

INFLUENCE QUALITY OF WORK LIFE TO PERFORMANCE EMPLOYEE WITH ORGANIZATIONAL COMMITMENT AND WORK SATISFACTION AS AN INTERVENING VARIABLE AT THE SOCIAL LABOR AND TRANSMIGRATION SERVICES

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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, the strengthening of Bureaucratic Reform by the Kemenpan-RB in the field of social welfare, the social performance of the Yogyakarta City Dinsosnakertrans 3 years in a row is very volatile and has never reached the target of 100 points. The purpose of this study was to determine whether or not there is a direct effect of the quality of work life on the performance of Dinsosnakertrans employees, and to determine the indirect effect of the quality of work life (QWL) 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 showed that QWL directly had 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.*

Keyword : *Employee Performance, Job Satisfaction, Organizational Commitment, Quality Work Life.*

INTRODUCTION

Every organization wants to get the best performance that can be achieved through various systems implemented in the organization. Human resource 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> The Dinsosnakertrans of the city of Yogyakarta seeks to manage human resources by implementing bureaucratic reforms starting in 2010. This is done by the Dinsosnakertrans 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 Yogyakarta City government won the BB predicate or very good from the results of the evaluation of bureaucratic reform 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 city of jogja 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 (Renstra) in 2020 This is done to accommodate developments caused by the COVID-19 pandemic, and have various effects in various areas of life.

Researchers conducted interviews with 5 staff at the Social Service Office in Yogyakarta regarding the influence of organizational commitment, quality of work life provided, and job satisfaction felt by 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 enjoy talking about their work to outsiders, and feel that the current office is a suitable and comfortable place for them to settle down.

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 Yogyakarta 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. A presence system with a fingerprint scanner is *implemented* as part of the implementation 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 Yogyakarta City Social Service employees in September-November 2021 can be displayed in Table 1.

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

Month	Number of Employees (person)	Number of Working Days (Days)	Number of Attendance (Time)	Number of Unspecified (person)	Percentage Unexplained (%)	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: Yogyakarta City Social Service, data processed in December 2021

Table 1. shows that the level of employee absenteeism of the Yogyakarta City Dinsosnakertrans 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 the effect of quality of work life on performance directly, and indirectly through organizational commitment and employee job satisfaction.

LITERATURE REVIEW

Employee Performance

Employee performance is a form of an employee's success in the work he does (Pamungkas, 2016) . ASN performance can be measured using two aspects of assessment based on the ASN performance appraisal rules in Government Regulation (PP) No. 30 Regarding the Performance Assessment of Civil Servants (2019) , these aspects include:

1. Aspects of SKP (Employee Performance Targets), with the following indicators:
 - a. Quality (*Quality*)
 - b. Quantity (*Quantity*)
 - c. Punctuality (*timelines*)
 - d. Cost (*cost*)
2. Behavioral assessment uses the following aspects:
 - a. Service orientation
 - b. Commitment
 - c. Work initiative
 - d. Cooperation
 - e. Leadership

Quality of Work Life (*Quality Work Life*)

The quality of work life is the employee's perception of the employee's work atmosphere and experience (Giarto, 2018) . Quality of work life can be measured using the quality of life index from Walton 1974 in Zin (2004) .

1. Development and Growth, the availability of opportunities to develop employee skills and knowledge, and how to use these skills.
2. Participation is an opportunity to participate or take part in decision making in the company.
3. Innovative pay or salary system, is an innovation of the form of compensation which is adjusted to the quality of life of employees.
4. Availability of a comfortable work environment, including a work environment, namely the determination of working hours, applicable management rules, and the physical environment.

Organizational Commitment

Decisions where employees state that they will be committed to the company and intend to stay for the sake of advancing the company (Prasetyo et al., 2021) . Organizational commitment can be measured using the indicators of commitment by Allen and Meyer in Priansa (2017) , namely:

1. *Affective commitment*, the extent to which a person is psychologically constrained for the sake of work through emotions such as attachment, loyalty and consistency in company goals.
2. *Continuance commitment*, related to financial perceptions and decisions to stay or leave the organization.
3. *Normative commitment* is the feeling felt by employees regarding what obligations make them stay in the organization.

Employee Satisfaction

Job satisfaction refers to a person's general attitude towards work (Handoko, 2014) . Indicators of measuring job satisfaction by (Luthans, 2011), include:

1. The work itself, namely the extent to which the worker is responsible for a particular work and provides opportunities to create innovative works.
2. Pay or salary, is a right that is obtained and received by workers after doing their work.
3. Promotion opportunities, are opportunities to be in a higher position or level of office.
4. Superiors, refers to the motivation and technical support provided by superiors to their employees.
5. Friends or co-workers, relates to the extent to which an employee is technically competent and socially provides obligatory support for other employees.

Conceptual framework

Based on the literature review, the conceptual framework in this study is as shown in Figure 1. Kajian literatur berisi kajian berbagai teori yang mendasari munculnya penelitian yang berisi berbagai landasan teori dari variable yang digunakan dalam penelitian ini.

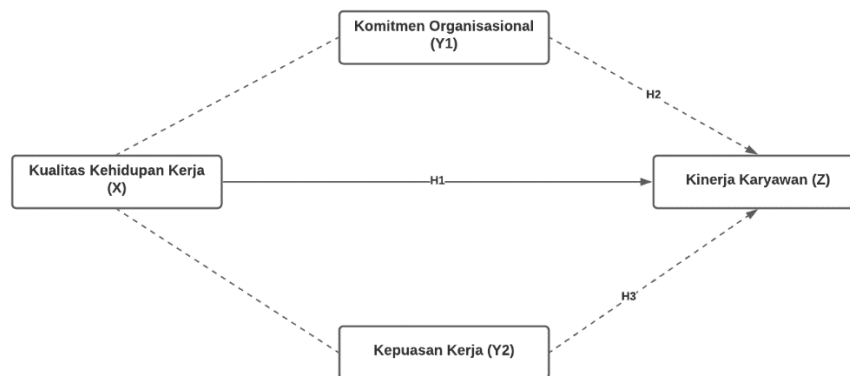


Figure 1. Research Conceptual Model
Sumber : data diolah peneliti (2023)

Information :

- > Direct relationship
- - - - -> Indirect relationship

Research Hypothesis

- H₁: Quality of work life has a positive and significant influence on employee performance.
- H₂: the quality of work life has a positive and significant influence on employee performance through organizational commitment
- H₃: the quality of work life has a positive and significant effect on employee performance through job satisfaction.

METODE PENELITIAN

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 Yogyakarta City which is located at Jl. Kenari No.56, Muja Muju, Umbulharjo, Yogyakarta City. The study was conducted from 10 November 2021 to 30 March 2022. 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, so that the primary data used are respondents' answers to the questionnaire questions, and secondary data which is supporting data such as attendance level data, and data on the number of employees. Yogyakarta Manpower and Transmigration Office. The research variables used are; quality of work life (X), organizational commitment (Y₁) and job satisfaction (Y₂), and employee performance (Z). 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). The structural equations formed to see the direct and indirect effects of the QWL variable on employee performance are:

$$Y = \beta X_1 + \epsilon_1 \quad (\text{as substructure equation 1})$$

$$Z = \beta Y_1 X + \beta Y_2 X + \beta X + \epsilon_2 \quad (\text{as substructure equation 1})$$

Information :

- X₁ : Quality of work life
- Y₁ : Organizational Commitment
- Y₂ : Job satisfaction
- Z : Employee performance
- ε : error

Data Description

Descriptive Analysis

In all research variables, both *Quality Work Life*, organizational commitment, employee satisfaction, and employee performance, the dominant research respondents answered a score of 4, namely "Agree" on the questionnaire sheet. This shows that most of the respondents agree with the statements related to the working conditions given by the researcher.

Result of Simple Linear Regression Analysis

Parameter Significance Test (t-test)

Analysis of the results was carried out by comparing the value of Sig_{hit} with Sig. The results of simple regression analysis data processing can be shown in Table 2.

Table 2. 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

a. Dependent Variable: Kinerja_Karyawan

The calculated Sig value for the QWL variable based on Table 2. is smaller than the Sig_α value (0.001 < 0.05) then H₀ is rejected, and accepting H₁ means that QWL has a positive and significant effect on employee performance. Based on regression we conduct equation as follow:

$$\text{Employee Performance} = 51,597 + 0,418 \text{ QWL}$$

The adjusted RSquare value is 0.155 or 15.5%. This means that 15.5% of employee performance is influenced by work quality variables and the rest is influenced by variables other than the research variables used.



Path Analysis (Indirect Effect)

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

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 3.

Table 3. Estimation of Indirect Effects

No	Relationship Effect	Direct Effects	Indirect Effect	t	Criteria	Conclusion
1	QWL against Performance Employee through Organizational Commitment	0.418	0.1896	- 0.0232	T count < t table Or <i>direct effects</i> > <i>indirect effects</i>	H2 rejected _ QWL(X) no take effect significant to variable performance employee (Z) through commitment organizational (Y1). That is, Commitment organizational no is a variable which mediates QWL for performance employees .
2	QWL against Performance Employee through Satisfaction Employee	0.418	0.3079	0.1704	T count < t table Or <i>direct effects</i> > <i>indirect effects</i>	H3 rejected _ QWL(X) no take effect significant to variable performance employee (Z) through satisfaction employees (Y2). That is , satisfaction employee no is a variable that mediate QWL against performance employees .

Based on Table 3. the t value for path 1 is -0.023201577, 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 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.

DISCUSSION

1. The 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 performance of the employee 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 Dinsosnakertrans 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 Dinsosnakertrans 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 decision making, 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 Dinsosnakertrans 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 within the organization to improve the organization, as employees value their presence and learn to acquire problem-solving skills within the organization.

2. The 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 Dinsosnakertrans staff in Yogyakarta 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.

3. The 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 (Y_2). 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 Dinsosnakertrans 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 Dinsosnakertrans 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.

CONCLUSION

Based on the results of data analysis that has been carried out, the following results are obtained: 1) *Quality Work Life* (X) has a direct positive and significant effect on employee performance (Z), 2) *Quality Work Life* (X) indirectly, has no significant effect on the employee performance variable (Z) through organizational commitment (Y₁). That

is, organizational commitment is not a variable that mediates *Quality Work Life* on employee performance and 3) *Quality Work Life* (X) indirectly, has no significant effect on the employee performance variable (Z) through employee satisfaction (Y₂). That is, employee satisfaction is not a variable that mediates *Quality Work Life* on employee performance.

SUGGESTION

As for some suggestions that can be given by researchers are as follows: 1) 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, 2) It is recommended for further researchers to choose other research sites such as manufacturing companies or *home industries*.

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