EMPLOYEE PERFORMANCE MEDIATED QUALITY OF WORK LIFE RELATIONSHIP SATISFACTION ON THE JOB AND ORGANIZATIONAL COMMITMENT

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ABSTACT

Employees are the main resource assets of an organization that play a strategic role. The achievement of company goals will be realized if qualified employees are available. Quality of Work Life (QWL), job satisfaction, and organizational commitment are all factors that influence employee performance. The purpose of this study is to determine the impact of Quality of Work Life (QWL) on employee performance, with job satisfaction and organizational commitment serving as intervening variables. The sample in this study consisted of 72 respondents from PT. Bank X (Persero), with the sampling technique being purposive sampling. Primary data is used, with data collection techniques based on a survey approach (questionnaire). The linear regression analysis technique was used in the SPSS 20 program for data analysis. According to the findings, the work environment (Quality of Work Life) had a significant positive effect on employee performance. Job satisfaction and organizational commitment are partially mediating variables in the relationship between the work environment (Quality of Work Life) and employee performance.
Keywords: Quality Of Work Life Employee, performance, job satisfaction, organizational commitment.

ABSTAK

Karyawan adalah aset sumber daya utama dari suatu organisasi yang memainkan peran strategis. Pencapaian tujuan perusahaan akan terwujud jika tersedia karyawan yang berkualitas. Quality of Work Life (QWL), kepuasan kerja, dan komitmen organisasi merupakan faktor-faktor yang mempengaruhi kinerja karyawan. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh Quality of Work Life (QWL) terhadap kinerja karyawan, dengan kepuasan kerja dan komitmen organisasi sebagai variabel intervening. Sampel dalam penelitian ini terdiri dari 72 responden dari PT. Bank X (Persero), dengan teknik pengambilan sampel adalah purposive sampling. Data

primer yang digunakan, dengan teknik pengumpulan data berdasarkan pendekatan survey (kuesioner). Teknik analisis regresi linier digunakan dalam program SPSS 20 untuk analisis data. Berdasarkan hasil temuan, lingkungan kerja (Quality of Work Life) berpengaruh positif signifikan terhadap kinerja karyawan. Kepuasan kerja dan komitmen organisasi secara parsial merupakan variabel mediasi dalam hubungan antara lingkungan kerja (Quality of Work Life) dan kinerja karyawan.

Kata Kunci: Kualitas Kehidupan Kerja Pegawai, Kinerja, Kepuasan Kerja, Komitmen Organisasi.

1. INTRODUCTION

Human Resource Management is critical, and many organizations are focusing on it to gain a competitive advantage. Human resources have numerous advantages over other resources in an organization or company. Human Resources have logic, emotions, desires, hopes, abilities, skills, knowledge, power, encouragement, work, creative innovation, and dreams. Human Resources' benefits become a positive potential. Human Resources' potentials will influence the company's efforts to achieve its goals and objectives. Without Human Resources, the company has no meaning, even if it has a lot of other resources like new machines, a lot of capital, a lot of energy, a lot of raw materials, and so on. As a result, the initial paradigm that Human Resources is a cost to the company began to transform into capital (asset) to the company.

The banking services industry's increasingly fierce competition encourages companies to continue to carefully prepare and plan employee competency improvement programs in order to compete with similar industry players. Simultaneously, the development of the company's organizational structure has become a challenge for management in terms of managing human resources in order to make them more qualified and professional. Management believes that superior, dependable, and resilient human resources must be built through mature and measurable HR planning to support the company's growth through business development. HR planning determines strategies to acquire, utilize, develop, and maintain HR in accordance with the company's current and future needs.

Employees in an organization must meet a number of criteria, including professional educational qualifications and scientific competence, good communication skills, a creative and productive spirit, a work ethic, a strong will and commitment to the profession, and an ongoing commitment to self-development. continuously. However, institutional constraints limit its implementation. Some of these issues revolve

around organizational principles in providing employees with a balance between their work and personal lives. Furthermore, some employees in the organization frequently work outside of normal working hours and days, necessitating the need for flexible working hours in order to meet their personal needs. Employees will be able to work optimally and the quality of work life will be improved, resulting in better employee performance if the organization allows them to meet their personal needs. (2009) (Nikadek)

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

2. LITERATURE REVIEW

Quality of Work Life (quality of work life) is a management system approach to coordinating and linking the potential of Human Resources, where the quality of work life in the organization is an effort by the leadership to meet the needs of members and organizations simultaneously and continuously. "Quality of Work Life is related to the degree to which the full range of human needs is met," writes Dubrin (1994:376). Work life quality is defined as the degree to which human needs are met in the workplace. If human needs are met, organizational productivity can rise. The concept of quality of work life implies that organizational goals must be able to collaborate (Flippo, 1990:137).

There are two perspectives on what it means to have a good work life. According to the first point of view, the quality of work life is a collection of circumstances and practices related to organizational goals. Others stated that the quality of work life is defined by employees' perceptions that they want to feel safe, relatively satisfied, and have the opportunity to grow and develop as humans (Wayne, 1992 in Noor Arifin, 1999). The concept of work life quality expresses the significance of human respect in the workplace. Thus, an important role of work quality is to change the work climate so that the organization, both technically and humanely, leads to a higher quality of work life (Luthans, 1995 in Noor Arifin, 1999).

Work performance is defined as a comparison of work results to established standards (Dessler, 2000:41). Performance is the result of a person's work in terms of both

quality and quantity in carrying out tasks assigned to them (Mangkunagara, 2000:22). A process's performance is the result or output of that process (Nurlaila, 2010:71). Performance, according to the behavioral approach to management, is the quantity or quality of something produced or services provided by someone who works (Luthans, 2006:165). According to Mathis and Jackson (2006:65), performance is essentially what employees do or do not do. The overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group within the company, is referred to as performance management. Employees must achieve high levels of performance; indicators to consider in performance appraisal include Mangkunegara (2000:67):

Because most of our time is spent at work, job satisfaction is an important factor in deciding life satisfaction. Job satisfaction is a person's positive attitude toward work. Ultimately, job satisfaction is a personal matter. According to the value system that applies to him, each individual will have a different level of satisfaction. People are usually satisfied with the work that has been or is being done if it is thought to have met expectations and is in accordance with the purpose of working. If someone desires

something, it means that person has an expectation and will be motivated to take action in order to meet those expectations. Satisfaction will be felt if these expectations are met.

Meyer and Allen (in Luthan, 2006:249) describe organizational commitment as having multiple aspects, including: 1) affective commitment, which is an employee's emotional attachment, identification, and involvement in the organization; and 2) continuance commitment, which is a commitment based on losses associated with employees leaving the organization. This could be due to a loss of seniority over promotions or benefits; and 3) normative commitment is a sense of obligation to stay in the organization because it is the right thing to do.

Employee commitment to the organization does not happen overnight, but rather after a lengthy and gradual process. Steers (in Sopiah, 2008; 164) claims that three factors influence an employee's commitment: 1) personal characteristics of workers, such as tenure in the organization and variations in the different needs and desires of each employee, 2) job characteristics, such as task identity and opportunities to interact with coworkers, and 3) work experience, such as the organization's past reliability and the way other workers express and talk

Using the results of the prior literature review, the theoretical framework that will be developed in this research is shown in the image below:

Picture 1. Framework

Hypothesis

1. Employee life quality has a positive and significant impact on employee job satisfaction.

2. The quality of work life has a positive and significant impact on PT. Bank X's organizational commitment (Persero).

3. The quality of life (quality of life) has a positive and significant effect on the performance of PT. Bank X employees (Persero).

4. Employee satisfaction has a positive and significant impact on PT. Bank X performance (Persero)

5. Organizational commitment has a positive and significant impact on PT. Bank X's

3. IMPLEMENTATION METHOD

This study employs a quantitative approach, with independent and dependent variables, as well as intervening variables, being used. As intervening variables, the independent variables in this study are quality of work life, job satisfaction, and organizational commitment, and the dependent variable is employee performance. This study requires primary data, which must be obtained directly from the source. The population in this study is comprised of 151 employees of PT Bank X (Persero), with 72 employees selected using the Slovin formula. This study's data analysis methods included instrument testing and multiple linear regression analysis. While using multilevel linear regression to test the hypothesis that the variables of job satisfaction and organizational commitment mediate the relationship between quality of work life and performance (hierarchical regression).

With the type of literature research, a

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literature review is used consistently using a qualitative approach method. It is used inductively so that it does not raise additional questions. The reason for conducting qualitative research is that this research is exploratory in nature. Furthermore, an in-depth discussion is carried out in the Library section related to or reviewed literature, because that section is the basis for formulating hypotheses and will then be used as material for comparison with the results or findings of previous research to reveal the truth of the existing theory (Permatasari and Jaelani., 2021). This article will explain how the use of Tokopedia affects the profitability of business actors as well as the convenience of consumers when using the electronic system on Tokopedia.

4. RESULT AND DISCUSSION
4.1 Respondent Profile

Tabel.1. Respondent Profile (n=72)

Criteria		Tota;	Percentage
Gender	Male	32	44,4%
	Female	40	55,6%
Age	20 - 20 Years	24	33,3%
	31 - 40 Years	29	40.3%
	41 - 50 Years	11	15,3%
	> 50 Years	8	11,1%
Education Level	Diploma (D3)	28	38,9%
	Bachelor/S1	39	54,3%
	Master/S2	7	9,8%
Position	Manajer	4	5,5%
	Supervisor	11	15,3%
	Staf	57	71,2%
Years Of Service	< 2 Years	8	11,1%
	2 – 5 Years	20	27,8%
	5 – 10 Years	29	40,3%
	> 10 Years	15	20,8%

The profiles of 72 respondents are shown in table 1. Respondents based on gender were female respondents, namely 40 employees or 62.5%, respondents based on age were employees in the 31-40 year age group as many as 29 people (40.3%), respondents based on education strata dominated by undergraduate employees (S1) as many as 39 people (54.3%), respondents based on position are staff positions are 57 people (71.2), and respondents based on years of service are employees with 5-10 years of service.

1. Uji Validitas dan Reliabilitas

Validity test is performed to determine whether a measuring instrument truly measures what it is intended to measure, or whether the research instrument is valid. The instrument was tested using the product moment correlation method (validity index). The validity test assumes a significance test by comparing rcount with rtable for degree of freedom (df) = n-2, where n is the number of samples, which in this case is 72. So, in this study, df = 72-2 = 70 and alpha = 0.05, culminating in rtable = 0.207; if rcount > rtable, the question points are declared valid (Ghozali, 2005:45).

The questionnaire includes 16 statements about the quality of life at work, 10 statements about job satisfaction, 13 statements about organizational commitment, and 12 statements about performance. The validity test results for QWL, job satisfaction, organizational commitment, and performance are as outlined.

Tabel.2 Uji Validitas

Variabel	No Item	r_{hitung}	r_{tabel}	Keterangan
Quality Work of Life (QWL)	1	0.562	0.209	Valid
	2	0.337	0.209	Valid
	3	0.436	0.209	Valid
	4	0.380	0.209	Valid
	5	0.279	0.209	Valid
	6	0.347	0.209	Valid
	7	0.357	0.209	Valid
	8	0.367	0.209	Valid
	9	0.334	0.209	Valid
	10	0.309	0.209	Valid
	11	0.402	0.209	Valid
	12	0.557	0.209	Valid
	13	0.250	0.209	Valid
	14	0.217	0.209	Valid
	15	0.215	0.209	Valid
	16	0.302	0.209	Valid
Job Satisfaction	1	0.553	0.209	Valid
	2	0.736	0.209	Valid
	3	0.628	0.209	Valid
	4	0.714	0.209	Valid
	5	0.710	0.209	Valid
	6	0.660	0.209	Valid
	7	0.501	0.209	Valid
	8	0.296	0.209	Valid
	9	0.422	0.209	Valid

Variabel	No Item	r_{hitung}	r_{tabel}	Keterangan
	10	0.297	0.209	Valid
Organizational Commitment	1	0.577	0.209	Valid
	2	0.650	0.209	Valid
	3	0.640	0.209	Valid
	4	0.677	0.209	Valid
	5	0.595	0.209	Valid
	6	0.610	0.209	Valid
	7	0.564	0.209	Valid
	8	0.359	0.209	Valid
	9	0.387	0.209	Valid
	10	0.376	0.209	Valid
	11	0.233	0.209	Valid
	12	0.384	0.209	Valid
	13	0.241	0.209	Valid
Performance	1	0.646	0.209	Valid
	2	0.672	0.209	Valid
	3	0.645	0.209	Valid
	4	0.536	0.209	Valid
	5	0.655	0.209	Valid
	6	0.666	0.209	Valid
	7	0.243	0.209	Valid
	8	0.443	0.209	Valid
	9	0.401	0.209	Valid
	10	0.420	0.209	Valid
	11	0.307	0.209	Valid
	12	0.334	0.209	Valid

After being declared valid, all items in the research instrument are tested for reliability. The Reliability Statistics table must be viewed to see the results of the reliability test. The reliability test used alpha calculation techniques or Cronbach calculations to determine the level of reliability of the questionnaire, with the calculations performed using SPSS 20 software.

After being declared valid, all items in the research instrument are tested for reliability. The Reliability Statistics table must be viewed to see the results of the reliability test. The reliability test used alpha calculation techniques or Cronbach calculations to determine the level of reliability of the questionnaire, with the calculations performed using SPSS 20 software.

In accordance with the first hypothesis in this study, "quality of work life has a positive and significant effect on performance." The first hypothesis is tested using straightforward linear regression analysis. The following output is obtained from data processing using

the SPSS 20.00 for Windows program:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.617	.608	.33911

a. Predictors: (Constant), QWL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.051	1	.051	18.448	.003[b]
	Residual	8.049	70	.115		
	Total	8.101	71			

a. Dependent Variable: Kinerja
b. Predictors: (Constant), QWL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.846	.454		8.466	.000
	QWL	.472	.108	.080	3.669	.001

a. Dependent Variable: Performance

The QWL variable has a correlation coefficient of 0.786 with employee performance. The correlation value obtained is then especially in comparison to the correlation coefficient interpretation, which is in the range 0.600 - 0.799, indicating that the correlation between QWL and employee performance is strong. Furthermore, the value of the coefficient of determination can be used to calculate the magnitude of the influence (the magnitude of the contribution) of the QWL variable on the job satisfaction variable. R2 = 0.617, indicating that the QWL variable can explain or predict the performance variable by 61.7%. Other than QWL, the remaining 38.3% is explained by factors other than QWL.

The F value is stated to be 18,448 with a significance level of 0.003, implying that the independent variable, namely QWL, affects performance simultaneously. The QWL regression coefficient value is 0.472, with a level of significance of 0.002. The significance level is less than alpha 0.005. According to the data above, tcount (3.669) > ttable (1.994) and a significance level of 0.01 0.05, which means that the QWL variable has a significant effect on job satisfaction, so Ho

is rejected and Ha is accepted. As a result, hypothesis-1 can be accepted.

Hyphotesis-3.

According to the third hypothesis in this study, "quality of work life has a positive and significant effect on organizational commitment." The third hypothesis is being tested using simple linear regression analysis. The following output is obtained from data processing with the SPSS 20.00 for Windows program::

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596ᵃ	.355	.324	.41072

a. Predictors: (Constant), QWL

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.000	1	.000	12.002	.002ᵇ
	Residual	11.808	70	.169		
	Total	11.809	71			

a. Dependent Variable: Kom_Org
b. Predictors: (Constant), QWL

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.014	.550		7.295	.000
	QWL	.387	.131	.006	4.149	.003

a. Dependent Variable: Kom_Org

The QWL variable has a correlation coefficient of 0.596 with employee organizational commitment. The correlation value obtained is then matched to the correlation coefficient interpretation, which is in the range 0.400 - 0.599, indicating that the correlation between QWL and employee organizational commitment is quite strong. Furthermore, the value of the coefficient of determination can be used to calculate the magnitude of the influence (the magnitude of the contribution) of the QWL variable on the organizational commitment variable. $R2 = 0.355$, indicating that the QWL variable can explain or predict the organizational commitment variable by 35.5%. Other than QWL, the remaining 64.5% is explained by factors other than QWL.

The F value is 12,002 with a significance level of 0.002, implying that the independent variable, QWL, influences organizational commitment at the same time. The value of the QWL regression coefficient is 0.387, with a significance level of 0.003. The significance level is less than apha 0.005. According to the data above, t count (4.149) > t table (1.994) and a significance level of 0.03 0.05, which means that the QWL variable has a significant effect on organizational commitment, so Ho is rejected and Ha is accepted. As a result, hypothesis-2 can be accepted.

Hipotesis-3.

The sixth hypothesis is to show that job satisfaction and organizational commitment mediate the relationship between work life quality and employee performance. Multilevel linear regression was used to test the hypothesis that the variables of job satisfaction and organizational commitment mediate the relationship between quality of work life and performance.

Multilevel regression analysis (hierarchical regression) is a statistical technique used to determine the influence of the mediating variable on the relationship between the independent and dependent variables. According to Baron Kenney (1986), testing the impact of mediating variables consists of four steps:

a. The independent variable must have a statistically significant effect on the dependent variable (at least one must be significant).

b. The independent variable must have a significant effect on the media variable (a meaning of 2 is needed).

c. The mediating variable must have a statistically significant effect on the dependent variable (at least three must be significant).

d. Full mediation occurs when the independent variable (quality of work life) has no significant effect on the dependent variable (performance) after job satisfaction and organizational commitment have been mediated. Partial mediation occurs when the independent variable still has a significant effect on the dependent variable, but the magnitude of the influence has decreased.
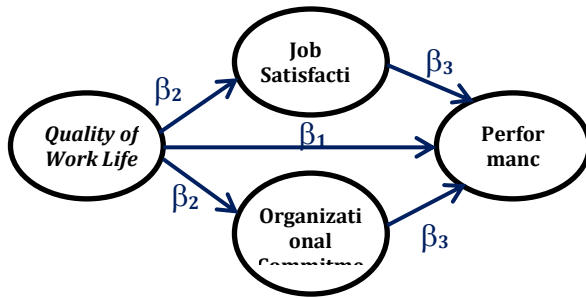
Based on the results of hypothesis testing that has been carried out previously to meet the requirements in testing mediating variables with multilevel statistical analysis, the following results are obtained:

Tabel.4. Rekapitulasi hubungan antar variabel

Hubungan	Nilai t	Nilai F	Sig	Keterangan
QWL → Kinerja	3,669	18,448	0,001	siginifikan
QWL → Kepuasa Kerja	3,237	18,001	0,001	siginifikan
QWL → Komitmen Organisasi	4,149	12,002	0,003	siginifikan
Kep.Kerja → Kinerja	3,227	10,412	0,002	siginifikan
Kom. Org → Kinerja	4,748	8,005	0,003	siginifikan

Based on the results of previous hypothesis testing to meet the requirements in testing mediating variables with multilevel statistical analysis, the following results are obtained:

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.617	.608	.33911
2	,563[b]	,316	,307	,31927

a. Predictors: (Constant), QWL
b. Predictors: (Constant), QWL, Kep_Kerja

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,025	1	,025	16,215	,004[b]
	Residual	8,076	70	,115		
	Total	8,101	71			
2	Regression	1,068	2	,534	5,237	,008[c]
	Residual	7,033	69	,102		
	Total	8,101	71			

a. Dependent Variable: Kinerja
b. Predictors: (Constant), QWL
c. Predictors: (Constant), QWL, Kep_Kerja

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,846	,547		7,124	,000
	QWL	,472	,130	,055	3,669	,001
2	(Constant)	3,070	,575		5,337	,000
	QWL	,252	,122	,048	4,428	,004
	Kep_Kerja	,218	,068	,359	3,199	,002

a. Dependent Variable: Kinerja

Tabel.5. Ringkasan Uji Mediasi Variabel Kepuasan Kerja

Variabel terikat	Variabel Bebas dan Mediasi	Koefisien Regresi dan Signifikansi			
		Tahap 1	Sig	Tahap 2	Sig
nerja (Y)	nstanta (a)	3,846	0,000	3,070	0,000
	VL (X)	0,472	0,001	0,252	0,004
	puasan Kerja (I)	-	-	0,218	0,002
	),617	0,316			

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

a. The variable Quality of Work Life (QWL) has a significant effect on performance, with a regression coefficient value of 0.472 and a significant level of 0.001.

b. The R2 (R square) value is stated as 0.617, indicating that the independent variable QWL influences the performance variable by 61.7%.

The influence of the QWL variable on performance after being mediated by the job satisfaction variable can be explained in stage-2 by the fact that the QWL variable still has a significant effect on performance, where: a. The regression coefficient is 0.252 with a significant level of 0.004, but the regression coefficient value of the QWL variable has decreased from 0.472 (stage-1) to 0.252 (stage-2).

b. Job satisfaction, as a mediating variable, has a significant effect on performance, with a regression coefficient value of 0.218 and a significant value of 0.002. The magnitude of the influence of QWL on performance is equal to (R2 = 0.617), and there is a decrease due to the influence of the job satisfaction variable as a mediator, which is equal to (R2 = 0.316).

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1. Organizational commitment mediates the relationship between employee performance and quality of work life (QWL).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.617	.608	.33911
2	,613[b]	,376	,318	,33476
a.		Predictors: (Constant), QWL		

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F
1	Regression	,025	1	,025	16,215
	Residual	8,076	70	,115	
	Total	8,101	71		
2	Regression	,369	2	,184	7,645
	Residual	7,732	69	,112	
	Total	8,101	71		

a. Dependent Variable: Kinerja
b. Predictors: (Constant), QWL
c. Predictors: (Constant), QWL, Kom_Org

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3,846	,547		7,124
	QWL	,472	,130	,055	3,669

	(Constant)	4,071	,575		5,337
2	QWL	,357	,122	,048	4,428
	Kom_Org	,371	,068	,359	3,199

a. Dependent Variable: Kinerja

Tabel.6. Ringkasan Uji Mediasi Variabel Komitmen Organisasi

Variabel terikat	Variabel Bebas dan Mediasi	Koefisien Regresi dan Signifikansi			
		Tahap 1	Sig	Tahap 2	Sig
inerja (Y)	onstanta (a)	3,846	0,000	4,071	0,000
	WL (X)	0,472	0,001	0,357	0,002
	omitmen Org (I)	-	-	0,371	0,000
	2		0,617		0,376

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

a. The variable Quality of Work Life (QWL) has a significant effect on performance, with a regression coefficient value of 0.472 and a significant level of 0.001.

b. The R2 (R square) value is stated as 0.617, indicating that the independent variable QWL influences the performance variable by 61.7%. According to the findings of the above analysis, the variables of job satisfaction and organizational commitment are partially mediating variables in the relationship between QWL and performance, so hypothesis-3 is accepted.

5. CONCLUSION

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

a. The first hypothesis in this study states that "work life quality (work life quality) has a positive and significant effect on performance." The test results with a significance level of 0.002 assistance this hypothesis. The significance level is less than apha 0.005. The data show that tcount (3.669) > ttable (1.994) and a

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significance level of 0.01 0.05, indicating that the QWL variable has a significant effect on job satisfaction.

b. As stated in the third hypothesis in this study, "work life quality has a positive and significant effect on organizational commitment." The test results with a significance level of 0.003 support this hypothesis. The significance level is less than apha 0.005. The data show that tcount (4.149) > ttable (1.994) with a level of significance of 0.03 0.05, indicating that the QWL variable has a significant effect on organizational commitment.

c. The sixth hypothesis is to exemplify that job satisfaction and organizational commitment mediate the relationship between work life quality and employee performance. According to the findings of the hierarchical regression analysis, job satisfaction and organizational commitment are partially mediating variables in the relationship between QWL and performance.

Suggestion

Due to a lack of time, references, and knowledge, the author recognizes that this research is still far from perfect. Based on the preceding conclusions, the authors make the following recommendations::

a. Companies should conduct regular HR audits for Quality of Work Life indicators, such as monitoring work systems, SOPs, job descriptions, and compensation.

b. Because the quality of work life influences employee performance, these factors must be given more attention in order to improve their quality. For the organization's growth and development, it is necessary to foster relationships between superiors and subordinates, as well as between employees and employees in the work environment where motivation is required in the context of developing existing programs in the company.

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