



# The Influence of Quality of Work Life on Organizational Commitment Through Job Satisfaction Among Employees of Regional Public Company X

Ni Kadek Fany Damayanti<sup>1,\*</sup> Afwan Hariri Agus Prohimi<sup>2</sup>

<sup>1,2</sup> Faculty of Economic and Business, State University of Malang, Indonesia

\*Corresponding author. Email: [afwan.hariri.fe@um.ac.id](mailto:afwan.hariri.fe@um.ac.id)

## ABSTRACT

This research was conducted with the aim of examining the influence exerted by quality of work life on organizational commitment through job satisfaction. The research object is located in Regional Public Company X with 89 permanent employees as a result of sample calculation through the use of proportional random sampling method. Distribution of questionnaires by online (google forms) and self administered questionnaire. Descriptive analysis techniques and Partial Least Square Structural Equation Model (SEM-PLS) were applied to test respondent data. The test results interpret that there is a significant and positive unidirectional influence of quality of work life on organizational commitment and job satisfaction. Likewise, there is also a positive and significant finding from job satisfaction to organizational commitment. Then, the indirect effect of quality of work life on organizational commitment through job satisfaction is positive but not significant.

**Keywords:** *Quality Of Work Life; Organizational Commitment; Job Satisfaction.*

## 1. INTRODUCTION

A company is an organizational entity comprising diverse collections of resources directed towards achieving specific objectives. Among these organizational resources, human resources hold paramount significance as employees actively contribute to mobilizing and synergizing other factors within the company's operations [3]. A proficient company will experience growth and advancement by prioritizing human resources management to ensure optimal operation, particularly in navigating the ongoing dynamics of environmental and technological changes [7]. This statement serves as a crucial factor for companies to recognize the significance of addressing human resources issues proactively and effectively.

There are diverse individual behavior patterns within a company, necessitating elements like organizational commitment to control and determine the company's capability to achieve its goals [24]. Most companies use commitment aspects such as length of service as a parameter for employees to obtain special benefits. Organizational commitment is considered one of the most important objectives of a company to maintain employee engagement and job continuity [17]. Elements such as discipline, creativity, loyalty, attendance, and

various work attitudes of employees can be used to determine the level of organizational commitment [40]. The company must also pay attention to quality of work life, as it is a crucial issue since it is believed that quality of work life can enhance company productivity and many other essential elements [30]. There is a belief that every employee working for a company, from being hired to leaving the job, has the goal of fulfilling their needs and desires. Thus, the emergence of job satisfaction felt by employees is triggered by the fulfillment of their needs [28].

The improvement of quality of work life in a company is considered a specific strategy of human resources management implemented as an effort to help create a work-life balance in the workplace. Quality of work life policies are designed for employees to contribute and provide appropriate benefits to the organization, both in the present and in the future. One of the impacts of these policies can be seen in the level of organizational commitment. In line with the argument presented by [34] that quality of work life can be used as a foundation in shaping employees' commitment, satisfaction, and engagement, it is essential to have a proper understanding of striving for quality of work life because it is related to strengthening employees'

organizational commitment. This statement is similar to the findings of previous research conducted by [10], [27], and [16]. Considering this explanation, the hypotheses formulated are as follows:

H<sub>1</sub>: Quality of work life influences Organizational commitment.

The company's awareness of quality of work life is also one of the efforts to realize employees' job satisfaction in meeting their work-related needs. As the formation of job satisfaction can be influenced by various internal and external factors tailored to the standard needs and goals of each individual in performing their job. Weiss stated that job satisfaction is included in the fundamental parameters of individual success achieved when maintaining the relationship between oneself and the workplace [32]. Therefore, the adequate implementation of quality of work life plays a crucial role as the foundation of employees' desire to enhance their perceived job satisfaction. The results of previous research conducted by [15], [8], and [22] support the idea that the appropriateness of the quality of work life in a company is related to the level of employee job satisfaction. Based on the above discussion, the following hypotheses are formulated:

H<sub>2</sub>: Quality of work life influences Job satisfaction.

Job satisfaction of each employee is generated from their individual perspectives, which have different priority needs and evaluation outcomes, leading to various views regarding job satisfaction in each company. The level of job satisfaction impacts various aspects of behavior, and one of these impacts can be seen on organizational commitment. With an optimal level of job satisfaction, it can prevent employee turnover and excessive absenteeism, thereby increasing productivity and organizational commitment [13]. The high or low level of job satisfaction towards various job aspects plays a significant role in strengthening organizational commitment, indicating that the job satisfaction factor has the potential to exert a unidirectional influence on organizational commitment. Previous research conducted by [21], [5], and [9] supports the arguments that will be proven in this study. Therefore, the hypotheses formulated are as follows:

H<sub>3</sub>: Job satisfaction influences organizational commitment.

A work condition originates from the interaction among employees in the workplace and can reflect the quality of work life. When a company has made efforts to fulfill the quality of work life and receives positive responses from each employee, it will create job satisfaction conditions that contribute to strengthening organizational commitment. The research conducted by [35] revealed that the direct impact is weaker compared to the indirect impact in the relationship between quality of work life and organizational commitment. Therefore, job satisfaction functions as a mediating variable. Since job satisfaction acts as a mediator, an increase in quality of work life is considered to have an indirect impact on

strengthening organizational commitment. Based on this explanation, the following hypotheses are formulated:

H<sub>4</sub>: Quality Of Work Life influences Organizational Commitment through Job Satisfaction.

This research prioritizes the formation of human resources based on the resources-based theory, through the implementation of quality of work life, which is considered capable of creating a favorable and balanced work environment in line with the needs of employees and promoting job satisfaction towards both the job and the work environment. This is also grounded in the theory of work adjustment, which states that companies must recognize the importance of the relationship between individuals and the work environment. With the presence of job satisfaction resulting from the fulfillment of all work-related needs that the company strives to achieve, employees will be more motivated to provide a positive response in the form of an intention to maintain their performance and membership as a form of organizational commitment.

There is an empirical gap in the findings of previous research. With this gap, there is a possibility of exploring the relationship among the variables of quality of work life, organizational commitment, and job satisfaction again, to identify potential issues or grounds for further investigation. A research study by [31] found that quality of work life does not have a significant impact on organizational commitment because, even though a satisfactory quality of work life can create a comfortable work environment, there are still employees who remain indifferent to the company. The research results by [29] emphasize that there is no influence of quality of work life on job satisfaction because quality of work life is not the primary factor determining employee job satisfaction. Furthermore, the research by [39] demonstrates that there is no significant correlation between job satisfaction and organizational commitment, indicating that employees may feel dissatisfied with their job but, at the same time, feel comfortable working at that workplace. This sense of comfort is the main reason why employees continue to be part of the company. According to the research by [36] job satisfaction does not have an influence on organizational commitment, indicating that job satisfaction cannot be considered as a mediating variable. However, several other studies [4], [26], [12], and [35] are considered relevant as they demonstrate the relationships among quality of work life, organizational commitment, and job satisfaction.

Observation in this research took place at Company X, a Regional Public Company. Field facts within the research object indicate that the enthusiasm and work integrity of employees at Company X are considered good when viewed from the performance level, which is calculated to be 96.31% achievement. However, this condition is not yet ideal as it is not supported by a good level of employee discipline. There are several employees who arrive at work beyond the applicable time limit, thereby impeding the achievement of the target for

attendance quality. Figure 1 illustrates the number of employees with late arrivals in the year 2022.

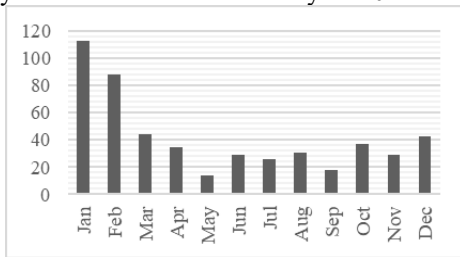


Figure 1. Employee Attendance Data

The lack of employees' awareness of the established regulations leads to violations. Employee discipline is crucial for the company since a high level of discipline represents the extent of employees' compliance with the existing rules. Therefore, the employees' lack of responsibility in the operational work process is considered a consequence of low organizational commitment [25].

In addition to the low employee discipline in terms of attendance, Company X, a Regional Public Company, has also experienced periodic declines in the number of permanent employees. Therefore, the attrition rate of permanent employees from Company X has been consistently high over the years. This is evidenced by the decrease in the number of employees, which has decreased from 428 individuals in 2011 to 289 individuals in the current year, 2023. Hence, organizational commitment is considered essential as it determines employees' attitudes to remain as members of the company [6]. Therefore, Company X needs to focus more on strengthening organizational commitment continuously enhancing job satisfaction that aligns with the creation of a proper quality of work life.

2. METHOD

This research is designed based on a quantitative approach, utilizing both descriptive research design and explanatory research design. It establishes the independent variable as quality of work life (X), the dependent variable as organizational commitment (Y), and the mediating variable as job satisfaction (Z). The research framework, depicted in Figure 2, follows the hypothesized relationships.

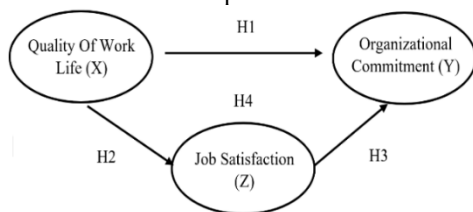


Figure 2. Research Model

Quality of work life is the employees' response at Company X, a Regional Public Company, regarding the level of fulfillment of their needs and mental as well as physical well-being during the work process created by the company. There are eight indicators used to assess the quality of work life in the service industry according to fair and adequate compensation, working conditions, use

of skills and abilities at the workplace, opportunities at the workplace, social integration at the workplace, constitutionalism at the workplace, overall work and life space, and the social relevance and importance of the work.

Organizational commitment is the willingness of employees at Company X, a Regional Public Company, to contribute more due to their strong belief in maintaining their involvement with the organization. Three indicators in the Organizational commitment Questionnaire, as stated by Mowday et al. (1979), are used to assess organizational commitment: acceptance of organizational goals, desire to work hard, and the aspiration to remain part of the organization.

Job satisfaction is a state that reflects the attitudes or level of feelings of employees at Company X, a Regional Public Company, towards their job, work experience, and work environment. The Minnesota Satisfaction Questionnaire, proposed by Weiss et al. (1967), consists of intrinsic satisfaction, extrinsic satisfaction, and general satisfaction.

The research object is located in Company X, a Regional Public Company, with a population focused on permanent employees in the financial administration and research and development departments, totaling 114 individuals. For the sample selection, 89 individuals were drawn using the probability sampling method, supported by the proportional random sampling technique. The sample size was calculated with a margin of error of 5% and a confidence level of 95%.

The collection of respondent data utilized a closed-ended questionnaire technique, distributed through online Google Forms and self-administered methods. The questionnaire employed a Likert scale as a parameter for each statement. The answer options "strongly agree, agree, somewhat agree, disagree, and strongly disagree" were used for items related to quality of work life and organizational commitment. Meanwhile, for job satisfaction, the answer options "very satisfied, satisfied, somewhat satisfied, dissatisfied, and very dissatisfied" were utilized.

The Partial Least Squares (SEM-PLS) method was chosen for this research, supported by SmartPLS 3.0 software, to analyze the data obtained from the respondents. Two testing techniques were employed: assessing the outer model and the inner model, aiming to determine the reliability and validity of each item representing its respective indicator. Subsequently, the bootstrapping method was used as a step in testing the fourth hypothesis. Styles can be applied using the style palette available within the template. To activate it the press Ctrl+Shift+s. Apply the style as required based on the content and context. (Please don't highlight your text in yellow.)

3. RESULTS

Originating from 89 successfully collected questionnaires, the respondents' characteristics were

classified into various categories, including job placement, age, length of employment, and highest level of education. Reviewing the questionnaire results, the data revealed the proportion of respondents based on job placement, with the majority of respondents (36%) being permanent employees in the customer relations department. Based on age, the majority of respondents (55.1% of employees) fell within the age range of 46 to 55 years. Regarding length of employment, most respondents (73% of employees) had been working at Company X for  $\geq 5$  years. Furthermore, concerning the highest level of education, the majority of respondents (79.8% of employees) had completed their formal education at the undergraduate level (Bachelor's degree, S1).

### 3.1. Result of Descriptive Analysis

This research sets each question presented to be measured with a scale of values from 1 to 5 in the answer choices. Based on the respondents' responses in the questionnaire appendix, data on the frequency distribution of the three variables are obtained and presented in Table 1.

**Table 1.** Frequency Distribution Values of Variables

Quality of work life	
Item	Mean
Item 1	4.427
Item 2	4.292
Item 3	4.191
Item 4	3.933
Item 5	4.281
Item 6	4.202
Item 7	4.281
Item 8	4.202
Item 9	4.270
Item 10	4.258
Item 11	4.270
Item 12	4.236
Item 13	4.202
Item 14	4.202
Item 15	4.213
Item 16	4.213
<b>Grand mean</b>	<b>4.230</b>
Organizational Commitment	
Item 1	3.820
Item 2	4.011
Item 3	3.809
Item 4	3.596
Item 5	3.191
Item 6	4.270
Item 7	3.573
Item 8	3.472
<b>Grand mean</b>	<b>3.718</b>
Job Satisfaction	
Item 1	4.247
Item 2	4.191
Item 3	3.708
Item 4	4.202
Item 5	4.090
Item 6	4.247
Item 7	3.775
Item 8	3.753

Item 9	3.888
Item 10	3.854
Item 11	4.258
Item 12	4.067
Item 13	4.169
Item 14	4.056
Item 15	3.978
Item 16	4.000
Item 17	3.910
Item 18	3.944
Item 19	3.989
Item 20	4.056
<b>Grand mean</b>	<b>4.019</b>

From the description of each quality of work life item, totaling sixteen items, the highest and lowest mean values were found. The highest mean value of 4.427 is observed in item QWL 1, indicating that Regional Public Company X has made efforts to provide fair and adequate allowances. The lowest mean value of 3.933 is found in item QWL 4, which can be interpreted as the need for more attention to the working environment's lighting, cleanliness, and noise conditions. The grand mean obtained is 4.230, falling into the very high category, indicating that the fulfillment of employees' needs has been properly realized by Regional Public Company X, and as a result, employees feel well-satisfied with the quality of work life in the company.

In the description of the organizational commitment items, totaling eight items, the highest mean value of 4.270 is found in item OC 6, indicating that employees have a high sense of pride when telling others that they are part of Regional Public Company X. The lowest mean value of 3.191 is observed in item OC 5, which means that employees find it burdensome and are unwilling to accept various tasks in order to continue working at Regional Public Company X. The overall grand mean of 3.718 falls into the high category, indicating that the organizational commitment of employees in the finance administration and research and development departments towards Regional Public Company X is relatively strong.

The twenty items used as indicators for job satisfaction resulted in the highest mean value of 4.258, located in item JS 11, which indicates that Regional Public Company X has provided employees with good and open opportunities to apply their own methods in completing tasks. The lowest mean value of 3.708 is found in item JS 3, meaning that employees of Regional Public Company X perceive their activities to be somewhat monotonous. The grand mean of 4.019 falls into the high category, indicating that the job satisfaction variable for employees in the finance administration and research and development departments at Regional Public Company X has experienced relatively high job satisfaction levels while working.

### 3.2. Results of the Outer Model

The three parameters tested in evaluating the measurement model in this research are used to assess the validity and reliability of each item and its relationship with the latent variables.

### 3.2.1 Convergent Validity

The convergent validity test in this research establishes a threshold of >0.7 for the minimum loading factor value. Setting this threshold means that if the testing through SmartPLS 3.0 software yields loading factor values above 0.7, then the items used in the statements are considered ideal. The loading factor values obtained from this research are provided in Table 2

**Table 2.** Outer Loadings

Indicator	Loading Factor	Desicion
<b>Construct: Quality Of Work Life (X)</b>		
Adequate and fair compensation	0.836	Valid
Working conditions	0.857	Valid
Use of capacities at work	0.955	Valid
Opportunities at work	0.896	Valid
Social integration at work	0.889	Valid
Constitutionalism at work	0.971	Valid
Occupied space by the work in life	0.901	Valid
Social relevance and importance of work	0.901	Valid
<b>Construct: Organizational Commitment (Y)</b>		
Acceptance of organizational goals	0.825	Valid
The desire to work hard	0.842	Valid
Desire to stay part of the organization	0.917	Valid
<b>Construct: Job Satisfaction (Z)</b>		
Intrinsic satisfaction	0.919	Valid
Extrinsic satisfaction	0.902	Valid
General satisfaction	0.870	Valid

The results obtained from Table 2 prove that overall, the items in each variable have met the standard or minimum threshold of convergent validity, with loading factor values of all items above 0.7. As a result, the items representing each indicator in this research are considered valid and ideal for use.

### 3.2.2 Discriminant Validity

To ensure whether each latent variable employs a distinct model from the others, it is essential to conduct a discriminant validity test by analyzing the cross-loading values. The cross-loading values of the three latent variable models used can be calculated through data processing using SmartPLS 3.0, as presented in Table 3.

**Table 3.** Cross-Loading Values

Indicator	(X)	(Y)	(Z)
Adequate and fair compensation	<b>0.836</b>	0.402	0.370
Working conditions	<b>0.857</b>	0.332	0.373
Use of capacities at work	<b>0.955</b>	0.301	0.421
Opportunities at work	<b>0.896</b>	0.179	0.403
Social integration at work	<b>0.889</b>	0.331	0.319
Constitutionalism at work	<b>0.971</b>	0.338	0.411

Occupied space by the work in life	<b>0.901</b>	0.211	0.431
Social relevance and importance of work	<b>0.901</b>	0.226	0.432
Acceptance of organizational goals	0.318	<b>0.825</b>	0.339
The desire to work hard	0.232	<b>0.842</b>	0.220
Desire to stay part of the organization	0.276	<b>0.917</b>	0.297
Intrinsic satisfaction	0.420	0.316	<b>0.919</b>
Extrinsic satisfaction	0.386	0.239	<b>0.902</b>
General satisfaction	0.371	0.305	<b>0.870</b>

Based on the cross-loading values presented in Table 3, it is known that each construct in the three variables is proven to be different from other variables. As a result, the discriminant validity of each relationship between latent variables and their indicators is considered good and meets the standard criteria. This is also because each indicator has higher cross-loading values compared to the values of other indicators.

### 3.2.3 Composite Reliability

Reliability test is conducted to measure the reliability level of latent variable constructs applied. To be considered reliable, the composite reliability and Cronbach's alpha values must meet the criteria of >0.7. Table 4 in the attachment presents the results of the testing obtained with the support of SmartPLS 3.0 software.

**Table 4.** Reliability Test Values

	Composite Reliability	Cronbach's Alpha
<b>X</b>	0.972	0.967
<b>Y</b>	0.897	0.830
<b>Z</b>	0.925	0.879

The test results indicate that the three variables used yield construct values > 0.7, which means that the quality of work life, organizational commitment, and job satisfaction variables are deemed reliable as they meet the standards for good reliability test values.

### 3.3 Results of the Inner Model

Every test conducted on the structural model aims to predict the causal relationships within the latent variables used.

#### 3.3.1 R-Square Test (R<sup>2</sup>)

**Table 5.** The R<sup>2</sup> Test Values

	R-Square
Organizational Commitment (Y)	0,155
Job Satisfaction (Z)	0,192

The results of the R2 test calculations explain that 15.5% of the latent variable organizational commitment is influenced by quality of work life, while 84.5% is influenced by variables outside the scope of this research. This representation aligns with the R2 value of 0.155. Similarly, 19.2% of the latent variable job satisfaction is influenced by quality of work life, while 80.8% is influenced by variables outside the scope of this research. This representation is also consistent with the R2 value of 0.192.

### 3.4 Results of the Hypothesis Testing

In this research, two hypothesis tests were conducted, namely the hypothesis test with direct effect and the hypothesis test with indirect effect. Figure 3 illustrates the structural equation model, which provides the path coefficient values for each variable.

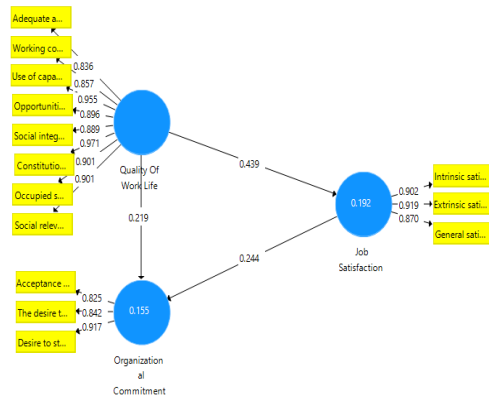


Figure 3. Structural Equation Model

In the hypothesis testing, a rule of thumb is established to determine the level of significance as the basis for rejecting or accepting the four designed hypotheses. Each hypothesis must have a t-statistic value > 1.96 and a P-Value < 0.05, with the original sample having a positive value for the hypothesis to be accepted. Table 6 presents a detailed explanation of the values obtained from the hypothesis testing.

Table 6. The Hypothesis Testing Values

Alur	Original Sample	Std. Estimates	t-Statistik	P-Value
X → Y	0,219	0,099	2,206	0,028
X → Z	0,439	0,097	4,503	0,000
Z → Y	0,244	0,106	2,310	0,021
X → Z → Y	0,124	0,056	1,916	0,056

The results of the hypothesis testing reveal the decision on the causal relationships between variables as per the designed model. The first decision is based on the obtained values: t-statistic of 2.206, p-value of 0.028, and the original sample with a positive value of 0.219. The results indicate that if quality of work life significantly and positively influences organizational commitment, then H1 can be accepted. In the second hypothesis test, the t-statistic value obtained is 4.503, the p-value is 0.000, and the original sample shows a positive value of 0.439. These values can be interpreted as quality of work life having a significant and positive influence on job satisfaction, thereby accepting H2. Moving on to the third hypothesis test, the t-statistic value is 2.310, the p-value is 0.021, and the original sample has a positive value of 0.244.

The obtained values provide evidence that job satisfaction significantly and positively influences organizational commitment, indicating that H3 is accepted. The three hypothesis tests are direct

hypotheses. On the other hand, H4 is an indirect hypothesis with t-statistic value of 1.916, p-value of 0.056, and the original sample having a positive value of 0.124. This means that quality of work life does not have a significant influence on organizational commitment when mediated by job satisfaction. Therefore, H4 is rejected.

The three hypotheses designed in this research are accepted, supported by the results of hypothesis testing, where the overall t-statistic values are greater than 1.96, p-values are below 0.05, and the original sample has positive values. However, one indirect hypothesis is rejected as it does not meet the standard of hypothesis testing.

## 4. DISCUSSION

The implementation of quality of work life in Regional Public Company X is considered good and in line with the employees' needs, as indicated by the results of the descriptive analysis. This representation is consistent with the role of quality of work life as a crucial element that has the potential to shape employees' organizational behavior concerning the work environment and work relationships [14]. Through the use of eight quality of work life indicators, no issues were found that employees perceived. This result aligns with the data obtained from pre-research interviews with the assistant manager of HR development, who stated that Regional Public Company X has made every effort to implement various policies supporting quality of work life, aiming to enhance employee well-being while ensuring compliance with existing regulations.

The results of the descriptive analysis also indicate a strong organizational commitment among employees towards Regional Public Company X. With such strong organizational commitment, not only will it reduce the likelihood of employees leaving the company, but it will also create an effective and efficient working environment in achieving goals [33]. Therefore, monitoring is necessary to further strengthen employees' organizational commitment by taking decisive actions to improve employee discipline and ensure adherence to the regulations in place at Regional Public Company X.

The results of each statement in the descriptive analysis indicate that employees' perceived job satisfaction is quite high. According to the previously obtained data, the employees' performance level falls into the category of excellent, which serves as a guideline suggesting that job satisfaction among employees at Regional Public Company X is also high. This aligns with the argument presented by [2] stating that high job satisfaction can influence the company's performance outcomes due to the significant performance of each employee. Therefore, it is essential to determine the level of job satisfaction as it can reveal the conditions of both the employees and the company.

### Quality of work life and its impact on Organizational commitment

Based on the research findings that establish a one-way relationship, it can be understood that when quality

of work life is well implemented, it will directly impact a stronger organizational commitment, and vice versa. In this research,  $H_1$  is accepted, indicating that the quality of work life in Regional Public Company X aligns with the perceptions of employees in the financial administration and research and development departments. The efforts made by Regional Public Company X regarding the implementation of Quality of work life (QWL) through various policies have the potential to be a significant aspect considered by employees when strengthening their organizational commitment.

The research results from [9] contradict these findings, as they did not find a direct and significant influence between quality of work life and organizational commitment, suggesting the presence of other factors that have a stronger impact on organizational commitment. However, this finding is supported by several other studies, such as [19] which stated that quality of work life plays a crucial role in enhancing employees' organizational commitment. If a company can effectively promote good quality of work life, it will have a positive impact on the employees' commitment to the organization. The research findings presented by [18] also provide evidence of a very strong and significant positive relationship between quality of work life and organizational commitment. Similarly, [10] stated in their research that the higher the standard of implementing quality of work life in a company, it will correlate with an increase in the employees' organizational commitment.

#### **Quality of work life and its impact on Job satisfaction**

The research findings demonstrate that quality of work life has a significant and positive influence on job satisfaction. This means that if a company makes efforts to enhance the quality of work life in accordance with employees' needs, their job satisfaction will increase. Conversely, if the company's quality of work life is inadequate, there will be a decrease or even the loss of job satisfaction among employees. Hypothesis  $H_2$  in this research is accepted, signifying that Regional Public Company X has created a quality of work life that aligns with various employee needs, forming the foundation for the development of job satisfaction.

This research finding is in line with what was stated by [22] where through the implementation of quality of work life policies, it can influence the formation of job satisfaction. Similarly, in the research conducted by [11] it is stated that the level of job satisfaction perceived by employees is related to the effectiveness of implementing quality of work life practices. Employees will feel cared for by the company through the fulfillment of quality of work life, thereby building job satisfaction expressed through various aspects. Furthermore, in their research, [15] found that the level of job satisfaction among each employee will vary due to the alignment with the number of needs and expectations fulfilled through quality of work life. This finding is consistent with the research results presented by [1] and [38].

#### **Job satisfaction and its impact on Organizational commitment**

The research findings serve as the basis for decisions, indicating that job satisfaction has a significant and positive impact on organizational commitment. The significance of this research finding lies in the fact that when employees' job satisfaction increases, the expressed organizational commitment also becomes stronger. Conversely, if employees do not experience job satisfaction in their work, it directly leads to a decrease in their organizational commitment towards the workplace.

The findings of this research confirm the acceptance of  $H_3$ , indicating that the job satisfaction of employees at Regional Public Company X can be further enhanced to support the strengthening of organizational commitment among employees in the financial administration and research and development departments due to a significant one-way relationship between these two variables. The results of the research conducted by [20] present similar findings, stating that the fulfillment of targets set for employees by the company can foster job satisfaction, which ultimately influences the expressed organizational commitment towards the company. From the research conducted by [23] it is proven that job satisfaction is among the crucial factors that strongly influence the perceived strength of employees' organizational commitment. Similarly, the findings of the study by [37] indicate that employees' organizational commitment will strengthen or weaken based on the level of job satisfaction they experience in their work.

#### **The influence of Quality of work life on Organizational commitment through Job satisfaction**

The research findings serve as the basis for decision-making, indicating that there is a positive but non-significant influence on the indirect relationship between quality of work and organizational commitment through job satisfaction. These results suggest that job satisfaction is not a strong mediator in the relationship between quality of work life and organizational commitment. Therefore, job satisfaction cannot be used as an intermediate variable in the indirect influence of these two variables. Despite not having a significant impact, the indirect influence in this research still demonstrates a positive effect.

Therefore, if the company wants to strengthen its employees' organizational commitment, it can focus on improving the quality of work life within the organization without necessarily relying on increasing job satisfaction. This is because it has been demonstrated that quality of work life will continue to influence organizational commitment, regardless of the presence or absence of job satisfaction as an intermediate variable in the indirect influence. However, the level of job satisfaction among employees remains essential and should be attended to and enhanced by the company. Job satisfaction is considered a fundamental element of employees' life satisfaction, which in turn impacts the smooth operation of the company's work processes [11].

Hypothesis  $H_4$  in this research is stated to be rejected, indicating that the level of job satisfaction perceived by employees in the financial administration and research

and development departments at Regional Public Company X cannot indirectly influence the relationship between the implementation of quality of work life and the strengthening of organizational commitment. The research findings presented by [36] also prove that quality of work life has a direct influence on organizational commitment but does not have an indirect influence when mediated by the variable job satisfaction.

In this research, both the quality of work life and job satisfaction variables obtained an equivalent grand mean score, categorizing them as very high. This means that appropriate quality of work life practices can influence the high job satisfaction of employees in the financial administration and research and development departments at Regional Public Company X.

## 5. CONCLUSION

Based on the review results, it can be concluded that: (1) The implementation of quality of work life, as applied through human resources policies at Regional Public Company X, has received positive feedback from employees in the financial administration and research and development departments due to its alignment with job-related needs in a suitable manner. (2) The research results on the organizational commitment variable indicate a high category. However, it cannot be confirmed whether the organizational commitment of employees in the financial administration and research and development departments is very strong, as there are still issues of discipline and a decrease in the number of permanent employees; (3) Employees in the financial administration and research and development departments have experienced a relatively high level of job satisfaction while carrying out their tasks at Regional Public Company X, evidenced by their optimal performance. (4) A significant and positive one-way relationship has been established between quality of work life and organizational commitment; (5) To demonstrate a significant and positive one-way relationship between quality of work life and job satisfaction. (6) Furthermore, a significant and positive relationship is also formed between job satisfaction and organizational commitment. (7) However, it is evident that there exists a positive but non-significant relationship regarding the indirect influence of quality of work life on organizational commitment through job satisfaction.

## 6. SUGGESTION

It is recommended for Regional Public Company X to conduct a reassessment of the working environment conditions, such as lighting levels, cleanliness, and noise, to improve and enhance the quality of work life. Regarding organizational commitment, the company is advised to continue paying attention to workload calculations to align them with employees' capabilities in completing tasks. Additionally, the company should take decisive actions to enhance employee discipline in adhering to all applicable regulations. On the other hand, concerning job satisfaction, it is recommended that Regional Public Company X facilitate the implementation of various activities to support

employees in having opportunities to engage in non-monotonous tasks.

Then, the respondents used in this research are focused solely on two job divisions, namely the financial administration department and the research and development department at Regional Public Company X. This allows future researchers to expand to other work divisions to include respondents as an effort to obtain diverse responses with an increased number of participants if the observed objects remain the same. Subsequent research can then examine various variables that have not been utilized in this study, investigating them with objects of research belonging to similar or different types of industries to create a more comprehensive modification of the relationship between the three variables.

## REFERENCES

- [1] Alfani, M. H. (2018). Analisis Pengaruh Quality of Work Life (Qwl) Terhadap Kinerja Dan Kepuasan Kerja Karyawan Pt. Bank Bri Syariah Cabang Pekanbaru. *Jurnal Tabarru': Islamic Banking and Finance*, 1(1), 1–13. [https://doi.org/10.25299/jtb.2018.vol1\(1\).2039](https://doi.org/10.25299/jtb.2018.vol1(1).2039)
- [2] Ali, B. J., & Anwar, G. (2021). *An Empirical Study of Employees' Motivation and its Influence Job Satisfaction*. <https://doi.org/10.22161/ijebm.5.2>
- [3] Amelia, A., Ardani Manurung, K., & Daffa Baihaqi Purnomo, M. (2022). Mimbar Kampius: Jurnal Pendidikan dan Agama Islam Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Mimbar Kampus: Jurnal Pendidikan Dan Agama*, 21(2), 1–11. <https://doi.org/10.17467/mk.v21i2.935>
- [4] Aminizadeh, M., Saberinia, A., Salahi, S., Sarhadi, M., Jangipour Afshar, P., & Sheikhbardsiri, H. (2022). Quality of working life and organizational commitment of Iranian pre-hospital paramedic employees during the 2019 novel coronavirus outbreak. *International Journal of Healthcare Management*, 15(1), 36–44. <https://doi.org/10.1080/20479700.2020.1836734>
- [5] Anggreyani, N. M., Gustibagus, I., & Satrya, H. (2020). Effect of Job Satisfaction, Employee Empowerment and Job Stress Towards Organizational Commitment. *American Journal of Humanities and Social Sciences Research*, 4(6), 108–113. [www.ajhssr.com](http://www.ajhssr.com)
- [6] Ariawan, P. A. Y., & Sriathi, A. A. A. (2018). PENGARUH STRES KERJA DAN KEPUASAN KERJA TERHADAP KOMITMEN ORGANISASI KARYAWAN PBF. PT. BANYUMAS DENPASAR. *E-Jurnal Manajemen Unud*, 7(2), 964–992.
- [7] Arifudin, O. (2020). Analisis Budaya Organisasi Dan Komitmen Organisasi Karyawan Bank Swasta



- Nasional Di Kota Bandung. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 4(2), 73–87.
- [8] Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work life balancemediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 18(1), 36–62. <https://doi.org/10.1108/JAMR-05-2020-0082>
- [9] Asharini, N. A., Hardyastuti, S., & Irham, I. (2018). The Impact of Quality of Work Life and Job Satisfaction on Employee Performance of PT. Madubaru PG-PS Madukismo. *Agro Ekonomi*, 29(1), 146. <https://doi.org/10.22146/ae.31491>
- [10] Astrianti, A., Najib, M., & Sartono, B. (2020). Quality of Work Life, Organizational Commitment and Turnover Intention in Account Officer of Micro Finance Company. *Sosiohumaniora*, 22(1), 17. <https://doi.org/10.24198/sosiohumaniora.v22i1.23121>
- [11] Bekti, R. R. (2018). Pengaruh Kualitas Kehidupan Kerja Terhadap Kepuasan Kerja Karyawan Rumah Sakit Ibu Dan Anak X Surabaya. *Jurnal Administrasi Kesehatan Indonesia*, 6(2), 156. <https://doi.org/10.20473/jaki.v6i2.2018.156-163>
- [12] Çelik, G., & Oral, E. (2021). Mediating effect of job satisfaction on the organizational commitment of civil engineers and architects. *International Journal of Construction Management*, 21(10), 969–986. <https://doi.org/10.1080/15623599.2019.1602578>
- [13] Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7–8), 529–541. <https://doi.org/10.1108/IJSSP-10-2019-0216>
- [14] Diana, Eliyana, A., Mukhtadi, & Anwar, A. (2022). Creating the path for quality of work life: A study on nurse performance. *Heliyon*, 8(1). <https://doi.org/10.1016/j.heliyon.2021.e08685>
- [15] Ekowati, S., & Ariani, T. (2022). Kualitas Kehidupan Kerja, Keterlibatan Kerja Dan Kepuasan Kerja Karyawan PT. WOM Cabang Bengkulu. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(S1), 229–236. <https://doi.org/10.37676/ekombis.v10is1.2027>
- [16] Farid, H., Izadi, Z., Ismail, I. A., & Alipour, F. (2015). Relationship between quality of work life and organizational commitment among lecturers in a Malaysian public research university. *Social Science Journal*, 52(1), 54–61. <https://doi.org/10.1016/j.soscij.2014.09.003>
- [17] Hanaysha, J. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 298–306. <https://doi.org/10.1016/j.sbspro.2016.07.140>
- [18] Helastika, O. D., & Izzati, U. A. (2019). Hubungan antara Kualitas Kehidupan Kerja dengan Komitmen Organisasi Pada Karyawan Bidang Operasi PT “X.” *Jurnal Penelitian Psikolog*, 6(3), 1–8.
- [19] Helmy, I. (2021). Pengaruh Leader-member Exchange dan Quality of Work-Life Terhadap Komitmen Organisasi dengan Mediasi Kepuasan Kerja. *Journal of Economic, Management, Accounting and Technology*, 4(2), 181–191. <https://doi.org/10.32500/jematech.v4i2.1907>
- [20] Ilahi, D. K., Mukzam, M. D., & Prasetya, A. (2017). Pengaruh Kepuasan Kerja Terhadap Disiplin Kerja dan Komitmen Organisasional (Studi Pada Karyawan PT.PLN (Persero) Distribusi Jawa Timur Area Malang). *Jurnal Administrasi Bisnis*, 44(1), 31–39.
- [21] Isnarti Trisnawati, Anita Erari, & Siti Aisyah. (2022). Effects of Demographic Factors, Compensation, Job Satisfaction on Organizational Commitment (A Study on the Inspectorate Office of Merauke and Boven Digoel Regency). *Britain International of Humanities and Social Sciences (BIOHS) Journal*, 4(2), 177–193. <https://doi.org/10.33258/biohs.v4i2.648>
- [22] Jabeen, F., Friesen, H. L., & Ghoudi, K. (2018). Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE. *Journal of Organizational Change Management*, 31(2), 352–370. <https://doi.org/10.1108/JOCM-01-2017-0016>
- [23] Kim, Y. I., Geun, H. G., Choi, S. J., & Lee, Y. S. (2017). The Impact of Organizational Commitment and Nursing Organizational Culture on Job Satisfaction in Korean American Registered Nurses. *Journal of Transcultural Nursing*, 28(6), 590–597. <https://doi.org/10.1177/1043659616666326>
- [24] Kurniawan, H., & Penulis, K. (2022). *LITERATURE REVIEW: ANALISIS KINERJA PEGAWAI MELALUI KOMITMEN ORGANISASI KOMPENSASI DAN MOTIVASI*. 3(4). <https://doi.org/10.31933/jemsi.v3i4>
- [25] Kusumawati, A. H. H. R. K. (2014). PENGARUH KOMITMEN ORGANISASI DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR( OCB) DI PT. ARGAMUKTI PRATAMA SEMARANG.

- AKSES: Jurnal Ekonomi Dan Bisnis, Vol 9, No 18 (2014).*  
<https://publikasiilmiah.unwahas.ac.id/index.php/AKSES/article/view/1372/1474>
- [26] Lisabella, M., & Hasmawaty, H. (2021). Pengaruh Kepemimpinan Transformasional dan Kualitas Kehidupan Kerja (Quality of Work Life) terhadap Keterlibatan Pegawai (Employee Engagement) Serta Implikasinya pada Kepuasan Kerja Pegawai. *Jurnal Nasional Manajemen Pemasaran & SDM*, 2(4), 209–226. <https://doi.org/10.47747/jnmpsdm.v2i4.380>
- [27] Lubis, W. U., & Zulkarnain, Z. (2018). Pengaruh Kepemimpinan Transformasional Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi. *Jurnal Penelitian Bimbingan Dan Konseling*, 3(1), 69–97. <https://doi.org/10.30870/jpbk.v3i1.3198>
- [28] Melky, Y. (2015). Hubungan Kepuasan Kerja dan Komitmen Organisasi Terhadap Intensi Pindah Kerja (Turnover Intention) Karyawan PT Rejeki Abadi Sakti Samarinda. *Psikoborneo: Jurnal Ilmiah Psikologi*, 3(1), 98–111. <https://doi.org/10.30872/psikoborneo.v3i1.3758>
- [29] Noor Arifin. (2012). Analisis Kualitas Kehidupan Kerja, Kinerja, Dan Kepuasan Kerja Pada Cv. Duta Senenan Jepara. *Jurnal Economia*, 8(1), 11–21.
- [30] Nurendra, A. M., & Purnamasari, W. (2017). Hubungan antara Kualitas Kehidupan Kerja dan Keterikatan Kerja pada Pekerja Wanita. *Indigenous: Jurnal Ilmiah Psikologi*, 2(2), 148–154. <https://doi.org/10.23917/indigenous.v2i2.5649>
- [31] Priambodo, A. (2016). Pengaruh Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Pada PT. Pelabuhan Indonesia III Cabang Tanjung Perak Surabaya). *Jurnal Ilmu Manajemen (JIM)*, 5(1), 1–10.
- [32] Prihatsanti, U. (2010). Hubungan Kepuasan Kerja Dan Need for Achievement Dengan Kecenderungan Resistance To Change Pada Dosen Undip Semarang. *Jurnal Psikologi Undip*, 8(2), 78–86.
- [33] Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behavior. In *Systematic Reviews in Pharmacy* (Vol. 11, Issue 12).
- [34] Soetjipto, H. N. (2017). Quality Work of Life. In *Buku Referensi, K-Media*.
- [35] Sudaryatun, W. (2014). Pengaruh Kualitas Kehidupan Kerja Dan Konflik Peran Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Bps Propinsi D.I. Yogyakarta YOGYAKARTA. *Jurnal Bisnis Teori Dan Implementasi UMY*, V(1), 94–125.
- [36] Sudiq, R. A. S. D. (2020). Pengaruh Kualitas Kehidupan Kerja terhadap Komitmen Organisasi melalui Kepuasan Kerja pada PT. Segar Murni Utama. *Jurnal Ilmu Manajemen*, Vol 8 No 3 (2020), 921–930. <https://journal.unesa.ac.id/index.php/jim/article/view/8678/6434>
- [37] Sunarto, D. D., Halida, I. N., Lutfianti, F., & Awaliyah, S. S. (2022). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Pendidik Dan Tenaga Kependidikan. *JAMP: Jurnal Administrasi Dan Manajemen Pendidikan*, 5(2), 145–153. <https://doi.org/10.17977/um027v5i22022p145>
- [38] Utama, K. D. D. P. I. W. M. (2016). PENGARUH IKLIM ORGANISASI DAN KUALITAS KEHIDUPAN KERJA TERHADAP KEPUASAN KERJA PADA KARYAWAN BANK RAKYAT INDONESIA. *E-Jurnal Manajemen*, Vol 5 No 10 (2016). <https://ojs.unud.ac.id/index.php/Manajemen/article/view/21923/15741>
- [39] Wibowo, N. (2013). PENGARUH KUALITAS LEADER MEMBER EXCHANGE (LMX) TERHADAP PRODUKTIVITAS KERJA MELALUI KEPUASAN KERJA DAN KOMITMEN ORGANISASIONAL PADA PT. NUTRIFOOD SURABAYA. *Agora*, Vol 1, No 1 (2013): *Agora, Jurnal Mahasiswa Manajemen Bisnis*, 58–67. <https://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/1547/1398>
- [40] Yanti Purba, P., Chrisman, H., Sianipar, A. N., & Sembiring, M. B. (2022). The Effect Of Motivation, Discipline, And Competence On Organizational Commitment At PT. Perkebunan Nusantara iii (Persero) Medan Pengaruh Motivasi, Disiplin, Dan Kompetensi Terhadap Komitmen Organisasi Pada PT. Perkebunan Nusantara iii (Persero) Medan. *Management Studies and Entrepreneurship Journal*, 3(2), 367–378. <http://journal.yrpiiku.com/index.php/msej>

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

