

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2019; 1(2): 73-79
Received: 06-05-2019
Accepted: 10-06-2019

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The effect of communication and supervision of quality of work-life and its impact on the performance of inspectorate east java province

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Abstract

This study aims to develop factual information about the influence of Communication and Supervision on Quality of Work Life that impacts Employee Performance. The study population was employees of the East Java Province Inspectorate and the sample used was a random sampling technique which numbered 95 people. The results of the study stated that the quality of work life as the variable that had the greatest effect on employee performance, as well as being a mediating variable for supervision. Furthermore, the Inspectorate of East Java Province should always facilitate the development of employee capabilities, create interactive communication and enforce work supervision in order to achieve optimal employee performance.

Keywords: Communication, supervision, quality of work-life, employee performance

1. Introduction

In an agency, separation is often done between units so that the duties and responsibilities are clearer. This separation can cause communication between employees to be hampered, because each unit is separate and has a different focus on work, so that the fabric of communication between employees is hampered. This condition is thought to be one of the causes of the non-optimal performance of employees in achieving agency goals (Badri, 2012). According to Husnaini (2011) in Tehangga (2018), the communication is expected that employees can obtain direction and policy from supervisors or superiors related to achieving targets, and be able to maintain consistent implementation in achieving targets. Performance problems faced by the Inspectorate of East Java Province based on the 2018-2023 Strategic Plan are ^[1]: Percentage of Financial Findings Value which is followed up to the Regional Treasury by 0.056%, where this value is less than the target of 0.5%; ^[2] Percentage of Follow-Up Completion of 50%, which is less than the set target of 85%; ^[3] Percentage reduction in the number of repeated findings by 10%, where this achievement is rated less than the target set at 17%. Some of these findings indicate that in terms of quantity, performance achievement is still not in accordance with the target so researchers are interested in conducting research on the Effects of Communication and Supervision on Quality of Work Life and Its Impact on the Performance of Inspectorate Staff in East Java Province.

2. Theory study

Performance

From the point of view of several researchers regarding performance, a common thread is drawn that there is a relationship between employee performance achievement and the function and role of supervisors or superiors in the process of achieving work targets. This shows the importance of the role of supervisors or superiors in monitoring the performance of employees in order to achieve work targets. Alwi (2011: 187) states that, the purpose of the assessment is categorized as an evaluation and development. Evaluations must complete ^[1]: Assessment results are used as a basis for compensation ^[2]. The assessment results are used as staffing decisions ^[3]. The results of the assessment are used as a basis for evaluating the selection system. Whereas those who are development appraisers must complete ^[1]: the real achievements of the individual ^[2]. Individual weaknesses that hamper performance ^[3].

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Achievements developed Employee performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2013: 67).

2.1 Communication

Effective communication can be achieved if each of the actors involved in it has the same perception and if there are differences in perception then the purpose of communication can fail (Suranto, 2013: 16). According to Wiryanto (2012: 9), communication is the process of transferring understanding in the form of ideas or informal from one person to another. Purwanto (2012: 10) states that ^[1], With communication management functions such as, planning, organizing, directing and controlling can be achieved ^[2]. Increase the excitement and work motivation ^[3]. Communication is made as a means of coordination and control so that leaders know the working conditions in the field they lead ^[4]. Communication can create a sense of solidarity among fellow employees.

2.2 Supervision

Mathis and Jackson (2013: 303) argue that supervision is a process of monitoring employee performance based on standards to measure performance, ensuring quality of performance appraisals and feedback on achieving results communicated to employees. Badri (2012) states that the supervisory function is carried out in order to obtain feedback to implement improvements if there are irregularities. According to Simbolon (2012: 61), supervision is divided into 4 namely: ^[1] Supervision from within the organization ^[2]. Supervision from outside the organization ^[3]. Preventive supervision ^[4]. Repressive supervision. Organizational supervision system has 4 fundamental steps in each process (Griffin, 2013: 167). Each step can be explained as follows ^[1]: Establishing Standards ^[2]. Measuring Performance ^[3]. Comparing Performance with Standards ^[4]. Determine the Need for Corrective Action.

2.3 Quality of work-life

According to Sinha (2012), Quality of Work-life can indicate the nature of the work environment related to employee satisfaction and work-related behavior (Greenhaus *et al.*, 1987). Quality of Work-life was also found to affect employee work responses related to organizational identification, job satisfaction, work involvement, work effort, job performance, intention to quit, organizational change and personal alienation (Carter *et al.*, 1990; Efraty & Sirgy, 1990; Efraty *et al.*, 1991). Aryansah and Kusumaputri (2013) review the statements of Moorhead and Griffin (1995) that, the quality of work-life is the fulfillment of personal needs through experience in the organization where they work. Quality of work-life is a state of meeting employee needs, there is an opportunity for employees to play a role in determining the way of work and the contribution that employees can make to the organization (Zin, 2004). According to Singh (2015), the realization of a quality work-life is: ^[1] A strong and persistent commitment from management to the workforce regarding problem identification and suggestions for improving all aspects of work ^[2]. Encouraging employee involvement in decision making ^[3]. Providing training to supervisors to prepare themselves to function effectively in

democratic leadership styles ^[4]. Make a strategy for implementing practical ideas and suggestions ^[5]. Taking appropriate feedback from employees ^[6]. Selecting employees in the right way by using appropriate selection techniques ^[7]. Recognize the efforts of hard-working employees.

2.4 Previous research

Otieno, Waiganjo & Njeru (2015) stated in their research on the influence of Employee Communication to be the main determinant of organizational performance. This opinion is based on the fact that Communication facilitates the exchange of information and opinions with organizations and Communication helps improve the efficiency of employee performance in the Horticulture Sector in Kenya. The results of Azzahra, Bagia, and Kirya (2014) stated that there was a significant positive effect of intellectual competence and internal communication on employee performance. Besides, it was also found that the influence of intellectual competence on employee performance, and internal communication on employee performance at PT. Indonesian Morning Spirit in Bali. The strategy of applying communication by Kibe (2014) states that communication plays a central role in achieving performance. Omisore (2014) examines the relationship between effective supervision and employee productivity. The role of supervisors is to create a conducive environment for employees to be able to work in overcoming problems or challenges at each stage to explorer motivation, autonomy, and self-awareness to develop to the next stage. Yousaf, Usman, and Islam (2018) examine the effects of principals' supervision practices on the performance and development of primary school teachers in Pakistan. The results of the study revealed that principals' supervision related to staff development did indeed help in achieving better teacher performance and overall growth. Aketch, Odera, Chepkuto, and Okaka (2012) suggested that the concept of quality of work-life shows the emotional reactions and positive attitudes one has towards his work. Performance is often seen as the extent to which employees carry out their duties, responsibilities, and assignments to work according to qualifications. Rathamani and Ramchandra (2013) conducted a study on Quality Study of Work-Life of Textile Industry Employees at Sipcot, Perundurai. the results revealed that motivation (motivation insight), Work Environment (working environment), Job Freedom and Security, as well as Potential Development and Career (personal growth and career opportunities), are determinants of Quality of Work-life. Other relevant research is research by Rai and Tripathi (2015) which aims to investigate the relationship between participatory decision making, employee appreciation, work environment, nature of work, managerial relationships and the work itself. The results state that all variables of work quality have a significant relationship with work performance. However, this research is targeted at middle-level managers. Muindi and K'Obonyo (2015) measure the level of Employee Performance based on Quality of Work-life, Personality, Job Satisfaction, and Competence. Researchers argue that organizational success is highly dependent on recruitment, motivation and how to maintain a high performing workforce. Researchers also stated that the work environment can affect employee performance. Sinha (2012) determines the factors that influence the quality of work-life based on empirical

evidence of several organizations in India. Sinha has examined the reasons employees feel about high-quality work-life experiences in several organizations in India. From some previous research, researchers developed factual information about the influence between Communication and Supervision on Quality of Work-life and the impact on Employee Performance.

2.5 Hypothesis

Based on previous research and studies that have been presented, the following research hypotheses can be formulated:

- H1:** Communication has a significant effect on the quality of work-life of Inspectorate employees in East Java Province
- H2:** Supervision has a significant effect on the quality of work-life of East Java Provincial Inspectorate employees
- H3:** Communication has a significant effect on the performance of Inspectorate employees of East Java Province
- H4:** Supervision has a significant effect on the performance of East Java Province Inspectorate employees
- H5:** Quality of work-life has a significant effect on the performance of East Java Provincial Inspectorate employees
- H6:** Communication has a significant effect on the quality of work-life and has an impact on the performance of East Java Provincial Inspectorate employees
- H7:** Oversight has a significant effect on the quality of work-life and has an impact on the performance of East Java Provincial Inspectorate employees

3. Research method

The research approach used was quantitative research and the study population was employees of the Inspectorate of East Java Province. The sampling technique is done by random sampling, data analysis uses statistics to test the research hypothesis (Sugiyono, 2017).

Testing research variables using path analysis. The step taken is to draw a structure diagram of the causal relationship between exogenous variables and endogenous variables (Somantri and Sambas, 2006).

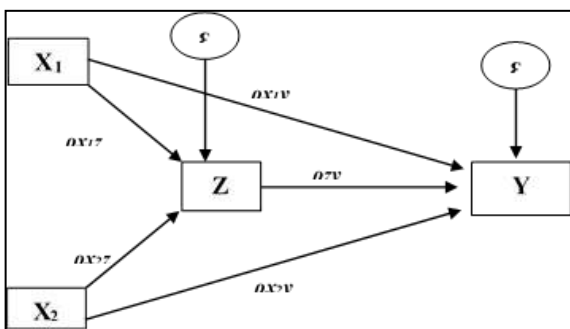


Fig 1: Path Analysis

3.1 Information

- X1:** exogenous variable 1 (Communication)
- X2:** exogenous variable 2 (Control)
- Z:** intervening variable (Quality of Work-Life)
- Y:** endogenous variable (Performance)

In the model, the path coefficients are generated (Pxy and

Pzy). Path coefficient shows the direct effect of an exogenous variable on an endogenous variable. Path coefficients can be used to break down correlations in a model into direct and indirect effects. The following is how to calculate the effect of variables (Riduwan and Kuncoro, 2017) with the path equation model as follows:

$$Z = \rho_{x1z} X_1 + \rho_{x2z} X_2 + \epsilon_1$$

$$Y = \rho_{x1y} X_1 + \rho_{x2y} X_2 + \rho_{zy} Z + \epsilon_2$$

The population in this study was the State Civil Apparatus (ASN) in the Inspectorate of East Java Province totaling 116 people. To determine the minimum number of research samples used the Slovin formula with $\alpha = 5\%$ (Husein, 2011: 74). The respondents of this study were 95 people, where the number is more than the minimum sample.

$$n = \frac{N}{1 + Ne^2} = \frac{116}{1 + (116 \times 0,05^2)} = 89,11 \text{ employee}$$

To test the validity level of the instrument in this study used the Product Moment Correlation formula (rxy), with valid testing criteria if $r \text{ count} > r \text{ table}$ with a significance level of 0.05. Meanwhile, to test the level of reliability, this study uses a reliability test by calculating a construct or variable said to be reliable if it gives a Cronbach Alpha value > 0.6 (Ghozali, 2011).

4. Research results

The results of the normality test with Kolmogorov-Smirnov indicate the Asymp value. Sig (2-tailed) is 0.186. Because the value > 0.05 , it is stated that the data are normally distributed. The regression model is free from multicollinearity symptoms and the variables of Communication, Supervision and Quality of Work-life significantly influence the Performance variable because of the Tolerance value > 0.1 and the VIF value < 10 .

Table 1: Multicollinearity Test Results

No.	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Communication (X ₁)	0,615	1,627
2	Supervision (X ₂)	0,608	1,644
3	Quality of Work-life (Z)	0,424	2,357

Source: Multicollinearity test output with SPSS 21, 2019

Path analysis produces Sub Structure 1 and Sub Structure 2. Before that, it starts with the correlation test between variables. The following correlation matrix results SPSS 21:

Table 2: Correlation Matrix

Variablee	X ₁	X ₂	Z	Y
X ₁	1,000	0,337	0,618	0,547
X ₂	0,337	1,000	0,623	0,498
Z	0,618	0,623	1,000	0,619
Y	0,547	0,498	0,619	1,000

Source: Correlation analysis output with SPSS 21, 2019

Next to find the path coefficient Sub Structure 1 is done by multiple linear regression tests to determine the effect of Communication and Supervision on Quality of Work-life with the help of SPSS 21.

Table 3: Coefficient

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	sig	
	B	Std. Error	Beta			
1 (constant)		1,552	1,072		1,447	151
communication		440	069	460	6,382	000
supervision		451	070	468	6,487	000

a Department Variable quality of work life

Referring to the Phase 1 Regression output, in the Coefficients table it can be seen that the significance value of the Communication variable = 0,000 and Oversight = 0,000, where the value of Significant is less than 0.05. T-count value of each variable also proved to be greater than t-

table (1.986). This study concludes that H₁ and H₂ are accepted, meaning that the Communication and Supervision variables partially have a significant effect on the Quality of Work-Life. Sub-Structure 1 path coefficient matrix as follows:

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,759 ^a	,576	,576	1,127

a Department Variable

The value of R square in the Model Summary table is 0.576, showing the total effect of Communication and Supervision on the Quality of Work-life is 57.6% and the remaining 42.4% is a contribution from other variables not included in the study, including competence, motivation, discipline, and

leadership. Value $\epsilon_1 = \sqrt{1-R^2}$ that is $\sqrt{1-0,576} = 0.651153$. After the verification phase of H₁ and H₂ is carried out, then further proof of other hypotheses. The next test is Phase 2 Regression to get the Sub-Structure 2 Model.

Table 5: Coefficient

Model	Unstandardized Coefficients		Unstandardized Coefficients	T	sig	
	B	Std. Error	Beta			
1 (constant)		2,371	1,210		1960	,053
2. communication		263	,092	,282	2,851	,005
3. supervision		194	,094	,206	2,073	,041
4. Quality of work Life		,310	,116	,317	2,662	,009

a. Dependent Variable Performance

In the Coefficients table, it can be seen that the significance value of the Communication variable = 0.005, Supervision = 0.041 and Quality of Work-life = 0.009, where the values of Sig. is less than 0.05. t-count value of each variable also proved to be greater than t-table (1.986). It was concluded

that H₃, H₄, and H₅ were accepted, meaning that the variables of Communication, Supervision, and Quality of Work-life partially had a significant effect on performance. The path coefficient matrix is as follows:

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,673 ^a	,453	,435	1,258

a. Predictors: (Constant), quality of work life, communication, supervision

R square value in the Model Summary table of 0.453 shows the total effect of Communication, Supervision, and Quality of Work-Life on Performance is 45.3%, while the remaining 54.7% is a contribution from other variables not included in the study, namely competence, motivation, discipline, and leadership. Value

The equation model for Sub Structure 1 and Sub Structure 2 is

$$Z = 0,460X_1 + 0,468 X_2 + 0,651153 \epsilon_1$$

$$Y = 0,282X_1 + 0,206X_2 + 0,317 Z + 0,740 \epsilon_2$$

Table 7: Anova

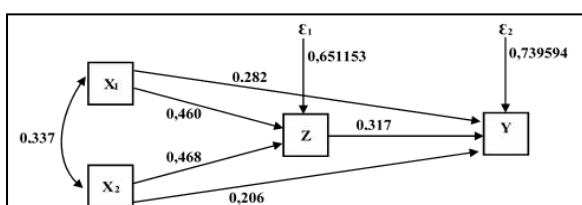
Model	Sum of squares	Df	Mean square	F	Sig.
1 Regression	119,273	3	39,758	25,134	,000 ^b
2 Residual	143,221	91	1,582		
Total	263,221	94			

a. dependent Variable: Performance

b. Predictors: (Constant), quality of work life, communication, supervision

ANOVA Output Table presents information on the results of SPSS data processing about the influence of the independent variables simultaneously or together. The significance value is 0,000. Because of the value of Sig.

$$|\epsilon_2 = \sqrt{1 - R^2} \text{ that is } \sqrt{1 - 0,453} = 0,739594.$$



Source: Results of Path Analysis with SPSS 21

Fig 2: Path Diagram

<0.05 and F-count (25.134) are greater than F-table (3.10), it is concluded that H1, H2, and H3 are accepted, which means the variables of Communication, Supervision, and Quality of Work-Life simultaneously have a significant effect on performance. To measure the effect, this research presents the findings in the form of a table below:

Table 8: The magnitude of Direct and Indirect Effects

Variable	Coefficient B	Direct Effects	Indirect Effects			Total Influences
			X ₁	X ₂	Z	
X ₁	0,282	0,080		0,020	0,055	0,075
X ₂	0,206	0,042	0,020		0,041	0,060
Z	0,317	0,100	0,055	0,041		0,096
Total Influences (R square)						0,453

Source: Path Analysis Output, 2019

Communication (0.080) is greater than an indirect effect (0.075). It was concluded that H6 was rejected because communication did not significantly influence employee performance through the quality of work-life as mediation. Whereas H7 is accepted, that Supervision influences Performance through Quality of Work-Life as mediation, because the direct effect of Supervision (0.042) is smaller than the indirect effect (0.060). The total effect of Communication, Supervision, and Quality of Work-Life is $0.154 + 0.103 + 0.196 = 0.453$, the meaning is the magnitude of R square = 0.453 (see the Model Summary table above).

4.1 Hypothesis testing

1. Effect of Communication on Quality of Work-Life From the Phase 1 Regression analysis, it was obtained that the significance value of the Communication variable was $0,000 < 0.05$ and the value of $t\text{-count} > t\text{-table}$, it was concluded that H1 was accepted because there was a significant effect of Communication on Quality of Work-Life.
2. Effect of Supervision on Quality of Work-Life From the Phase 1 Regression analysis also obtained the significance value of the Supervision variable is 0.041 and < 0.05 and $t\text{-count} > t\text{-table}$, it can be stated that H2 is accepted, meaning that there is a significant influence of Supervision on Quality of Work-Life.
3. Effect of Communication on Performance from the Phase 2 Regression analysis, the significance value of the Communication variable is obtained by $0.005 < 0.05$ and $t\text{-count} > t\text{-table}$, so it can be stated that H3 is accepted, meaning that there is a direct significant effect of Communication on Performance.
4. Effect of Supervision on Performance from the Phase 2 Regression analysis also obtained the significance value of the Supervision variable is 0.041 < 0.05 and $t\text{-count} > t\text{-table}$, it can be stated that H4 is accepted, meaning that there is a significant influence of Supervision on Performance.
5. Effect of Quality of Work-life on Performance from the Phase 2 Regression analysis the significance value of the Work Quality Quality obtained is $0.009 < 0.05$ and $t\text{-count} > t\text{-table}$, so it can be stated that H5 is accepted, meaning that there is a significant influence on the Quality of Work-Life on Performance.
6. Effect of Communication on Quality of Work-Life and Its Impact on Performance because the value of direct influence is greater than the value of indirect effect, H6

is not proven or rejected. This shows that Communication directly affects Performance without being mediated by Quality of Work-life.

7. Effect of Supervision on Quality of Work-Life and Its Impact on Performance The value of the direct effect is smaller than the value of the indirect effect. This shows that H7 was accepted, that Supervision affects the Performance mediated by Quality of Work-Life. Quality of Work-Life is an intermediate variable for Supervision.

5. Discussion

The relationship between communication with employee performance is that if employee communication has increased, there will be a positive change in the performance of the employee itself. The creation of effective communication between leaders and team members will be a motivation for employees to like their work. Leaders or superiors give time to listen, understand and acknowledge the opinions or achievements of their employees.

Based on Kibe's communication patterns (2014), the appropriate communication patterns for East Java Provincial Inspectorate employees are as follows ^[1]: Two-way Communication ^[2]. Multi-channel / multi-media communication. The relationship between supervision of employee performance is if the supervisor supervises every task assigned to the employee, then there will be a positive change in performance. Employees are directed to carry out duties and functions in their fields. With proper work, the performance can be optimal. Supervision can be directed at achieving targets, setting work standards and monitoring and evaluating results.

The research findings reveal indications that employees can enjoy high-quality work-life when employees have positive feelings about their work and prospects, motivated to keep working and work well together.

Strategies for the realization of high-quality work-life that can be implemented to the East Java Province Inspectorate include (Singh, 2015):

1. By setting organizational rules that are fair, reasonable and enforced.
2. By creating conducive conditions employees are usually treated with trust, respect, and dignity.
3. By helping and guiding employees to do them professionally.
4. By encouraging good communication systems between employees.
5. By ensuring that all employees are treated equally and fairly.
6. By developing and implementing flexible organizational policies and procedures.
7. By providing appropriate training for managers to carry out organizational tasks effectively.
8. By encouraging participatory work teams by creating trust and helping employees work more effectively and efficiently to achieve organizational goals.
9. By providing employee assistance through employee counseling.
10. By actively supporting the physical and spiritual health of employees.

6. Implications of research

Employees need to establish good communication to increase their performance so that targets can be achieved.

To increase the quality of life in the work environment at various parties it is felt necessary to implement it in the organization where it works. Agency leaders must clarify the rules in writing so that employees can work according to established standards, be careful when working and can monitor and evaluate the results of their work. Quality of Work-Life is seen as a modern way that includes several important things related to individual work. Quality of work-life is seen as a condition where the fulfillment of employee needs, there is an opportunity for employees to participate in determining work patterns and ideas that can be given by Inspectorate employees of East Java Province. Employees expect fairness in determining self-development opportunities, such as study invitations, workshop opportunities, scholarship offers and ideas before a program decision is made.

7. Conclusions and suggestions

From a series of discussions of the previous results, it can be stated that Communication, Supervision, and Quality of Work-Life has a positive effect on Employee Performance. Increased communication, supervision and quality of work-life of employees, employee performance will improve. Communication directly influences positively and significantly. While supervision through intervening variables the quality of work-life has a significant effect on employee performance. The quality of work-life is predicted to be the most dominant influence among the variables studied. To create improved employee performance, the first thing leaders consider is to create a quality, conducive work-life, the second is interactive communication and the third is the supervision of work performance.

Some of the recommendations that researchers submit, include:

1. To create a quality work-life, agencies need to provide training opportunities fairly, so that employees can increase their competency and have a more effective work mindset and can communicate transparently.
2. Increasing the effectiveness of organizational communication can be done in the East Java Province Inspectorate by selecting the accuracy of the information delivery media, increasing the speed and ease of access to information by optimizing the use of information technology and communication.
3. Optimization of supervision can be achieved by determining work standards, regulations, mechanisms, and work procedures consistently and strictly to create disciplined employees and be able to optimize work time. With the support of the above factors, employee performance is expected to be superior.

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