFI	≥0,090		0,898		Marginal	
AGFI	≥0,090		0,857		Marginal	
TLI	≥0,095		0,996		Fit	
CFI	≥0,095		0,997		Fit	
Effect Testing						
	Direct		Indirect		Total	
Quality of Work Life → Emotional Fatigue	0,954		0,000		0,954	
Emotional Fatigue → Employee Job Performance	0,965		0,000		0,965	
Quality of Work Life → Employee Job Performance	-0,108		0,982		0,874	

Source: Processed by Researchers, 2024 (using AMOS 24 software)

a. Hypothesis 1

The critical ratio (C.R.) value on the Quality of Work Life variable on Employee Job Performance is 1.250 < 1.96 (t table with a 5% significance level is 1.96) with the probability that appears is three stars (***) which means it has a value of 0.000 which is smaller than 0.05. So it can be seen that the Quality of Work Life variable has an insignificant influence on Employee Job Performance. Based on this, it can be concluded that Hypothesis 1 cannot be accepted, namely "there is a significant influence between Quality of Work Life on Employee Job Performance". This is in line with research conducted by Khoridatul et al., (2022) which states that Quality of Work Life has a negative and insignificant effect on Employee Job Performance.

b. Hypothesis 2

The critical ratio (C.R.) value on the Quality of Work Life variable on Emotional Fatigue is 17.638 > 1.96 (t table with a 5% significance level is 1.96) with the probability that appears is three stars (***) which means it has a value of 0.000 which is smaller than 0.05. So it can be seen that the Quality of Work Life variable has a significant influence on Emotional Fatigue. Based on this, it can be concluded that Hypothesis 2 can be accepted, namely "there is a significant influence between Quality of Work Life on Emotional Fatigue". This is in line with research conducted by Marrug & Budiani (2023) and P. Yukthamarani et al. (2020) suggest that quality of work life has a positive and significant effect on emotional exhaustion.

c. Hypothesis 3

Hypothesis 3 testing is carried out by means of calculations using the help of a sobel test calculator or analytics calculator which can be searched through the help of google

searching from Daniel Sopier to test the effect of mediation. The following is a calculation of the effect of mediation using the sobel test calculator:

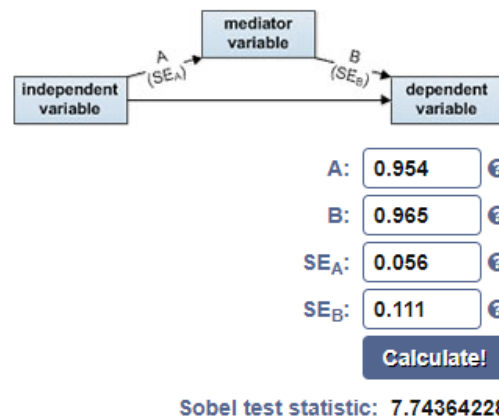


Image 4. Calculation Results of Sobel Test Calculator

Source: Data processed by researchers, 2024 (using *Analytics Calculator*)

Based on Figure 4, which is the result of calculations that have been carried out using Daniel Sopier's sobel test, it can be seen that the results show a value of 7.744 or greater than z table with a significance level of 5% or 1.97. For this reason, it can be concluded that hypothesis 3 can be accepted, namely "there is an effect of Emotional Fatigue in mediating the relationship between Quality of Work Life and Employee Job Performance".

Direct and Indirect Effects

1. Direct Effect

The direct effect is indicated by one arrow in the diagram and is in accordance with the hypothesis given. Based on Table 4.4, it can be seen and known that the results of testing the direct effect using the AMOS application show that the effect of work life quality on emotional exhaustion is 0.954, the effect of emotional exhaustion on employee performance is 0.965, the effect of work life quality on employee performance is -0.108. While the other value shows a value of 0.000 which means there is no direct influence.

Based on the results of the above analysis, it can be concluded that the direct effect of emotional exhaustion on employee performance is greater than the effect of quality of work life on employee performance ($0.965 > -0.108$). This means that the quality of work life has a negative direct effect, which means that there is no direct or insignificant effect.

2. Indirect Effect

The indirect effect between exogenous constructs on endogenous constructs that are not shown directly by arrows. Based on Table 2, it can be seen that the results of the analysis show that there is an indirect effect between the quality of work life on employee work performance of 1.000. Referring to the results of direct and indirect effects, it can be seen that the indirect effect between the quality of work life on employee performance is greater than the direct effect, so the mediation effect of emotional exhaustion can be called *full mediation*. This means that the quality of work life will be better and more effective in improving employee work performance if through emotional exhaustion.

3. Total Effect

The total effect can be known from the sum of the direct effects and indirect effects contained in the research model. Based on Table 2, it can be seen that the results of the total

effect analysis show that the total effect of work life quality on emotional exhaustion is 0.954, the total effect of emotional exhaustion on employee performance is 0.965, and the total effect of work life quality on employee performance is 0.874.

DISCUSSION

1. Effect of Quality of Work Life (X1) on Emotional Fatigue (X2)

Hypothesis testing can be seen from the *regression weight table* in AMOS version 24 *software*. In Table 4.4, it can be seen that the *critical ratio* (CR) value in hypothesis testing between work life quality variables on emotional exhaustion shows a value of $17.638 > 1.97$ (t table value at $\alpha = 5\%$). Based on the results of hypothesis testing, it shows that there is a significant influence between the quality of work life on emotional exhaustion. This is in line with research conducted by Marrug & Budiani (2023) and P. Yukthamarani et al. (2020) suggested that quality of work life has a positive and significant effect on emotional exhaustion. Based on this, it can be interpreted that "Perumda Tirta Jaya Mandiri Kabupaten Sukabumi in an effort to control, overcome and build good emotional fatigue in employees requires the effectiveness of a good quality of work life which can be formed by several supporting dimensions, namely growth and development, participation, innovative reward systems and work environment". To improve the effectiveness of a good quality of work life, a company must be able to create a quality of work life related to the dimensions of growth and development, participation, innovative reward systems, and work environment such as improving harmony between employees and superiors, providing rewards in accordance with results, involvement in every project, and work-life balance with personal life so that the impact on emotional exhaustion can be controlled properly.

2. Effect of Emotional Fatigue (X2) on Employee Job Performance (Y)

Hypothesis testing can be seen from the *regression weight table* in the AMOS version 24 *software*. In Table 4.4, it can be seen that the *critical ratio* (CR) value in hypothesis testing between emotional exhaustion variables on employee work performance shows a value of $6.451 > 1.97$ (t table value at $\alpha = 5\%$). Based on the results of hypothesis testing, it shows that there is a significant influence between emotional exhaustion on employee work performance. This is in line with research conducted by Noviola et al., (2024) and Muhajir (2022) stated that emotional exhaustion has a direct and significant effect on Employee Work Performance. Based on this, it can be interpreted that "Perumda Tirta Jaya Mandiri Kabupaten Sukabumi in an effort to improve employee work performance must be able to overcome emotional fatigue and create emotional fatigue which has an impact on the goodness felt by every employee.". Good emotional exhaustion can be built by creating ease of controlling the emergence of restlessness, ease of controlling the emergence of a sense of helplessness and the intensity of the emergence of a sense of not being bored, so that it can improve employee performance.

3. Effect of Quality of Work Life (X1) on Employee Job Performance (Y)

The results of this thesis research found that the quality of work life at Perumda Tirta Jaya Mandiri Sukabumi Regency has a significant effect on employee work performance indirectly. This is obtained because the quality of work life on employee work performance has a negative value of -0.108. However, the total effect through emotional exhaustion was significant. Referring to this, it can be stated that the quality of work life needs to synergize with emotional exhaustion in improving employee performance at Perumda Tirta Jaya Mandiri Kabupaten Sukabumi. In essence, the quality of work life does not necessarily have a direct impact on employee performance, but needs to be accompanied by an increase in overcoming and controlling emotional exhaustion.

Based on the theory put forward in previous studies, the quality of work life can have a direct or indirect effect on employee performance. Employee work performance can be seen from adherence to rules, quality, work skills, responsibility and employee attitudes that emphasize the work environment and innovative reward systems generated by the quality of work life dimensions. Basically, the findings of this study are in line with previous research that examines the relationship between quality of work life and employee performance from various points of view of the object and location of research (Respati, 2023, Khoridatul et al., 2022).

4. Mediating Effect of Emotional Fatigue (X2) in the Relationship of Quality of Work Life (X1) to Employee Job Performance (Y)

Referring to the results of this study, it was found that quality of work life has a significant effect on emotional exhaustion and emotional exhaustion has an effect on employee work performance. This finding indicates the importance of controlling and overcoming emotional exhaustion arising from the quality of work life that causes emotional exhaustion in employees of Perumda Tirta Jaya Mandiri Kabupaten Sukabumi which in turn has an impact on employee work performance. If one can overcome and control employee emotional exhaustion, it will have an impact on employee work performance. When the quality of work life created by a company is good, emotional exhaustion will also be good, so that it can improve work performance for the employees themselves.

This can be seen from hypothesis testing from the *regression weight* table in AMOS *software* version 24. In Table 2, it can be seen that the *critical ratio* (CR) value in hypothesis testing between work life quality variables on employee work performance shows a value of $1.982 > 1.97$ (t table value at $\alpha = 5\%$). Based on the results of hypothesis testing, it shows that there is a significant influence between the quality of work life on employee performance.

Then based on Daniel Soper's sobel test calculator which is used to test the effect of mediation in this study. It can be seen and known in Table 2 that the results of the t count statistical data show a value of $7.744 > 1.97$ with a significance level of 5%. This shows that in this study emotional exhaustion mediates the relationship between quality of work life and employee performance.

Based on the information above, it can be seen that the mediating effect of emotional exhaustion in the relationship between quality of work life and employee work performance is greater at 7.744 than the direct effect of quality of work life on employee work performance, namely 1.982. For this reason, it can be concluded that the relationship between quality of work life and employee work performance will be more effective if mediated by emotional exhaustion.

Based on this, it can be concluded that emotional exhaustion is strong enough to mediate the relationship between quality of work life and employee performance. To build employee performance, the company first builds good emotional exhaustion in employees, after that the quality of work life activities created by Perumda Tirta Jaya Mandiri Sukabumi Regency will be more effective in improving employee performance.

CONCLUSIONS

Based on the research that has been done by researchers regarding the analysis of Quality of Work Life on Employee Job Performance through Emotional Fatigue as a mediating variable, the following conclusions can be drawn:

1. Perumda Tirta Jaya Mandiri is a company engaged in water supply and water management, which is located at Jl. Karang Tengah-Cireundeu, Ciheulang Tongoh, Cibadak District, Sukabumi Regency, West Java, 43351. Based on the continuum line, it can be seen that the three variables related to this study, namely quality of work life,

- emotional exhaustion, and employee performance, are included in the high category criteria. Which means in terms of quality of work life at Perumda Tirta Jaya Mandiri has been classified as very good. Measurement of the quality of work life is based on several factors. Such as employee opportunities to develop careers, ease of expressing opinions, and other indicators that support the quality of work life itself. Likewise, the emotional exhaustion felt by Perumda Tirta Jaya Mandiri employees is very good, resulting in good work performance for employees at Perumda Tirta Jaya Mandiri Sukabumi Regency.
2. The results of *Structural Equation Modeling* (SEM) analysis using AMOS 24 software stated that the quality of work life has an indirect but significant effect on employee work performance on Perumda Tirta Jaya Mandiri Sukabumi Regency employee users. This can be interpreted that Perumda Tirta Jaya Mandiri Sukabumi Regency in an effort to build employee work performance on employees requires the effectiveness of good quality of work life which can be formed by several supporting dimensions and will be more effective when using mediating variables, namely emotional exhaustion. In addition, the quality of work life has a direct and significant effect according to the test conducted using AMOS 24 software on the resulting output on emotional exhaustion in employees of Perumda Tirta Jaya Mandiri Kabupaten Sukabumi. This can be interpreted that Perumda Tirta Jaya Mandiri Kabupaten Sukabumi in an effort to build good emotional exhaustion in employees requires the effectiveness of good quality of life which can be formed by several supporting dimensions, namely growth and development, participation, innovative reward systems, and work environment.
 3. The results of *Structural Equation Modeling* (SEM) analysis using AMOS 24 software state that emotional exhaustion has a direct and significant effect on employee performance of Perumda Tirta Jaya Mandiri Sukabumi Regency. This can be interpreted that Perumda Tirta Jaya Mandiri Sukabumi Regency in an effort to improve employee performance must be able to create emotional exhaustion that has a good impact and can be felt by Perumda Tirta Jaya Mandiri Sukabumi Regency employees, so as to maximize and improve employee performance.
 4. Emotional exhaustion significantly mediates the relationship between quality of work life and job performance of Perumda Tirta Jaya Mandiri Kabupaten Sukabumi employees according to the sobel test and the results of the analysis of direct and indirect effects on *structural equation modeling* (SEM) using AMOS 24 software. This shows that to improve employee performance, the company first builds emotional exhaustion that has a good impact on employees, so that the quality of work life created by Perumda Tirta Jaya Mandiri Sukabumi Regency will be more effective in improving employee performance.

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