



Examining the Relationship Between Quality of Work Life and Employee Performance

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Abstract: A company's human resources are a crucial asset since they may determine whether the business will still be around in the future. Different management guidelines are used by each business to ensure that its human resources function well. High performance productivity will be produced in the organization through effective performance management. Employee performance is influenced by a variety of variables, including experience and educational background. In order to gauge performance, researchers formulate the impact of human resource management as a problem. The purpose of this study is to determine how HRM impacts employee performance. Descriptive quantitative research design was utilized to describe the data from Alunicorn Hijab Bandung. Quality, quantity, timeliness, effectiveness, and independence are the characteristics that affect performance as determined by the scale of the indicators, according to the analysis's findings.

Keywords: Organizational culture, Work satisfaction, Employee performance

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INTRODUCTION

The increasingly fierce competition in the banking services industry has encouraged companies to continue to prepare and plan employee competency development programs in a mature manner so that they can compete with similar industry players. At the same time, the growing development of the company's organization is a challenge for management in managing human resources to be more qualified and professional. Management believes that the company's growth through business development needs to be supported by superior, reliable and resilient human resources that are built through mature and measurable HR planning. Through HR planning, strategies are determined to acquire, utilize, develop, and maintain HR in accordance with the company's current needs and future development.

Employees who are part of an organization are required to meet a number of requirements, including having professional educational qualifications and scientific competence, having good communication skills, having a creative and productive spirit, having a work ethic, having a high will and commitment to their profession and always carrying out self-development. continuously. However, in practice it is full of institutional limitations. Some of these problems revolve around the issue of organizational principles in providing balance to employees in carrying out work and personal life. In addition, some employees in the organization often have to work beyond working hours and working days, so they need flexible working time to be able to meet personal needs. If the organization gives time for them to be able to meet their personal needs, then employees will be able

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to work optimally and the quality of work life will be able to increase so that employee performance will be better. (Nikadek, 2009).

Quality of Work Life

There are two views regarding the meaning of quality of work life. The first view says that the quality of work life is a number of circumstances and practices of organizational goals. While others stated that the quality of work life is the perceptions of employees that they want to feel safe, relatively satisfied and have the opportunity to be able to grow and develop like humans (Wayne, 1992 in Noor Arifin, 1999). The concept of quality of work life reveals the importance of respect for humans in the work environment. Thus the important role of quality work is to change the work climate so that technically and humanly organizations lead to a better quality of work life (Luthans, 1995 in Noor Arifin, 1999).

The main components in the quality of work life that are useful for increasing employee productivity and improving product quality and reducing absenteeism according to Wayne (1982:25) are: a) pay (wages); b) employee benefits (the most frequently mentioned issue were health care, dental care, and relief)/employee related issues such as health insurance etc.; c) job security (work security); d) alternative work schedules (alternative work schedules); and e) job stress.

There are eight indicators in measuring the quality of work life developed by Walton in Zin (2004:325-326) namely growth and development, participation, physical environment, supervision, wages and benefits, social relations, workplace integration. but in this study it will only be categorized into four variables, namely: 1) Participation in problem solving, 2) participation, 3) innovative reward system, and 4) work environment.

Performance

Performance is work performance, namely the comparison between work results with established standards (Dessler, 2000:41). Performance is the result of work both in quality and quantity that is achieved by someone in carrying out tasks according to the responsibilities given (Mangkunegara, 2000:22). Performance or performance is the result or output of a process (Nurlaila, 2010:71). According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2006:165). Meanwhile, Mathis and Jackson (2006:65) state that performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization,

Job satisfaction

Job satisfaction is one of the important factors affecting life satisfaction, because most of human time is spent at work. Job satisfaction is a positive attitude towards work in a person. Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. Usually people will feel satisfied with the work that has been or is being carried out, if what is done is deemed to have met expectations, in accordance with the purpose of work. If someone wants something, it means that the person concerned has a hope and thus will be motivated to take action towards achieving that hope. If these expectations are met, then satisfaction will be felt.

Mangkunegara (2009; 120) reveals two factors that influence job satisfaction, namely: a) employee factors, namely, intelligence (IQ), special skills, age, gender, physical condition, education,

work experience, personality, emotions, ways of thinking , perceptions and work attitudes; and b) work factors, namely the type of work, organizational structure, rank (group), position, quality of supervision, financial guarantees, opportunities for promotion, social interaction and work relations.

According to Smith, 1990 in Luthans, 2006 there are five dimensions that can affect job satisfaction, namely: a) The work itself, namely how to provide interesting tasks for employees, opportunities to learn, and opportunities to accept responsibility; b) salary, namely salary has a significant effect on job satisfaction but more broadly it also describes various dimensions of satisfaction; c) promotion opportunities, namely the opportunity to obtain a higher position or career development, d) supervision, namely the superior's ability to provide job technical guidance and attitude; and e) colleagues, namely colleagues who have technical skills and are easy to work with or support socially.

Organizational Commitment.

Organizational commitment as a psychological condition that characterizes employee relations with the organization or the implications that affect whether employees will remain in the organization or not, which is identified in three components, namely affective commitment, continuance commitment, and normative commitment (Zurnali; 2010; 127) .

Meyer and Allen (in Luthan, 2006:249) state that organizational commitment is multidimensional, including: 1) affective commitment is an employee's emotional attachment, identification, and involvement in the organization; 2) Continuation Commitment is a commitment based on losses related to the employee leaving the organization. This may be due to loss of seniority for promotions or benefits; and 3) normative commitment is a feeling of obligation to remain in the organization because it has to be so; this is the right thing to do.

Employee commitment to the organization does not just happen, but through a fairly long and gradual process. Steers (in Sopiah, 2008; 164) states that there are three factors that influence an employee's commitment, namely: 1) the personal characteristics of the worker including his tenure in the organization, and the different variations of needs and desires of each employee, 2) job characteristics, such as task identity and opportunities to interact with co-workers, and 3) work experience, such as the reliability of the organization in the past and the way other workers express and talk about their feelings about the organization.

Based on the results of the literature review above, the theoretical framework that will be developed in this study is as shown in the following figure:



Figure 1. Thinking Framework

Hypothesis

- 1) Quality work life (quality of work life) has a positive and significant effect on employee job satisfaction.
2. Quality work life (quality of work life) has a positive and significant effect on the organizational commitment of employees of PT. Bank X (Persero).
3. quality work life (quality of work life) has a positive and significant effect on the performance of employees of PT. Bank X (Persero).
4. Satisfaction has a positive and significant effect on performance of employees of PT. Bank X (Persero)
5. Organizational commitment has a positive and significant effect on performance of employees of PT. Bank X (Persero).
6. Job satisfaction and organizational commitment are intermediary variables for the relationship between quality work life (quality of work life) with employee performance.

METHOD

This study uses a quantitative approach using independent variables and dependent variables as well as intervening variables. The independent variables in this study are quality of work life, job satisfaction and organizational commitment as intervening variables while the dependent variable is employee performance. The data needed in this study is primary data, namely data obtained directly from the source. The population in this study were 151 employees of PT Bank BRI, while the sample was taken using the Slovin formula, namely 68 employees. Data analysis methods used in this study include instrument testing and multiple linear regression analysis (*tierarchical regression*).

RESULTS AND DISCUSSION

Respondent Profile

Validity and Reliability Test

Validity test is carried out to determine whether a measuring instrument really measures what it is intended to measure, whether the research instrument is valid. Testing the instrument uses the product moment correlation method (validity index). The assumption used in the validity test is a significance test by comparing r_{count} with r_{table} for degree of freedom $(df)=n-2$, in this case n is the number of samples, namely 68. Then df in this study is $68-2=70$ and $\alpha 0.05$, so that $r_{table} = 0.207$, if $r_{count} > r_{table}$ then the question points are declared valid (Ghozali, 2005:45).

The questionnaire consisted of 16 statements regarding the quality of work of life, 10 statements regarding job satisfaction, 13 statements regarding organizational commitment, and 12 statements regarding performance. Following are the results of the validity test regarding QWL, job satisfaction, organizational commitment and performance.

1. Hypothesis test

The main objective of this study is to determine the effect *Quality Work of Life*, Job Satisfaction and Organizational Commitment to employee performance. To answer the objectives of this study

researchers used statistical analysis. Hypothesis testing in this study was carried out in two ways, namely partial hypothesis testing (t test), and simultaneous hypothesis testing (F test). Partial testing or t-test is carried out to determine whether the independent variable (X) individually affects the dependent variable (Y).

Hypothesis-1.

The first hypothesis in this study states that "Quality of work life (quality of work life) has a positive and significant effect on performance". Testing the first hypothesis using simple linear regression analysis. From the results of data processing using SPSS 20.00 for Windows program got the following output:

The correlation coefficient of the QWL variable on employee performance is 0.786. The correlation value obtained is then consulted with the interpretation of the correlation coefficient which is in the interval 0.600 – 0.799, this means that the correlation that occurs between QWL on employee performance is strong. Furthermore, to determine the magnitude of the influence (amount of contribution) of the QWL variable on the job satisfaction variable, it can be calculated by finding the value of the coefficient of determination. The value of $R^2 = 0.617$, meaning that the QWL variable is able to explain or predict the performance variable by 61.7%. The remaining 38.3% is explained by factors other than QWL.

The F value is stated to be 18,448 with a significance level of 0.003, thus it can be concluded that the independent variable, namely QWL, simultaneously influences performance. The value of the QWL regression coefficient is 0.468 with a significance level of 0.002. The significance value is smaller than alpha 0.005. From the data above it appears that $t_{count} (3.669) > t_{table} (1.994)$ and a significance level of $0.01 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction, so it can be concluded that H_0 is rejected and H_a is accepted. So it can be stated that hypothesis-1 is accepted.

Hypothesis-2.

The second hypothesis in this study states that "Quality of work life (quality of work life) has a positive and significant effect on Job Satisfaction". Testing the second hypothesis using simple linear regression analysis. From the results of data processing using SPSS 20.00 for Windows program got the following output:

The correlation coefficient of the QWL variable on employee job satisfaction is 0.608. The correlation value obtained is then consulted with the interpretation of the correlation coefficient which is in the interval 0.600 – 0.799, this means that the correlation that occurs between QWL and employee job satisfaction is strong. Furthermore, to determine the magnitude of the influence (amount of contribution) of the QWL variable on the job satisfaction variable, it can be calculated by finding the value of the coefficient of determination. The value of $R^2 = 0.364$, meaning that the QWL variable is able to explain or predict the job satisfaction variable of 36.4%. The remaining 63.6% is explained by factors other than QWL.

The F value is stated to be 18,001 with a significance level of 0.001, thus it can be concluded that the independent variable, namely QWL, simultaneously influences job satisfaction. The value of the QWL regression coefficient is 0.367 with a significance level of 0.001. The significance value is

smaller than alpha 0.005. From the data above it appears that t count (3.237) > t table (1.994) and a significance level of $0.001 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction, so it can be concluded that H_0 is rejected and H_a is accepted. So it can be stated that this hypothesis-2 is accepted.

Hypothesis-3.

The third hypothesis in this study states that "Quality of work life (*quality of work life*) has a positive and significant effect on Organizational Commitment". Testing the third hypothesis using simple linear regression analysis. From the results of data processing using SPSS 20.00 for Windows program got the following output:

The correlation coefficient of the QWL variable on employee organizational commitment is 0.596. The correlation value obtained is then consulted with the interpretation of the correlation coefficient which is in the interval 0.400 – 0.599, this means that the correlation that occurs between QWL and employee organizational commitment is quite strong. Furthermore, to determine the magnitude of the influence (amount of contribution) of the QWL variable on the organizational commitment variable, it can be calculated by finding the value of the coefficient of determination. The value of $R^2 = 0.355$, meaning that the QWL variable is able to explain or predict the organizational commitment variable by 35.5%. The remaining 64.5% is explained by factors other than QWL.

The F value is stated to be 12,002 with a significance level of 0.002, thus it can be concluded that the independent variable, namely QWL, simultaneously influences organizational commitment. The value of the QWL regression coefficient is 0.387 with a significance level of 0.003. The significance value is smaller than alpha 0.005. From the data above it appears that t count (4.149) > t table (1.994) and a significance level of $0.03 < 0.05$ which means that the QWL variable has a significant effect on organizational commitment, so it can be concluded that H_0 is rejected and H_a is accepted. So it can be stated that this hypothesis-3 is accepted.

Hypothesis-4.

The fourth hypothesis in this study states that "Job Satisfaction has a positive and significant effect on performance". Fourth hypothesis testing using simple linear regression analysis. From the results of data processing using SPSS 20.00 for Windows program got the following output:

The correlation coefficient of job satisfaction variable on employee performance is 0.660. The correlation value obtained is then consulted with the interpretation of the correlation coefficient which is in the interval 0.600 – 0.799, this means that the correlation that occurs between job satisfaction on employee performance is strong. Furthermore, to determine the magnitude of the influence (amount of contribution) of the job satisfaction variable on the performance variable, it can be calculated by finding the value of the coefficient of determination. The value of $R^2 = 0.435$, meaning that the job satisfaction variable is able to explain or predict the performance variable by 43.5%. The remaining 54.5% is explained by factors other than job satisfaction.

The F value is stated to be 10,412 with a significance level of 0.002, thus it can be concluded that the independent variable, namely job satisfaction, simultaneously influences performance. The value of the regression coefficient of job satisfaction is 0.218 with a significance level of 0.002. The

significance value is smaller than alpha 0.005. From the data above it appears that t count (3.227) > t table (1.994) and a significance level of $0.02 < 0.05$ which means that the job satisfaction variable has a significant effect on performance, so it can be concluded that H_0 is rejected and H_a is accepted. So it can be stated that the 4th hypothesis is accepted.

Hypothesis-5.

The fifth hypothesis in this study states that "Organizational Commitment has a positive and significant effect on performance". Testing the fifth hypothesis using simple linear regression analysis. From the results of data processing using SPSS 20.00 for Windows program got the following output:

The correlation coefficient of organizational commitment variable on employee performance is 0.505. The correlation value obtained is then consulted with the interpretation of the correlation coefficient which is in the interval 0.400 – 0.599, this means that the correlation that occurs between organizational commitment to employee performance is quite strong. Furthermore, to determine the magnitude of the influence (amount of contribution) of the organizational commitment variable to the performance variable, it can be calculated by finding the value of the coefficient of determination. The value of $R^2 = 0.255$, meaning that the organizational commitment variable is able to explain or predict the performance variable by 25.5%. The remaining 74.5% is explained by factors other than organizational commitment.

The F value is stated to be 8.005 with a significance level of 0.003, thus it can be concluded that the independent variable, namely organizational commitment, simultaneously influences performance. The regression coefficient value of organizational commitment is 0.469 with a significance level of 0.003. The significance value is smaller than alpha 0.005. From the data above it appears that t count (4.748) > t table (1.994) and a significance level of $0.03 < 0.05$ which means that the organizational commitment variable has a significant effect on performance, so it can be concluded that H_0 is rejected and H_a is accepted. So it can be stated that the 5th hypothesis is accepted.

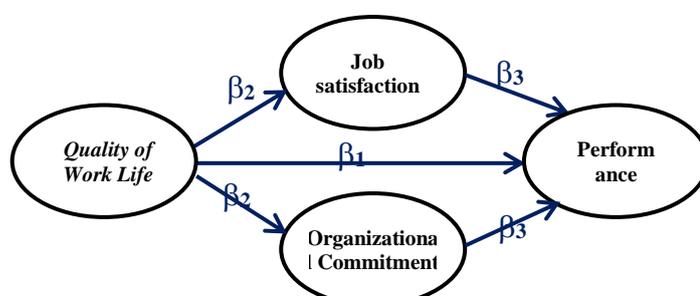
Hypothesis-6.

Testing the sixth hypothesis is to prove that the variables of job satisfaction and organizational commitment mediate the relationship between quality of work life and employee performance. The analytical technique in testing the hypothesis to prove that the variables of job satisfaction and organizational commitment mediate the relationship between *quality of work life* on performance is by multilevel linear regression.

Hierarchical regression analysis is a statistical technique to determine the impact of mediating variables on the relationship between the independent variable and the dependent variable. According to Baron Kenney (1986) there are four steps to testing the impact of mediating variables as follows:

- a. The independent variable must have a significant effect on the dependent variable (β_1 must be significant)
- b. The independent variable must have a significant effect on the medias variable (β_2 must be significant)
- c. The mediating variable must have a significant effect on the dependent variable (β_3 must be significant)

- d. Full mediation occurs when the independent variable (quality of work life) has no significant effect on the dependent variable (performance) after being mediated by job satisfaction and organizational commitment. Meanwhile, partial mediation occurs when the independent variable still has a significant effect on the dependent variable, but its significant value has decreased.



Based on the results of hypothesis testing that has been done previously to meet the requirements in testing mediating variables with stratified statistical analysis, the following results are obtained:

Table.4. Recapitulation of the relationship between variables

Connection	t value	F grade	Sig	Information
QWL→Performance	3,669	18,448	0.001	significant
QWL→Job Satisfaction	3,237	18,001	0.001	significant
QWL→Organizational Commitment	4,149	12,002	0.003	significant
Kep. Work→Performance	3,227	10,412	0.002	significant
com. org→Performance	4,748	8.005	0.003	significant

From the data above it shows that all the required relationships are significant, then mediation test steps are carried out by means of multilevel regression analysis (*hierarchical regression*) as follows :

1. Job satisfaction mediates the relationship between quality of work life and employee performance.

Based on the results of the multilevel regression test summarized in the table above, it can be seen that in stage 1:

- a. The Quality of Work Life (QWL) variable has a significant effect on performance where the regression coefficient value is 0.468 with a significant level of 0.001.
- b. The value of R² (R square) is stated to be 0.617 where the independent variable QWL affects the performance variable by 61.7%.

In stage-2 the effect of the QWL variable on performance after being mediated by the job satisfaction variable can be explained that the QWL variable still has a significant effect on performance, where:

- a. The regression coefficient is 0.252 with a significant level of 0.004, but the regression coefficient value of the QWL variable has decreased from 0.468 (stage-1) to 0.252 (stage-2).

- b. Job satisfaction variable as a mediating variable has a significant effect on performance with a regression coefficient of 0.218 and a significant value of 0.002.
- c. The magnitude of the effect of QWL on performance is ($R^2 = 0.617$), and there is a decrease due to the influence of the variable job satisfaction as a mediator, namely to ($R^2 = 0.316$).

Based on the description above, it can be interpreted that the job satisfaction variable mediates partially (partial mediation) the relationship between the QWL variable and the Performance variable.

- 2. Organizational Commitment mediates the relationship between quality of work life (QWL) and employee performance.

Table.6. Summary of Organizational Commitment Variable Mediation Test

Dependent variable	Independent and Mediation Variables	Regression Significance		Coefficient and	
		Stage 1	Sig	Stage 2	Sig
Performance (Y)	Constant (a)	3,846	0.000	4,071	0.000
	QWL(X)	0.468	0.001	0.357	0.002
	Organization Commitment (I)	-	-	0.371	0.000
	R2		0.617		0.376

Based on the results of the multilevel regression test summarized in the table above, it can be seen that in stage 1:

- a. The Quality of Work Life (QWL) variable has a significant effect on performance where the regression coefficient value is 0.468 with a significant level of 0.001.
- b. The value of R2 (R square) is stated to be 0.617 where the independent variable QWL affects the performance variable by 61.7%.

In stage-2 the effect of the QWL variable on performance after being mediated by the organizational commitment variable can be explained that the QWL variable still has a significant effect on performance, where:

- a. The regression coefficient is 0.357 with a significant level of 0.002, but the regression coefficient value of the QWL variable has decreased from 0.468 (stage-1) to 0.357 (stage-2).
- b. Organizational commitment variable as a mediating variable has a significant effect on performance with a regression coefficient of 0.371 and a significant value of 0.000.
- c. The magnitude of the effect of QWL on performance is ($R^2 = 0.617$), and there is a decrease due to the influence of the organizational commitment variable as a mediator, namely becoming ($R^2 = 0.376$).

Based on the description above, it can be interpreted that the organizational commitment variable mediates partially (partial mediation) the relationship between the QWL variable and the Performance variable. From the results of the analysis above, it can be concluded that the variables of job satisfaction and organizational commitment are partially mediating variables on the relationship between QWL and performance, so that it can be stated that hypothesis-6 is accepted.

CONCLUSIONS

Referring to the formulation of the problem, research objectives, and the results of hypothesis testing, it can be concluded that:

- a. The first hypothesis in this study states that "the quality of work life (*quality of work life*) positive and significant effect on performance. This hypothesis is proven according to the test results with a significance level of 0.002. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (3.669) > t_{table} (1.994)$ and a significance level of $0.01 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction.
- b. The second hypothesis in this study states that "the quality of work life (*quality of work life*) has a positive and significant effect on job satisfaction". This hypothesis is proven according to the test results with a significance level of 0.001. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (3.237) > t_{table} (1.994)$ and a significance level of $0.001 < 0.05$ which means that the QWL variable has a significant effect on job satisfaction.
- c. The third hypothesis in this study states that "the quality of work life (*quality of work life*) has a positive and significant effect on organizational commitment". This hypothesis is proven according to the test results with a significance level of 0.003. The significance value is smaller than alpha 0.005. The data shows that $t_{count} (4.149) > t_{table} (1.994)$ and a significance level of $0.03 < 0.05$ which means that the QWL variable has a significant effect on organizational commitment.
- d. The fourth hypothesis in this study states that "job satisfaction has a positive and significant effect on performance". This hypothesis is proven according to the test results with a significance level of 0.002. The significance value is smaller than alpha 0.005. From the data shows that $t_{count} (3.227) > t_{table} (1.994)$ and a significance level of $0.02 < 0.05$ which means that the variable job satisfaction has a significant effect on performance.
- e. The fifth hypothesis in this study states that "Organizational Commitment has a positive and significant effect on performance". This hypothesis is proven according to the test results with a significance level of 0.003. The significance value is smaller than alpha 0.005. From the data shows that $t_{count} (4.748) > t_{table} (1.994)$ and a significance level of $0.03 < 0.05$ which means that the organizational commitment variable has a significant effect on performance.
- f. Testing the sixth hypothesis is to prove that the variables of job satisfaction and organizational commitment mediate the relationship between quality of work life and employee performance. From the results of the analysis using multilevel linear regression analysis (*hierarchical regression*) it can be concluded that the variables of job satisfaction and organizational commitment are partially mediating variables on the relationship between QWL and performance.

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