
Effect of Quality of Work Life on Employee Performance with Organizational Commitment and Job Satisfaction as Intervening Variables at Social, Manpower, and Transmigration Office of Jogjakarta City

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Abstract

The results of the evaluation of the State Organization of the Republic of Indonesia and the Accountability System of Government Agencies (SAKIP), the strengthening of Bureaucratic Reform by the Kemenpan-RB in the field of social welfare, the social performance of the Social, Manpower, and Transmigration Office of Jogjakarta City for 3 consecutive years is very volatile and has never reached the target of 100 points. The purpose of this study is to determine whether or not there is a direct effect of the quality of work life on the performance of Social, Manpower, and Transmigration Office employees, and to determine the indirect effect of the quality of work life on employee performance through organizational commitment and job satisfaction. The research method used is quantitative method. The sample size is calculated using the Non-probability technique (saturated sample), and a sample of 68 employees is obtained. The analytical technique used is descriptive analysis, which aims to describe the demographic data of the respondents, and quantitative analysis using Simple Regression Analysis to see the direct effect, and Path Analysis for the mediated indirect effect. The results show that QWL directly has a positive and significant effect on employee performance. QWL indirectly has no significant effect on employee performance variables through organizational commitment. QWL indirectly, has no significant effect on employee performance variables through employee satisfaction .

Keywords: Job Satisfaction, Employee Performance, Organizational Commitment, Quality Work Life

1. Introduction

Every organization wants to get the best performance that can be achieved through various systems implemented in the organization. HR management is a key variable to improve organizational performance for the better, because it can overcome competency and ability problems, it has also become a must to create conducive working conditions.

Quoting from <http://dinsos.jogjaprovo.go.id>, Social, Manpower, and Transmigration Office of Jogjakarta City seeks to manage human resources by implementing bureaucratic reforms starting in 2010. This is done by Social, Manpower, and Transmigration Office in order to establish and realize the profile and behavior of employees who are professional, with integrity, and fulfill their mission to realize an excellent service on the basis of data results and high quality. In fact, the bureaucratic reform of the Jogjakarta City government won the BB predicate or very good from the results of the evaluation of bureaucratic reform

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carried out by the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan-RB) in 2018. However, in reality today there are still many people who file complaints on social services related to social assistance, especially during the covid 19 pandemic. The performance of the social services of the Jogjakarta City itself is neatly organized and clearly explained in the LKJIP Dinsos 2020. The report explained that a study was carried out on the Social Welfare Strategic Plan in 2020 This is done to accommodate developments caused by the COVID-19 pandemic, and have various effects in various areas of life .

The researcher conducted interviews with 5 staff at the Social Service Office in the city of Jogjakarta regarding the influence of organizational commitment, the quality of work life provided, and the job satisfaction felt by the staff on their performance. Dinsos staff or employees are ASN or civil servants. According to them, the quality of work life provided by the Social Service has an impact on the performance produced by the staff. Two out of five staff members said that the quality of their work life was very good and guaranteed, so they were also maximal when completing their work, and felt that their performance was good. The other three said that there were several things that caused them not to be optimal in carrying out their duties. They feel uncomfortable with the existing work environment, where there are still many staff who are often late when collecting assigned tasks. Thus, it has an impact on the ineffectiveness of the costs incurred for work operations. Even though employees work in teams, if someone makes a mistake, it can be *covered* by other staff. However, this can have an impact on the low performance of employees and overall company performance. In addition, according to them, when the quality of their work life is good, they sometimes feel that there is a sense of satisfaction and pride in their current office and work. They like to talk about their work to outsiders, and feel that the current office is a suitable and comfortable place for them to stay .

PP No. 30 of 2019 contains the assessment of civil servants' work performance, the purpose of the PP is to ensure the objectivity of civil servant training carried out in the work performance system and career system. The assessment of the ability of civil servants in carrying out their duties is assessed using elements of SKP and work behavior. SKP assessment is measured by making a comparison between the targets or objectives of the work plan set with the implementation of the SKP. Employee work behavior assessment is measured to see the value of work behavior. The results of the evaluation of the State Organization of the Republic of Indonesia and the Government Agency Accountability System (SAKIP), the strengthening of Bureaucratic Reform by the Kemenpan-RB in the field of social welfare, the social performance of the Jogjakarta City Social Service Office was included in the good category for three consecutive years, namely during 2018-2020. The achievement of the performance of the Social Service in 2018 was 86.90, in 2019 it was 95.2, and in 2020 it decreased again to 87.92 from a total of 100 points. 100, so it is necessary to make improvements to employee performance management .

Dinsos make efforts to improve employee discipline in order to improve employee performance. The presence system with a fingerprint scanner is *applied* as part of the application of discipline. This guideline was implemented in 2001 by the Central Social Service, in 2006 by the Provincial Social Service, and in 2010 by the District/City Social Service. Even though the sanctions have been taken, the researchers found that many employees still did not arrive on time (late) and did not attend without permission or information. The recapitulation of the absentee level of Jogjakarta City Social Service employees in September-November 2021 can be displayed in Table 1.

Table 1. Level of Employee Absence of Jogjakarta City Social Service

Month	Number of Employees (Person)	Number of Working Days (Days)	Number of Attendance (Time)	Number of Unspecified (Person)	Percentage Unexplaine (%)	Number of Late (Person)	Late Percentage (%)	Target (%)
September	68	23	1564	73	1.142	41	0.641	1
October	68	23	1564	72	1.126	43	0.673	1
November	68	23	1564	43	0.673	28	0.438	1

Source: Jogjakarta City Social Service, data processed in December 2021

Table 1 shows that the level of employee absenteeism of the Jogjakarta City Social, Manpower, and Transmigration Office is still very high. Although the absenteeism rate is decreasing every month, the absenteeism rate still exceeds the company's 1% target, namely 1.142% in September 2021, 1.126% in October 2021, and 0.673% in December. The high level of absenteeism is influenced by the low level of employee organizational commitment. This is supported by Husnawati (2006) finding that low organizational involvement is influenced by high levels of absenteeism due to illness, family needs, or other reasons. Therefore, when carrying out corporate strategy, an objective management attitude is needed in carrying out corporate strategy, such as allowing employees to contribute to setting common goals, deciding how to achieve these goals, and setting goals. This involvement builds an emotional and high organizational commitment to the company

. The purpose of this study was to determine whether or not the quality of work life has a direct and indirect effect on performance through organizational commitment and employee job satisfaction.

2. Methods

The research method used is quantitative method . The object of this research is a civil servant or civil servant at the Department of Social Manpower and Transmigration of Jogjakarta City which is located at Jl. Kenari No.56, Muja Muju, Umbulharjo, Jogjakarta City. The sample size was calculated using the *Non-probability technique* (saturated sample). Saturated sampling is a technique that utilizes members of the population as a whole to be the research sample (Sugiyono, 2017) . The total population is 68 employees. The data collection technique used is distributing questionnaires with a Likert scale . The analytical method used is descriptive analysis which aims to describe the demographics of the respondents, and quantitative analysis uses Simple Regression Analysis to see a direct relationship between work quality (X) and employee performance (Z), and *Path Analysis* to see an indirect relationship between quality of work life (X) and employee performance (Z) through the intervention of organizational commitment (Y₁) and employee satisfaction (Y₂).

3. Result

3.1. Respondents

Table 2 shows the characteristics of the respondents, namely 68 people who responded to the questionnaire in this survey. Of the 68 research respondents, 16 employees (24%), 12% or

8 employees with the latest education at DIII, 38 employees (56%) with the last education S1/DIV, and 6 employees (9%) with master's degree S2. There are 27 employees (40%) with 1-5 years of service, 14 employees (21%) with 6-10 years of service, and 27 employees (40%) with more than 10 years of service.

3.2. Analysis

Based on the results of the validation test, it is known that the QWL variable (X) obtained 2 invalid question items, namely item 15 and item 17, and on the employee performance variable (Z) there were 4 invalid question items namely item 3, item4, item11, and item12. Thus, the invalid question items are then deleted, or discarded. Question items are not

Table 2. Respondent Data

No	Characteristics	Frequency	Percentage	
1	Gender	Man	33	49%
		Woman	35	51%
	Total	68	100%	
2	Age	20-35 years old	39	57%
		36-50 years	25	37%
		51-65 years old	4	6%
	Total	68	100%	
3	Highest Education	High School	16	24%
		Diploma	8	12%
		Bachelor	38	56%
		Master	6	9%
Total	68	100%		
4	Years of service	1-5 Years	27	40%
		6-10 Years	14	21%
		> 10 Years	27	40%
	Total	68	100%	

Source: Processed questionnaire result data, 2020

Table 3. Outer Model

Variable Name	Cronbach's Alpha	Information
QWL(X)	0.799	Reliable
Organizational Commitment (Y ₁)	0.902	Reliable
Employee Satisfaction (Y ₂)	0.876	Reliable
Employee Performance (Z)	0.765	Reliable

Source: Processing Results, 2022

Table 4. Simple QWL Regression Analysis – Employee Performance

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51,597	8.322		6.200	.000
	QWL	.418	.115	.410	3.650	.001

Dependent Variable: Employee_Performance

Table 5. Coefficient of Determination of QWL – Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.410a	0.168	0.155	3.884

a. Predictors: (Constant), QWL

b. Dependent Variable: Employee_Performance

included in the reliability test, and are not suitable to be used as research instruments. Question items that are declared valid are then tested for *reliability*, the test results can be seen in Table 3.

3.2.1. Direct Effect of QWL on Social, Manpower, and Transmigration Office's Employee Performance

3.2.1.1. Individual Parameter Significance Test (t-Test)

The results of simple regression analysis data processing can be shown in Table 4. Significant value of t is 0.000, smaller than 0.05, then H1 is supported, means that QWL has a positive and significant effect on employee performance.

3.2.1.2. Simple Linear Regression Equation

$$\text{Employee Performance} = 51,597 + 0.418 \text{ QWL}$$

3.2.1.3. Coefficient of Determination

Analysis of the coefficient of determination was carried out using the Adjusted R-Square value. The test results are shown in Table 5. Based on Table 5. the Adjusted R Square value is 0.155 or 15.5%. This means that 15.5% of employee performance is influenced by the work quality variable and the rest is influenced by variables other than the research variables used.

3.2.2. Indirect Effect

The Effect of Quality Work Life on Employee Performance through Organizational Commitment and Employee Satisfaction

The conceptual model with the overall influence value can be seen in Figure 1. The estimation results of path analysis for the indirect effect of QWL on employee performance mediated by organizational commitment and employee satisfaction can be seen in Table 6.

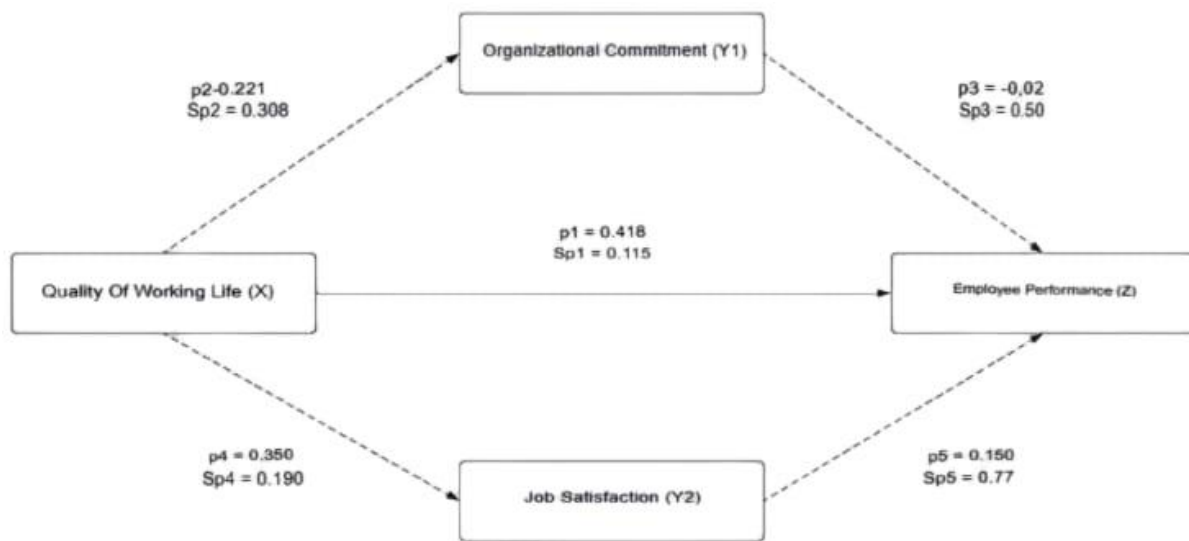


Figure 1. Direct and Indirect Effects of QWL on Performance

Table 6. Estimation of Indirect Effects

No	Relationship	Direct Effects	Indirect Effect	t	Criteria	Conclusion
1	QWL on Employee	0.418	0.190	-0.023	Direct effects > indirrect effects	H2 is not supported QWL (X) has no significant effect on employee performance (Z) through Organizational Commitment (Y1) That is organizational commitment is not a variable that mediates WL for employee performance.
2	QWL on Employee through Employee Satisfaction	0.418	0.308	0.170	Direct effects > indirrect effects	H3 is not supported QWL (X) has no significant effect on employee performance (Z) through Employee Performance (Y2) That is employee performance is not a variable that mediates WL for employee performance.

Based on Table 6, the t value for path 1 is -0.023201577, which is smaller than the t tablevalue with a significance of 0.05, which is 1.66757. So it can be concluded that the mediation coefficient or the total effect of -0.0044 on the QWL variable (X) has no significant effect

on the employee performance variable (Z) through organizational commitment (Y₁). That is, the organizational commitment variable is not a variable that can mediate the QWL variable for employee performance. The t value for path 2 is 0.170470548, which is smaller than the t table value with a significance of 0.05, which is 1.66757. So it can be concluded that the QWL variable (X) has no significant effect on the employee performance variable (Z) through employee satisfaction (Y₂). That is, the employee satisfaction variable is not a variable that can mediate the QWL variable for employee performance .

4. Discussion

4.1. Direct Effect of Quality Work Life on Employee Performance

The results of the calculation of the direct influence of the quality of work life on performance using simple regression analysis with IBM SPSS 25 show that the QWL variable (X) has a significant effect on the employee performance variable (Z). This is evidenced by the obtained *unstandardized coefficient value of the QWL variable of 0.418 (positive), and the calculated significance value for the QWL variable is 0.001, so the decision taken is to reject H₀, meaning that QWL has a positive and significant effect on employee performance (H₁ is accepted)*. This shows that the relationship between the quality of work life is directly proportional to employee performance. In other words, the better the quality of the work, the better the performance. When the implications for the quality of work life of employees are further enhanced, employee performance will also increase. Conversely, if the implications for the quality of work of an employee are small, then the employee's performance is reduced .

This effect is in accordance with the research of Rathamani & Ramchandra (2013) , which shows that several variables, such as the quality of work life, affect employee performance, and employee performance has an impact on employee productivity in the Perundurair textile industry. The results of this study are also supported by research by Wangke (2021) who found that there was a significant positive effect on the quality of work life on the performance of employees at PT. Java Pelita Indonesia. Alfani (2018) and Farmi et al. (2021) also show that the quality of work life has a positive effect on employee performance .

Based on the results of the analysis obtained, it can be seen that the quality of work life of the Social, Manpower, and Transmigration Office employees has been implemented properly. According to Gibson et al. (2012) , the quality of work life is a management perspective on people, workers and organizations. Quality of work life is intended as a management philosophy in increasing employee self-esteem, introducing changes in organizational culture and improving the physical and emotional state of employees. With the increase in these changes and improvements, employees will have the opportunity to grow and develop. With the results in this study, indicators of growth and development, participation, work environment. supervision, salary and benefits, social relations and overall work integration can contribute to improving the performance of Social, Manpower, and Transmigration Office employees. However, it would be better if the company provides more opportunities for employees to be able to occupy higher positions in the company. In addition, it would be better if the company involved employees in the decision-making process within the organization. The process that involves employees in

decisionmaking, will make employees feel valued for their existence, and learn to develop their abilities to solve problems within the organization, so that employees will be encouraged to improve their performance within the organization. The results showed that indicators of growth and development, participation and work environment, supervision, salary and benefits, social relations, and work integration as a whole helped improve the performance of Social, Manpower, and Transmigration Office employees. However, the company should offer more opportunities for employees to reach higher positions in the company. In addition, companies must involve employees in the decision-making process within the organization. The process by which employees are involved in decision making improves performance in the organization to improve the organization, because employees value their presence and learn to acquire problem solving skills in the organization .

4.2. Effect of Quality Work Life on Employee Performance Through Organizational Commitment

The results of the calculation of the indirect effect of quality of work life on performance through organizational commitment using IBM SPSS 25 *path analysis* shows that the QWL variable (X) has no significant effect on the employee performance variable (Z) through organizational commitment (Y_1). This is evidenced by the obtained t-count value of -0.023201577 which is smaller than the t-table value with a significance of 0.05, which is 1.66757, besides that, because t-count is negative, it can be said that the effect of *quality work life* on employee performance through organizational commitment has a negative and insignificant effect (**H2 is rejected**) .

The result of the indirect effect of path 1 which is not significant is caused by the influence of (*quality work life* on organizational commitment), and (organizational commitment on employee performance) which is not significant. This is because to find out the indirect effect of path 1 is to multiply the two effects. In the research of Mutmainah et al. (2021) found that the quality of work life and work motivation partially have no significant effect on the involvement of teachers and staff at the Malang Insan Muria Foundation. In the research of Irhamni et al. (2021) it was found that organizational commitment had no significant effect on the performance of RSI Sultan Agung nurses .

The results of *the path analysis research path 1* support the research conducted by Rizaldi (2019) which found that organizational commitment is not an *intervening variable* in influencing the quality of work life on the performance of PT Braling Wisnu Satriya Purbalingga employees. This finding also supports the research of Damayanti (2020) and Darsono (2020) which found that there was no mediating effect of organizational commitment for quality of work life on employee performance, which means that organizational commitment is not an intermediary variable between work quality and employee performance. Findings on path 1 are inconsistent with studies conducted by Romadhoan (2015) , Augustine et al. (2016) and Noviana & Rijanti (2014) . These studies state that organizational commitment is a mediating variable for quality of work life and employee performance .

Judging from the results of the evaluation of respondents' responses to the questionnaire, both the "organizational commitment" variable and the "employee performance" variable were answered with a score of 4, namely "agree" (high). Therefore, based on the results of this study, there may be other variables that can mediate the impact

of quality of work life on employee performance. Based on researcher interviews with HR staff, information was obtained that Social, Manpower, and Transmigration Office staff in Jogjakarta City consisted of civil servants and casual daily workers or PPNPN (Non-PNS). There is a difference in competence between civil servant employees and PPNPN employees, where the competence of civil servants is better so that their performance is better, apart from the different selection methods, their duties and functions, and security related to the continuity of their work are also different. Based on the Regulation of the Minister of Villages, PDT, and Transmigration of the Republic of Indonesia Number 1 of 2018 concerning Procedures for Employing Non-Civil Servants in the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, PPNPN does not have a career path, development program, and its work is only supportive or help. From the additional research information, organizational commitment does not significantly mediate the relationship between quality of work life and performance, presumably because there are other factors such as PPNPN competence, clarity of duties and functions, and employment status .

4.3. Effect of Quality Work Life on Employee Performance Through Employee Satisfaction

The results of the calculation of the indirect effect of the quality of work life on performance through employee satisfaction using IBM SPSS 25 *path analysis* , shows that the QWL variable (X) has no significant effect on the employee performance variable (Z) through employee satisfaction (Y₂). This is evidenced by the obtained t-count value of 0.170470548 which is smaller than the t-table value with a significance of 0.05, which is 1.66757, so it can be said that *quality work life* on employee performance through organizational commitment has a positive effect but not significant (H₃ rejected) .

The result of the indirect effect of path 2 which is not significant is also caused by the influence of (*quality work life* on employee satisfaction), and (employee satisfaction on employee performance) which is not significant. This is because to find out the indirect effect of path 1 is to multiply the two effects. In their research, Giarto (2018) and Prisilia A. Jacob et al. (2017) found that *quality work life* had no significant effect on employee satisfaction. Pamungkas (2016) and Nabawi (2019) found that employee job satisfaction had no significant effect on employee performance .

The findings on path 2 are in accordance with research conducted by Giarto (2018) , Pamungkas (2016) , Noviana & Rijanti (2014) and research by Aulia (2020) which shows that job satisfaction is not a variable that mediates the effect of quality of work life on performance. This finding is not in line with research by Romadhoan (2015) and Setiyadi et al. (2016) which suggests that job satisfaction is a variable that can mediate (*intervening variable*) the relationship between the quality of work life and employee performance. The results of hypothesis testing in this study also support the opinion of Gibson et al. (2012) , namely someone who explains the relationship between satisfaction and performance. On the one hand, job satisfaction is said to improve performance, so happy workers are more productive. On the other hand, job satisfaction comes from performance, so that more productive workers get satisfaction. The findings on path 2 are not in line with the opinion of Robbins & Judge (2012) which explains that job satisfaction as a general attitude towards work,

measures the difference between the number of awards actually received and the amount they should receive .

Looking at the results of the respondents' evaluation of the questionnaire, it appears that the dominant respondents answered 4 points, namely "agree" (high) both on the job satisfaction variable and the employee performance variable. Therefore, based on the results of this study, it can be seen that there are other variables that are better in convey the influence of the quality of work life on the performance of Social, Manpower, and Transmigration Office employees. Based on the results of interviews with several casual daily workers or PPNPN, it is known that they consider their social status to be very important in the eyes of the community, so continuing to work at the Social, Manpower, and Transmigration Office is the right choice to do. In addition, employees currently only focus on achieving the targets that have been set and assigned to them, and are committed to continuing to contribute to the company. This additional information shows that employee job satisfaction does not significantly mediate the relationship between quality of work life and employee performance, this is due to the possibility of other variables that are better able to mediate the relationship between the two, such as the variable of employee social status in the eyes of the public. In this case, the quality of work life is directly better in influencing employee performance, compared to the job satisfaction variable first. Given the importance of improving employee performance for the company, the company must be able to conduct a more in-depth analysis of employee needs, both work needs and the need for certain resources (rewards) or social rewards expected from employees in the company.

5. Conclusion

- Based on the results of data analysis that has been carried out, the following results are obtained:
- Quality Work Life* (X) has a direct positive and significant effect on employee performance (Z).
- Quality Work Life* (X) indirectly, has no significant effect on the employee performance variable (Z) through organizational commitment (Y_1). That is, organizational commitment is not a variable that mediates *Quality Work Life* on employee performance.
- Quality Work Life* (X) indirectly, has no significant effect on the employee performance variable (Z) through employee satisfaction (Y_2). That is, employee satisfaction is not a variable that mediates *Quality Work Life* on employee performance .

As for some suggestions that can be given by researchers are as follows :

- It is recommended for further researchers to consider adding other variables apart from the research variables used by researchers. Employee performance can be measured by using variables of motivation, work culture, *rewards* and others.
- It is recommended for further researchers to choose other research sites such as manufacturing companies or *home industries*

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