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## Quality of work life and job satisfaction of LPTK employees in pekanbaru: a comparative study

Fitri Eliya<sup>\*)</sup>, Feri Aulia Ur Rahman, Eli Sabrifha

Universitas Islam Negeri Sultan Syarif Kasim Riau, Pekanbaru, Indonesia

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### ABSTRACT

Quality of Work Life and Job Satisfaction of employees are two important interrelated aspects of the workplace. This study was conducted to determine the differences in Quality of Work Life and Job Satisfaction of Employees Working at Pekanbaru's LPTK (Teaching and Training Institutions). The study population was employees or educational staff working at the LPTK of Riau University and Sultan Syarif Kasim State Islamic University of Riau. The research approach used a comparative quantitative approach, involving 76 respondents. The data collection technique used a Likert scale. The collected data were analyzed using an Independent Sample t-test. The results show differences in the levels of Quality of Work Life and Job Satisfaction between LPTK employees working under the auspices of the Ministry of Education, Culture, Research, and Technology and LPTK employees working under the auspices of the Ministry of Religious Affairs, specifically regarding their status and personnel system. Overall, both Quality of Work Life and Job Satisfaction in both groups were still in the moderate category. These results indicate the need for improvements to the system and welfare of non-civil servant employees to make them more proportional and performance-based.



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### Corresponding Author:

Fitri Eliya,  
Universitas Islam Negeri Sultan Syarif Kasim Riau, Pekanbaru, Indonesia  
Email: [fitrieliya@gmail.com](mailto:fitrieliya@gmail.com)

### Introduction

Quality of Work Life (QWL) and Job Satisfaction are two closely interrelated dimensions of the workplace, particularly within Teacher Training Institutions (LPTK). LPTKs bear a significant responsibility in preparing qualified, competent, and professional educators capable of meeting the demands of 21st-century education and contributing meaningfully to national educational development (Cascio, 2006). To fulfill this mission, supportive working conditions both physical and psychological are essential. Employees of LPTKs, including both academic and non-academic staff, must feel valued, comfortable, and sufficiently motivated to perform at their best (Newstrom & Davis, 2002).

Beyond physical working conditions, Quality of Work Life merits serious and sustained attention in institutional management. QWL refers to the degree to which employees' needs are met in relation to their resources, activities, and outcomes as participants in the workplace (Leitão et al., 2021). When employees perceive their working lives as fulfilling and equitable, they are more likely to invest discretionary effort in their roles (Robbins & Judge, 2015). Several dimensions of QWL are known to shape employee well-being, including awards, benefits, compensation, career development, communication, safety, security, management engagement, work-life cohesion, job satisfaction, and work motivation (Leitão et al., 2021). Healthy and safe

working conditions, opportunities for promotion, and fair recognition are similarly recognized as core components (Leitão et al., 2021). At its most fundamental, QWL encompasses four key elements: a comfortable workplace, access to health services, appropriate working hours, and fair remuneration (Pandey & Tripathi, 2018).

A high Quality of Work Life is directly linked to greater employee well-being and job satisfaction. When QWL within an LPTK is strong, employees tend to be more satisfied, productive, and committed to their institution (Els et al., 2021). Conversely, a poor quality of work life can lead to elevated work-related stress, diminished motivation, anxiety, and chronic fatigue all of which ultimately undermine institutional performance (Zamzami et al., 2022). Another key factor influencing staff performance is Job Satisfaction. Job Satisfaction refers to an employee's positive disposition toward the work they perform (Firli & Kuswinarno, 2024). When employees are dissatisfied with their rights, working environment, colleagues, or supervisors' decision-making, they are more likely to disengage or leave their organization (Taheri et al., 2020). Job satisfaction is therefore critical to driving performance quality: satisfied employees tend to be more motivated to contribute their best efforts in support of the institution's mission and vision (Rinny et al., 2020). Taken together, both QWL and Job Satisfaction exert a significant influence on overall employee performance (Riskawati et al., 2023).

Preliminary findings drawn from interviews conducted with several LPTK employees in Pekanbaru on January 30, 2025 indicated that a number of staff members experience an unfavorable working environment, perceive their salaries as disproportionate to the work performed, and are placed in positions that do not align with their competencies. These conditions suggest that both QWL and Job Satisfaction among LPTK employees constitute issues requiring specific and urgent institutional attention (Al-Hawary et al., 2023). Improving QWL is expected to yield corresponding improvements in job satisfaction, which ultimately supports the production of high-quality educators. Against this backdrop, the present study aims to examine differences in QWL and Job Satisfaction between employees working at LPTKs under the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek) and those under the Ministry of Religious Affairs (Kemenag) in Pekanbaru. Understanding these differences is important for formulating effective strategies to improve the quality of work environments and enhance organizational performance (Yusuf, 2013).

## Method

### Type of Research

This study employed a quantitative comparative research design, which seeks to identify differences between two groups or objects (Arikunto, 2013). Specifically, it examined differences in QWL and Job Satisfaction between employees working at LPTKs under the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek) and those under the Ministry of Religious Affairs (Kemenag) in Pekanbaru.

### Population and Research Sample

Population study that is all over all over power educational staff working at the LPTK of Riau University and Sultan Syarif Kasim State Islamic University of Riau. The details are as follows : population study can seen in the following table :

**Table 1. <Population>**

Educational Personnel				Educational Personnel	
University of Riau				State Islamic University	
( Ministry of Education, Culture, Research and Technology )				Sultan Syarif Kasim Riau.	
				( Ministry of Religion )	
Employee Status				Employee Status	
PNS	PPPK	PPNPN	PHL	PNS	PPPK
9	4	18	7	7	31
38 Employees				38 Employees	

This study employed a total sampling technique. The rationale for this approach is that the population of LPTK employees at both institutions is relatively small, making it feasible to include all members as respondents. Furthermore, involving the entire population yields more representative, comprehensive, and accurate data regarding the actual conditions of QWL and Job Satisfaction among these employees (Yusuf, 2013).

### Data collection technique

A Likert scale was used to measure both Quality of Work Life and Job Satisfaction among LPTK employees in Pekanbaru (Irianto, 2010). *Quality of Work Life* and *Job Satisfaction* employees who work at LPTK Pekanbaru

#### 1. Quality of Work Life ( QWL)

This Quality of Work Life (QWL) scale aim For know level quality life Work employee in a way comprehensively at LPTK Pekanbaru. The indicators Quality of Work Life (QWL) namely: Involvement Employee Participation, Balanced Compensation (Equitable Compensation), Sense of pride to institutions ( Pride), Safety environment work ( Save environment ), Development career development, and communication. Statement in scale This arranged in two forms, favorable and unfavorable, with four alternative Available answers: Very Appropriate (SS), Appropriate ( S ), Not Appropriate (TS), Very Not Appropriate (STS).

#### 2. Job Satisfaction

Job Satisfaction Scale This aim For know level satisfaction Work employee in a way comprehensively at LPTK Pekanbaru. The indicators Job Satisfaction namely : work That Work it yourself, Salary / income ( Payment ), Opportunity promotion ( Advancement ), Supervisor or supervision Work ( Supervision ), Co - workers and Conditions work ( Work condition ). Statement in scale This arranged in two forms , favorable and unfavorable , with four alternative Available answers: Very Appropriate (SS), Appropriate ( S ), Not Appropriate (TS), Very Not Appropriate (STS).

### Instrument Trial Study

Trials instruments done on the day Friday dated August 30, 2025 to 50 employees at Sultan Syarif Kasim State Islamic University, Riau. The  $r$  value of  $r_{table 1}$  for  $df = 50-2 = 48$  at the level significant 0.05 is 0.284. If  $r_{count} > 0.284$  then the statement item That declared valid and if  $r_{count} < 0.284$  then the statement item stated invalid. Validity test results research instrument items are seen in the table following This.

**Table 2. <Validity Test Results Research Instrument Items>**

No	Variables	Amount Item Test Statement	Amount Item Invalid Statement	Amount Item Statement Study
1	<i>Quality of Work Life</i>	40	4	36
2	<i>Job Satisfaction</i>	50	6	44

Based on reliability test results on the instrument *Quality of Work Life* is obtained mark *Cronbach's Alpha* was 0.871 with a reliability index between  $0,871 \leq r_{11} < 0,80$ . This indicates that the *Quality of Work Life* instrument meets the very high reliability criteria. Furthermore, the results of the reliability test on the *Job Satisfaction* obtained mark The *Cronbach's Alpha* was 0.867, with a reliability index between  $0,867 \leq r_{11} < 0,80$ . This indicates that the *Job Satisfaction instrument* meets the very high criteria. The reliability index for each instrument can be seen in the following table.

**Table 3. <Research Instrument Reliability Index>**

No	Variables	Cronbach's Alpha	Reliability Index	Criteria
1	<i>Quality of Work Life</i>	0.871	$0,80 \leq r_{11} < 1,00$	Very high
2	<i>Job Satisfaction</i>	0.857	$0,80 \leq r_{11} < 1,00$	Very high

## Requirements Test Analysis

### Normality Test

The normality test was conducted to determine whether the sample followed a normal distribution (Sudjana, 2005). In this study, normality was assessed using the Shapiro-Wilk method by comparing the Asymp. Sig. (p-value) against a significance level of 0.05, with the assistance of SPSS software. Data with Asymp. Sig.  $\geq 0.05$  were considered normally distributed, while data with Asymp. Sig.  $< 0.05$  were considered non-normally distributed. The results of the normality test are presented in the table below.

**Table 4. <Normality Test Results>**

Variables	Asymp . Sig.	Significance	Information
<i>Quality of Work Life</i>	0.200	0.05	Normal
<i>Job Satisfaction</i>	0.200		Normal

### Homogeneity Test Variance

A homogeneity of variance test was conducted to determine whether the variance between groups was homogeneous. In research this, homogeneity test variance done use Levene's Test method with compare mark coefficient Asymp. Sig. or P-value against level significance 0.05. Homogeneity test process variance assisted by devices SPSS software. If mark Asymp. Sig. or P-value  $\geq 0.05$ , the data is considered variance homogeneous, whereas If mark Asymp. Sig. or P-value  $< 0.05$ , variance data No homogeneous. Normality test results can seen in the table following :

**Table 5. <Results of the Homogeneity of Variance Test>**

Variables	Asymp . Sig.	Significance	Information
<i>Quality of Work Life</i>	0.60	0.05	Variance Homogeneous
<i>Job Satisfaction</i>	0.139		Variance Homogeneous

### Hypothesis Testing

Given that the data were confirmed to be normally distributed and to have homogeneous variance, the appropriate statistical technique for comparing QWL and Job Satisfaction between the two LPTK employee groups was the independent samples t-test (Sudjana, 2005). that, analysis difference *Quality of Work Life* and *Job Satisfaction* between LPTK employees below under the auspices of the Ministry of Education, Culture, Research and Technology ( Kemendikbudristek ) and the Ministry of Religion ( Kemenag ) with using the t-test.

## Results and Discussions

### Quality of Work Life (QWL)

Based on results data processor, then Quality of Work Life (QWL) of employees at LPTK below under the auspices of the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) and the Ministry of Religion ( Kemenag ) can be described as following:

**Table 6. <Distribution Frequency and Percentage Quality of Work Life at LPTK Under the Auspices Ministry of Education, Culture, Research and Technology Based on Category>**

Score Interval	%	Category	F	%
<i>Quality of Work Life</i> $\geq 122$	Average $\geq 85\%$	Very high	0	0
99-121	69% - 84%	Tall	2	5
76-98	53% - 68%	Currently	27	71

53-75	37% - 52%	Low	9	24
≤ 52	≤ 36%	Very Low	0	0
Total			<b>38</b>	<b>100</b>

The table above show that Quality of Work Life at LPTK below shade The Ministry of Education, Culture, Research, and Technology (University of Riau) has different Quality of Work Life scores Of the 38 employees, 2 (5%) fall in the High category, 27 (71%) in the Medium category, and 9 (24%) in the Low category.

**Table 7. <Distribution Frequency and Percentage Quality of Work Life at LPTK Under the Auspices Ministry of Religion Based on Category>**

Score Interval	%	Category	F	%
Quality of Work Life	Average			
≥ 122	≥ 85%	Very high	0	0
99-121	69% - 84%	Tall	3	8
76-98	53% - 68%	Currently	35	92
53-75	37% - 52%	Low	0	0
≤ 52	≤ 36%	Very Low	0	0
Total			<b>38</b>	<b>100</b>

The table above show that Quality of Work Life Among LPTK employees under the Ministry of Religious Affairs (Sultan Syarif Kasim State Islamic University, Riau), 3 (8%) fall in the High QWL Quality of Work category, and 35 or 92% are in the Moderate (S) category.

For more data complete about Quality of Work Life at LPTK below shade Ministry of Education, Culture, Research and Technology and Ministry of Religion based on indicator can seen in the table below This:

**Table 8. <Distribution Frequency and Percentage Quality of Work Life at LPTK Under the Auspices Ministry of Education, Culture, Research and Technology Based on Indicator>**

No	Aspect	Ideal	Max	Min	∑	Mean	%	Elementary School	Note
1	Involvement employee participation (5)	20	18	10	531	2,116	56	1,938	S
2	Equitable Compensation (4)	16	14	7	420	1,673	55	1,335	S
3	Pride to institution (Pride) (5)	20	18	11	555	2,211	58	1,868	S
4	Safety environment work (Save environment) (6)	24	23	13	685	2,729	60	2,552	S
5	Development career (career development) (7)	28	27	13	774	3,084	58	2,562	S

6	Communication (9)	36	32	21	971	3,869	57	2,854	S
Total		144	123	84	3936	15,681	58	10,347	S

Information :

Max: S maximum score  $\Sigma$ : Total score overall

Min: Minimum score Sd: Standard deviation

S: Medium

The table above shows that the ideal score is 144; the highest score was 123, the lowest was 84, the total score was 3,936, the mean was 15.681, and the standard deviation was 10.347. The achievement percentage relative to the ideal score was 58%. This indicates that the general level of QWL among Quality of Work Life of LPTK employees below shade Ministry of Education, Culture, Research and Technology is in the Medium (S) category.

**Table 9. <Distribution Frequency and Percentage Quality of Work Life at LPTK Under the Auspices Ministry of Religion Based on Indicator>**

No	Aspect	Ideal	Max	Min	$\Sigma$	Mean	%	Elementary School	Note
1	Involvement employee participation (5)	20	18	10	539	2,147	57	1,753	S
2	Equitable Compensation (4)	16	16	11	523	2,084	69	1.125	T
3	Pride to institution (Pride) (5)	20	20	13	592	2,359	62	1,825	S
4	Safety environment work (Save environment) (6)	24	24	15	763	3,040	66	1,514	S
5	Development career (career development) (7)	28	28	19	813	3,239	61	2,249	S
6	Communication (9)	36	34	20	1029	4,100	60	3,316	S
Total		144	131	97	4259	16,968	62	7,423	S

Information :

Max: S maximum score  $\Sigma$ : Total score overall

Min: Minimum score Sd: Standard deviation

S: Medium T: High

The table above shows that the ideal score is 144; the highest score was 131, the lowest was 97, the total score was 4,259, the mean was 16.968, and the standard deviation was 7.423. The achievement percentage relative to the ideal score was 62%. This indicates that the general level of QWL among Quality of Work Life of LPTK employees below shade Ministry of Religion is in the Medium (S) category.

### Job Satisfaction

Based on results data processor, then Job Satisfaction employees at LPTK below under the auspices of the Ministry of Education, Culture, Research and Technology ( Kemendikbudristek ) and the Ministry of Religion ( Kemenag ) can be described as following :

**Table 10. <Distribution Frequency and Percentage Job Satisfaction at LPTK Under the Auspices Ministry of Education, Culture, Research and Technology Based on Category>**

Score Interval	%	Category	F	%
Job Satisfaction	Average			
≥ 149	≥ 85%	Very high	0	0
121-148	69% - 84%	Tall	0	0
93-120	53% - 68%	Currently	28	74
65-92	37% - 52%	Low	10	26
≤ 64	≤ 36%	Very Low	0	0
Total			<b>38</b>	<b>100</b>

The table above show that Job Satisfaction Among LPTK employees under the Ministry of Education, Culture, Research, and Technology (University of Riau), job satisfaction is distributed across two categories. Of the 38 employees, 28 (74%) are satisfied with their job performance. are in the Medium (S) category, and 10 or 26% are in the Low (R).

**Table 11. <Distribution Frequency and Percentage Job Satisfaction at LPTK Under the Auspices Ministry of Religion Based on Category>**

Score Interval	%	Category	F	%
Job Satisfaction	Average			
≥ 149	≥ 85%	Very high	0	0
121-148	69% - 84%	Tall	2	5
93-120	53% - 68%	Currently	30	79
65-92	37% - 52%	Low	6	16
≤ 64	≤ 36%	Very Low	0	0
Total			<b>38</b>	<b>100</b>

The table above show that Job Satisfaction Among LPTK employees under the Ministry of Religious Affairs (Sultan Syarif Kasim State Islamic University, Riau), job satisfaction spans three categories. Of the 38 employees, 2 (5%) fall in the High Job Satisfaction. are in the High (T) category, and 30 or 79% are in the Medium (S) category, and 8 or 16% are in the Low (R).

For more data complete about Job Satisfaction at the LPTK below shade Ministry of Education, Culture, Research and Technology and Ministry of Religion based on indicator can seen in the table below This:

**Table 12. <Distribution Frequency and Percentage Job Satisfaction at LPTK under the auspices Ministry of Education, Culture, Research and Technology Based on Indicator>**

No	Aspect	Ideal	Max	Min	∑	Mean	%	Elementary School	Note
1	Work That Work it yourself (11)	44	40	26	1211	31,868	58	3,095	S
2	Salary/ income (Payment) (6)	24	18	10	540	14,211	47	1,905	R

3	Chance promotion (advancement) (6)	24	21	9	602	15,842	53	2,138	S
4	Supervisor or supervision work (supervision) (10)	40	35	23	1068	28,105	56	2,669	S
5	Co - workers (6)	24	21	12	658	17,316	58	2,068	S
6	Condition work (Work condition) (5)	30	18	11	530	13,947	56	1,708	S
Total		176	137	107	4609	121,289	53	7,124	S

Information :

Max: S maximum score  $\Sigma$ : Total score overall

Min: Minimum score Sd: Standard deviation

S: Medium R: Low

The table above shows that the ideal score is 176; the highest score was 137, the lowest was 107, the total score was 4,609, the mean was 121.289, and the standard deviation was 7.124. The achievement percentage relative to the ideal score was 53%. This indicates that the general level of Job Satisfaction among Job Satisfaction LPTK employees below shade Ministry of Education, Culture, Research and Technology is in the Medium (S) category.

**Table 13. <Distribution Frequency and Percentage Job Satisfaction at LPTK under the auspices Ministry of Religion Based on Indicator>**

No	Aspect	Ideal	Max	Min	$\Sigma$	Mean	%	Elementary School	Note
1	Work That Work it yourself (11)	44	41	23	1253	32,974	60	3,963	S
2	Salary/ income (Payment) (6)	24	24	17	793	20,868	70	1,563	T
3	Chance promotion (advancement) (6)	24	21	10	596	15,684	52	2,600	S
4	Supervisor or supervision work (supervision) (10)	40	37	19	1076	28,316	57	4,509	S
5	Co - workers (6)	24	24	15	663	17,447	58	2,089	S
6	Condition work (Work	30	20	9	560	14,737	59	2,738	S

condition) (5)								
Total	176	160	111	4941	130,026	57	10,407	S

Information :

Max: S maximum score  $\Sigma$ : Total score overall

Min: Minimum score Sd: Standard deviation

S: Medium T: High

The table above shows that the ideal score is 176; the highest score was 160, the lowest was 111, the total score was 4,941, the mean was 130.026, and the standard deviation was 10.407. The achievement percentage was 57%. This indicates that the overall level of Job Satisfaction among LPTK employees under the Ministry of Religious Affairs falls in the Medium category. highest 160, score lowest 111, total score 4941, average score 130,026 standard deviation as big as 10,407 with percentage achievements to ideal score of 57%. This is show that in a way general level Job Satisfaction LPTK employees below shade Ministry of Religion is in the Medium (S) category.

Whereas For comparison score Quality of Work Life and Job Satisfaction of employees working at LPTK under shade Ministry of Education, Culture, Research and Technology and Ministry of Religion can seen in the table below This:

**Table 14. <Quality of Work Life and Job Satisfaction scores of employees working at LPTK below shade Ministry of Education, Culture, Research and Technology and Ministry of Religion>**

Component	Ministry of Education, Culture, Research and Technology (University of Riau)		Ministry of Religion (UIN Suska Riau)	
	Quality of Work Life	Job Satisfaction	Quality of Work Life	Job Satisfaction
Amount	3936	4609	4259	4941
Average	15,681	121,289	16,968	130,026
Max	123	137	131	160
Min	84	107	97	111
Elementary School	10,347	7,124	7,423	10,407
Variance	107,061	50,752	55,102	108,297
% Average	58%	52%	62%	57%
Category	Currently	Currently	Currently	Currently

Based on the table above. In Overall, Quality of Work Life and Job Satisfaction LPTK employees under both the Ministry of Education, Culture, Research, and Technology and the Ministry of Religious Affairs fall in the Medium category. Nonetheless, employees under the Ministry of Religious Affairs (UIN Suska Riau) demonstrate higher average scores, indicating comparatively stronger QWL and Ministry of Religion (UIN Suska Riau) shows higher average score, which indicates more favorable QWL and Job Satisfaction of Work Life and Job Satisfaction compared to employees under the Ministry of Education, Culture, Research and Technology (University of Riau).

### Testing Hypothesis

Having confirmed that the data are normally distributed and exhibit homogeneous variance, the next step was to conduct hypothesis testing using the independent samples t-test (Sudjana, 2005). that, step furthermore is conduct a hypothesis test with using the t-test.

Test results hypothesis about use difference Quality of Work Life and Job Satisfaction at LPTK below shade Ministry of Education, Culture, Research and Technology and Ministry of Religion can seen in the table below This :

**Table 15. <Hypothesis Test Results Difference Quality of Work Life and Job Satisfaction at LPTKs Under the Auspices Ministry of Education, Culture, Research and Technology and Ministry of Religion>**

Variables	p-value	Significance	Information
Quality of Work Life	0.000	0.05	H <sub>0</sub> rejected
Job Satisfaction	0.000	0.05	H <sub>0</sub> rejected

The table above shows that the Quality of Work Life variable yielded a p-value of  $p = 0.000 < 0.05$ , indicating a statistically significant difference in QWL between LPTK employees under the Ministry of Education, Culture, Research, and Technology and those under the Ministry of Religious Affairs. Similarly, the Job Satisfaction variable yielded  $p = 0.000 < 0.05$ , also indicating a statistically significant difference in Job Satisfaction between the two groups.

Based on these hypothesis test results, H<sub>0</sub> is rejected, confirming statistically significant differences in both Quality of Work Life and Job Satisfaction QWL and Job Satisfaction between employees working at LPTKs under the Ministry of Education, Culture, Research, and Technology and those under the Ministry of Religious Affairs in Pekanbaru. The following section discusses these findings in depth.

#### **Difference Quality of Work Life of LPTK Employees below shade Ministry of Education, Culture, Research and Technology and LPTK below shade Ministry of Religion**

The findings reveal a significant difference in Quality of Work Life in Job Satisfaction between LPTK employees under the two ministries. The mean Job Satisfaction score of employees under the Ministry of Education, Culture, Research, and Technology was 121.289, compared to 130.026 for those under the Ministry of Religious Affairs. Employees under the Ministry of Religious Affairs tend to experience a somewhat higher level of job satisfaction (Robbins & Judge, 2015). QWL between LPTK employees under the Ministry of Education, Culture, Research, and Technology (mean = 15.681) and those under the Ministry of Religious Affairs (mean = 16.968). Although the difference is not large in absolute terms, it indicates that employees under the Ministry of Religious Affairs tend to experience a slightly higher level of QWL (Els et al., 2021). Categorically, Quality of Work Life QWL in both employee groups falls in the Medium range 58% for the Ministry of Education, Culture, Research, and Technology group and 62% for the Ministry of Religious Affairs group. Both groups have yet to achieve an optimal level of QWL. This result is consistent with the findings of Zamzami et al. (2022), who reported that QWL among government agency employees generally falls in the moderate category. This pattern is attributed to high workloads, limitations high workload, limitations facility work and opportunities development career that is still limited, so that although environment Work tend stable, employee Not yet fully feel optimal well-being

An examination of QWL indicators reveals that the most pronounced difference between the two institutions lies in the equitable compensation dimension. Employees under the Ministry of Education, Culture, Research, and Technology (University of Riau) score in the Medium or Low range on this dimension, compared to the High range for employees under the Ministry of Religious Affairs (UIN Suska Riau). This suggests that employees under the Ministry of Religious Affairs hold a more positive perception of the compensation system they receive, encompassing perceived fairness, alignment with workload, and adequacy relative to living needs (Dewi & Supartha, 2022).

This disparity stems from differences in the remuneration and performance allowance systems between the two institutions. Employees under the Ministry of Religious Affairs (UIN Suska Riau) predominantly hold ASN status either PNS or PPPK and receive not only base salaries but also performance-based remuneration (Rinny et al., 2020). This performance-oriented and equitable system was noted. This situation directly affects employees' perceptions of compensation justice (equitable compensation): a significant proportion report that the income they receive is not commensurate with the workload and responsibilities they shoulder. This explains why the compensation dimension among LPTK employees under the Ministry of Education, Culture, Research, and Technology falls in the Medium category, in contrast to those under the Ministry of Religious Affairs, whose employees largely benefit from performance allowances and ASN-based remuneration systems, placing their compensation perception in the High category.

Equitable compensation extends beyond base wages and allowances to encompass non-financial rewards such as recognition of achievement, access to training, and a balanced workload (Leitão et al., 2021). In this regard, employees at Ministry of Religious Affairs LPTKs report feeling better supported in terms of occupational welfare, owing to more structured performance-based incentives. These findings align with Dewi & Supartha (2022), who found that equitable compensation own influence significant to improvement

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perception Quality of Work Life and satisfaction Work employee sector public. Likewis, Nabila (2016) in his research at the Regional Office of the Ministry of Religion of South Sulawesi Province showed that system compensation and benefits clear and measurable performance can increase motivation as well as perception welfare employee. With thus, it can concluded that aspect compensation become factor the key to distinguishing level Quality of Work Life between second agency.

This disparity also highlights that efforts to improve QWL within the Ministry of Education, Culture, Research, and Technology must prioritize reform of the compensation and reward system to be more equitable, transparent, and proportionate to employee contributions (Cascio, 2006). These improvements are expected to raise motivation, work engagement, and long-term psychological well-being. Quality of Work Life in the environment Ministry of Education, Culture, Research and Technology need focused on improvement system compensation and rewards to be more fair, transparent and appropriate with contribution employees. These efforts expected can increase motivation, engagement work (work engagement), as well welfare psychological employee in term long.

### **Difference Job Satisfaction LPTK employees below shade Ministry of Education, Culture, Research and Technology and LPTK below shade Ministry of Religion**

The findings reveal a significant difference in Job Satisfaction between employees of LPTKs operating under the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek) and those under the Ministry of Religious Affairs (Kemenag). Based on the data obtained, the average Job Satisfaction scores indicate that employees under the Ministry of Religious Affairs report higher levels of satisfaction than those under the Ministry of Education, Culture, Research, and Technology. Categorically, Job Satisfaction in both groups falls within the medium category, with achievement percentages of 52% for employees under Kemendikbudristek and 57% for employees under Kemenag. Although the Ministry of Religious Affairs group demonstrates a higher score, neither group has yet achieved an optimal level of job satisfaction. This finding suggests that, while employees generally feel reasonably satisfied with their jobs, several important dimensions of job satisfaction remain insufficiently fulfilled. According to Newstrom and Davis (2002), these dimensions include the work itself, opportunities for promotion, quality of supervision, relationships with colleagues, and working conditions.

The observed difference in mean Job Satisfaction scores may be explained by variations in managerial systems, organizational culture, and institutional policies between the two ministries. LPTKs under the Ministry of Religious Affairs generally operate within a work environment characterized by strong religious values and a close sense of community. These conditions tend to enhance the meaning employees derive from their work and strengthen their emotional attachment to the institution, which subsequently contributes to higher job satisfaction (Al-Hawary et al., 2023). In contrast, LPTKs under the Ministry of Education, Culture, Research, and Technology tend to emphasize administrative procedures, performance targets, and output-based evaluations. Although these practices may improve professionalism and accountability, they can also increase work pressure and reduce satisfaction in certain aspects of work (Taheri et al., 2020).

These findings are consistent with previous studies. Asriani et al. (2023) found that Quality of Work Life (QWL) has a positive influence on lecturers' job satisfaction, with satisfaction increasing when the work environment effectively balances personal needs and job demands. Similarly, Sudarmawan et al. (2022) demonstrated that employees in higher education institutions experience different levels of job satisfaction depending on the reward systems and organizational support available to them. Furthermore, Nurtjahjani and Puspita (2022) reported that job satisfaction varies across Indonesian universities and is strongly influenced by institutional policies, employee welfare, and interpersonal relationships. These findings support the results of the present study, where employees in LPTKs under the Ministry of Religious Affairs achieved slightly higher job satisfaction scores, likely due to stronger moral, social, and organizational support systems.

Despite these differences, job satisfaction among employees in both ministries remains at a moderate level and has not yet reached a high category. This indicates the need for targeted interventions to improve employee satisfaction. Particular attention should be given to the salary and compensation dimension among employees under the Ministry of Education, Culture, Research, and Technology, especially at the University of Riau, where this aspect received relatively lower evaluations. The findings suggest that differences in Job Satisfaction between employees of the two ministries are contextual and systemic rather than substantial. Factors such as the work environment, organizational values, welfare policies, and human resource development practices appear to be the primary determinants shaping employees' perceptions of job satisfaction (Arikunto, 2013). Therefore, efforts to enhance job satisfaction should focus on creating more supportive work environments, implementing fair and equitable reward systems, improving employee welfare, and expanding career development opportunities in LPTKs under both Kemendikbudristek and Kemenag.

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## **Factors that Influence Difference Quality of Work Life and Job Satisfaction of LPTK Employees Working Under the Auspices of Ministry of Education, Culture, Research and Technology with LPTK Employees Working Under the Auspices Ministry of Religion**

Based on results research that has been obtained There is a number of factor affecting existence difference score Quality of Work Life and Job Satisfaction of LPTK employees working under shade Ministry of Education, Culture, Research and Technology with LPTK employees who work under shade Ministry of Religion namely:

### **Status and System Personnel**

The primary factor driving differences in QWL and Job Satisfaction scores between the two groups is employment status and the applicable remuneration system (Cascio, 2006). Employees under the Ministry of Religious Affairs (UIN Suska Riau) are predominantly ASN either PNS or PPPK and receive base salaries, performance allowances (tukin), and performance-based remuneration. By contrast, many employees at the University of Riau remain on PPNPN or PHL contracts, receiving only the District/City Minimum Wage (UMK) without additional allowances. This discrepancy causes the equitable compensation dimension of QWL to be more positively perceived by employees under the Ministry of Religious Affairs, directly shaping their overall QWL and job satisfaction perceptions (Dewi & Supartha, 2022).

### **Environment Work and culture Organization**

Differences in organizational culture between the two institutions also constitute significant factors. LPTKs under the Ministry of Religious Affairs generally foster a religious and family-oriented work culture, encouraging a deep sense of meaning and connection to the work (Al-Hawary et al., 2023). of work. These spiritual and social values serve to strengthen employees' inner satisfaction and institutional loyalty (Robbins & Judge, 2015). Conversely, LPTKs under the Ministry of Education, Culture, Research, and Technology tend to emphasize professionalism, performance targets, and administrative orientation, which, while beneficial for effectiveness, can generate work pressure and erode the psychological well-being dimension of QWL (Taheri et al., 2020).

### **Workload and Work- Life Balance**

Employees in both groups face high workloads, but the degree of pressure and work-life balance differs considerably. Employees under the Ministry of Education, Culture, Research, and Technology and those under the Ministry of Religious Affairs face high workloads, but level pressure and balance different. Non-ASN employees below Ministry of Education, Culture, Research and Technology often face multi - tasking without compensation additional, whereas ASN employees below Ministry of Religion own burden more work measurable with appropriate compensation. This is implications on dimensions work-life balance in Quality of Work Life the work-life balance dimension of QWL tends to be more favorable among employees under the Ministry of Religious Affairs (Leitão et al., 2021).

## **Conclusions**

Based on the findings, it can be concluded that the Quality of Work Life (QWL) of LPTK employees under both the Ministry of Education, Culture, Research, and Technology and the Ministry of Religious Affairs falls within the Medium category. However, employees under the Ministry of Religious Affairs demonstrate a higher level of QWL (62%) compared to those under the Ministry of Education, Culture, Research, and Technology (58%). This indicates that employees in both institutions generally perceive their work life positively, although improvements are still needed, particularly in employee welfare and workplace support. Similarly, Job Satisfaction among employees of both ministries is categorized as Medium. Employees under the Ministry of Religious Affairs report a higher level of Job Satisfaction (57%) than employees under the Ministry of Education, Culture, Research, and Technology (53%). These findings suggest that, while employees are reasonably satisfied with their jobs, several aspects of their work experience require further enhancement. The study also confirms significant differences in both QWL and Job Satisfaction between employees of the two ministries. These differences are associated with variations in employment systems, compensation practices, organizational culture, work environment, workload, and work-life balance. Overall, these factors influence employees' perceptions of well-being and satisfaction, which ultimately affect their effectiveness and performance within higher education institutions.

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