

# The Effect of Work Life Quality and Job Satisfaction on Organizational Commitment with the Mediation of Work Spirit

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## ABSTRACT

Analyze research purposes. a) explain the man do the quality of work life against organizational commitment, b) explain influence the quality of working life is against the spirit of the work, c) Influence the spirit of working toward a commitment organizational, d) The influence of job satisfaction commitment towards organizational, e) Influence job satisfaction against the spirit of work, quality of work life f) mediated morale influence on organizational commitment and job satisfaction g) mediated morale influence on organizational commitment. The selected respondent was an employee at the Tourism Office of the Batu City. Sample research is as much as 84 people. The hypothesis is done with partial least square (PLS), the result is the quality of working life and job satisfaction has influence on the morale and commitment of the organization. The role of mediation indicating morale against the commitment of the organization.

**Keywords:** *quality of working life, job satisfaction, organizational commitment, spirit of work*

## 1. INTRODUCTION

An organization that requires qualified employees and has good human resources. Quality human resources in accordance with Law No. 22 of 1999 concerning Regional Autonomy that is needed to bring a change in strategy on the quality of human resources needed by each region to be able to compete positively with other regions in Indonesia. If the quality of human resources has been met, then organizational commitment will be created.

The employee sides with the organization and its purpose is a form of organizational commitment (Robin and Judge, 2007). Organizational commitment can also be interpreted as a strong desire to remain a member of the organization, a willingness to exert a higher level of effort than the name of the organization, and a deep conviction and organizational goals (Luthan, 2008).

Empirical research that supports the quality of working life with organizational commitment is a study conducted by Normala (2010), Kumar (2015), Farid (2014) and Taejo (2007) about the quality of working life associated with significant commitment to organizational commitment. Research that supports job satisfaction with organizational commitment is research conducted by Eric (2007), Terri (1997), and Peter (1987) about job satisfaction relating to commitment to organizational commitment. And also empirical research that supports morale with organizational commitment is research conducted by

Judi Neal (2015). Therefore quality and job satisfaction and work have a role in organizational commitment.

Work spirit is the desire and sincerity of someone to do their job well and be disciplined to achieve maximum productivity (Hasibuan, 2004). Where the spirit of work can be done through the presence of employees in the workplace, their responsibilities towards work, work coordination, cooperation with leaders or colleagues in the organization and the level of work performance (Dessler, 2001).

Employee morale will attract the attention of employees who always show the attitude and behavior of willing to work in earnest, a deep sense of pleasure in doing work, there is a willingness to cooperate and be satisfied in doing the tasks given. This employee morale is an employee mental attitude to work together diligently and consistently, which must be realized in the form of discipline so that maximum work results can be obtained (Handoko, 2000).

Duties are common things that are handled by employees in government. Employees in jobs that require a quality work life that is qualified in order to complete the tasks they carry can be well. Wilson and Heyel (1987: 101) state the quality of working life shows where the quality of a person supports in carrying out his tasks equipped with accuracy, completeness, and neatness. If it has successfully completed the tasks of the organization, it can be agreed to create organizational commitment.

Quality of work life. According to Hasibuan (2007: 87) "Assessment is a management activity to evaluate the behavior and work results and further accountability." Two things are evaluated in improving

employee performance in accordance with the above resolutions and protection of work life. Quality of working life is a physical standard related to the work done or carried out on its tasks. The phenomenon that often occurs is the number of employees who are supported by being part of the organization, pride, loyalty, and contribution in the organization without regard to quality and job satisfaction that can foster organizational commitment to work.

Several factors influence employee commitment to the organization, namely the characteristics of a private worker, including his tenure in the organization, and the different needs and desires of each employee. Then, the factors that attach great importance to employee commitment are job characteristics, such as job identity and opportunities related to co-workers. Other factors influence employee commitment as well, such as organizational reliability in the past and the way other workers express and talk about organizational feelings.

In addition to the above mentioned in this study also involves job satisfaction. Someone who has satisfaction will have feelings as stated by Mangkunegara (2005) job satisfaction is a feeling of pleasure or displeasure for employees who relate to their work as well as their own requirements.

Robbins (2007) says that job satisfaction replaces people's attitudes toward work. People with high job satisfaction have a positive attitude towards their work, while people who are satisfied with their work have a negative attitude towards their work. Job satisfaction shows the suitability between someone's expectations that arise with the imbalance provided by the job.

According to Handoko (2000) employee morale will encourage employees who always show the attitude and behavior of willing to work in earnest, feel the complicated pleasure in doing work, the existence of a willingness to cooperate and be satisfied in the work provided on demand. This employee morale is an employee's mental attitude to work together diligently and consistently, which must be realized in the form of discipline in order to produce maximum work results.

According to Allen and Meyer (1990) organizational commitment has three dimensions of affective commitment which means asking the affective individual for the organization and is identified through it. Employees will remain in the organization by strong affective commitments because they want to remain in the organization. Then, the next commitment is made based on the fact approved by the individual capital in the past the more the person is issued, the more capital he has agreed. Then the last is the normative commitment, which is a commitment that shows a reasonable task to start working together with the organization. People with high normative commitment must be maintained in the organization.

Considering that in this study the supporting variables include work quality and job satisfaction which are exogenous (X1) and (X2) variables, work spirit that meets as mediating variables (Z), and also organizational commitment as endogenous variables (Y), then this research question is formulated as follows:

1. Is the quality of work life that is questioned on the morale?
2. Does Job Satisfaction Support the Work Spirit?
3. Does Work Morale Support Organizational Commitment?
4. Is the Quality of Work Life Improved Against Organizational Commitment?
5. Does Job Satisfaction Support Organizational Commitment?
6. Does work spirit mediate the quality of work life towards organizational commitment?
7. Does work spirit mediate job satisfaction with organizational commitment?

## 2. LITERATURE REVIEW

### *Organizational Commitment.*

Organizational commitment according to Robbins (2008) defines it as a place where someone sides with a particular organization and its goals and desires to maintain relationships within the organization. Thus, the meaning of the role of work is high in a particular person's work, while organizational commitment means high in favor of the organization that recruits the individual.

### *Spirit at work.*

Davis (2000) states that work enthusiasm is a willingness to feel good that makes humans produce better and better work. Work spirit is a positive work environment contained within an organization and is expressed in the attitudes of individuals and groups that support all aspects including the environment, optimal cooperation with others in accordance with the interests and objectives of cooperation.

### *Quality of Work Life.*

Hasibuan (2007) states: "Assessment is management's activities to ensure work and work results." Which discusses loyalty, honesty, leadership, cooperation, loyalty, dedication and employee participation. While the quality of work life is a physical standard related to the work done or carried out by the company for its tasks.

### *Job satisfaction.*

Sunyoto (2011) argues that job satisfaction is an individual trait that results in different levels of satisfaction according to the system of values that apply to oneself. This makes a difference in each individual. The more aspects - aspects of the job in accordance with individual desires, the higher the level of satisfaction received and vice versa.

### *HYPOTHESIS*

H1: significant work quality on organizational commitment

H2: significant work quality on morale

- H3: significant morale on organizational commitment
- H4: job satisfaction significantly increases organizational commitment
- H5: significant job satisfaction on morale
- H6: towards organizational commitment mediated by enthusiasm for work commitments
- H7: job satisfaction supports H7: organizational job satisfaction mediated by work spirit.

**3. RESEARCH METHODS**

**Samples.** Research Samples All 180 employees in the Batu City Tourism Office. The sample consisted of civil servants, honorary employees, data managers, THL and also PIP.

**Analysis Tool.** This research uses structural composition analysis model. The structural statistical model is a tiered causal model that analyzes latent variables, using the PLS (Partial Least Square) application.

**3. RESULTS AND DISCUSSION**

Characteristics of Respondents.

Table 1. Characteristics of Respondents by Gender

Employee Classification	Period of Employee		Total
	Men	Female	
Civil Servants	48 People	17 People	65
Honorary	5 People	2 People	7
Data Managers	1 People	3 People	4
Daily Released (THL)	3 People	5 People	8
Tourism Information Center (PIP)	4 People	20 People	24
<b>Total</b>	<b>61 People</b>	<b>47 People</b>	<b>108</b>

Table 2. Characteristics of Respondents by Education

No.	Education Respondents	Amount (people)
1.	SMA	28
2.	Diploma 3	6
3.	S1	61
4.	S2	13
<b>Total</b>		<b>108</b>

**Effect of quality of working life on organizational commitment.** Studies concerning the quality of work life on organizational commitment have been found by many researchers. Wungu and Brotoharsojo (2003) argued about the quality of work life is any form of unit associated with the quality or quality of work results related to the size of a number or that is paired with numbers. This shows which priorities must be completed in terms of tasks, accuracy, and neatness.

This is contrary to the research of Hadi Farid (2014) which states the quality of life associated with organizational commitment.

**Effect of quality of life on morale.** Studies concerning the quality of work life on work morale have been found by many researchers. Riorini (2004) argues that training / training, giving incentives or bonuses can improve work efficiency and effectiveness. This is contrary to Johansyah's research (2016) which states that quality of life supports work morale.

Table 3. Variable

Variable	Cronbach Alpha	Diskriminan Reliability	Composite Reliability	Remarks
Organizational Commitment	0743	0820	0822	reliable
Work Life	0910	0948	0926	reliable
Job Satisfaction	0799	0857	0851	reliable
Job morale	0847	0921	0883	reliable

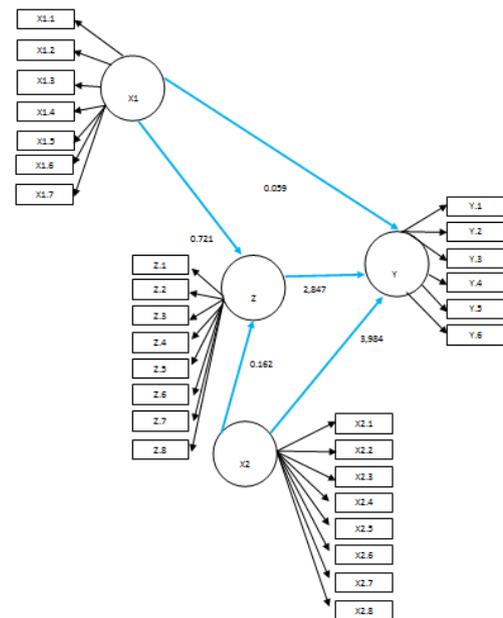


Figure 1. Research Model

**The influence of morale on organizational commitment.** Studies concerning work motivation for organizational commitment have been found by researchers. Nitisemito (1992) argues that work morale is pleasure for work and doing more work, thus work is expected to be faster and better. This is contrary to the research of Judi Neal (2015) which states that work morale supports organizational commitment.

**Effect of job satisfaction on organizational commitment.** Studies concerning job satisfaction with organizational commitment have been found by many researchers. Mangkunegara (2005) states that job satisfaction is pleasure or pleasure associated with work as well as self-condition. This opinion is in accordance with Baron and Greenberg (2003) who describe job satisfaction as a positive or negative attitude carried out by individuals towards their work.

**Effect of job satisfaction on morale.** Studies about job satisfaction with work enthusiasm have been found

by many researchers. Robbins (2007) says that job satisfaction replaces people's attitudes toward work. People with high job satisfaction have a positive attitude towards their work, while people who are satisfied with their work have a negative attitude towards their work. This is contrary to the research of Istifarini (2007) which states job satisfaction with work morale.

**Effect of quality of work life on organizational commitment mediated by work morale.** Studies concerning the quality of work life on organizational commitment mediated by work spirit have been found by many researchers. Hasibuan (2007) says that the quality of working life is a standard determined because of the results of work done or carried out on its tasks.

Sopiah (2008) says that organizational commitment is the degree to which employees believe and accept organizational goals and will remain or will not leave the organization. This contradicts the research of Mahmood Reza (2014) which states that the quality of work life is mediated by indirect work morale towards organizational commitment.

**The effect of job satisfaction on organizational commitment mediated by work morale.** Studies on job satisfaction with organizational commitment mediated by work spirit have been found by researchers. Mathis and Jackson (2006) suggest what drives satisfaction is the work itself, respect, appreciation, supervision, good cooperation with colleagues and opportunities for growth.

Luthans (2006) said that organizational commitment is an attitude that reflects employee loyalty to the organization and is a process of sustainability when organizational members explain their attention to the organization, to the organization after the assistance is supported. This contradicts Urs Majorsy's research (2017) which states that job satisfaction is mediated by indirect work morale towards organizational commitment.

#### 4. CONCLUSION

Tourism Agency agencies that require a long period of work request a promotion to get a high position in the organization or institution. Most employees do not agree to approve or approve in the organization, they want to develop in the interests of other organizations. Working environment conditions that are very supportive and comfortable The supporting body is part of the organization, namely the Batu City Tourism Office.

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