

## THE EFFECT OF QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT TOWARD EMPLOYEE'S PERFORMANCE

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### ABSTRACT

This study aims to determine the effect of the quality of work life and organizational commitment on employee performance of BPJS Ketenagakerjaan in Semarang. The population used in this study was all employees at BPJS Ketenagakerjaan in Semarang. The sample size was 90 respondents, taken with a simple random sampling technic. The data source used is primary data, with the data collection method using a questionnaire. The data analysis technique used is multiple linear regression analysis. The results indicate that the quality of work life has a positive and significant effect on employee performance, and organizational commitment has a positive and significant effect on employee performance. Based on the results, suggestions can be submitted to BPJS Employment Semarang to maintain or improve work life and organizational commitment, by providing rewards and compensation for excellent employees.

**Keywords:** Quality of Work Life; Organizational Commitment; Employee Performance

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### INTRODUCTION

The spread of transmission cases of Corona Virus Disease 2019 (Covid-19) which began to enter Indonesia in January 2020 and began to become more massive, brought significant changes to all operational activities in BPJS Employment. This is a form of the company's support and commitment to the government as a follow-up in preventing the transmission of Covid-19. BPJS Ketenagakerjaan must also make changes in operational activities to support all government policies, such as the implementation of Work at Office (WAO) and Work from Home (WFH). Increased capacity of branch office email as a medium for sending participant claim documents. The existence of changes in operations that are so large has an impact and difference that demands adaptation and the ability of employees to adapt to current conditions. There are restrictions on activities directly with stakeholders, so many work plans cannot run optimally.

Restrictions on activities by the Government and the needs of participants are contradictory, where the government wants there to be restrictions on activities directly but people who are not familiar with technology demand that direct services are still provided. Many demands for changes in service activities have an impact on the psychological conditions of employees, the level of work stress experienced by employees increases, this is due to an increased workload. The existence of changes and problems with changes in operational activities of course have an impact on performance decline or not yet optimal employee performance.

Therefore it is necessary for the BPJS Ketenagakerjaan agency to make changes to company policies in operational activities, this is expected to provide a working system that can meet the expectations of participants and also to meet the company's performance through

the performance of its employees. As one of the institutions owned by the government to provide services to the public or society, BPJS Ketenagakerjaan is required to maximize its Human Resources (HR) and be able to manage them properly. This is done to build conducive behavior for each employee with the aim of getting the best performance (Nugraheni, 2018).

Employee performance is a complex process both for the employee and the organization. Performance is generally defined as the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2015). Performance is the basis for achieving the goals of an organization. The success of the organization in improving its performance is very dependent on the quality of the human resources concerned in working while in the organization. The role of Human Resources (HR) in organizational performance is very important, so HR decisions must be able to increase efficiency and even be able to provide increased results in the organization. Many factors can affect employee performance, including the quality of work life and organizational commitment (Prajuanturi., et al, 2017).

Research on the effect of quality of work life and organizational commitment on employee performance has also been conducted by previous researchers. From these studies, there are differences in results or research gaps. The results of Utomo and Nugroho (2014), Setiyadi and Wartini (2016), Santoso et al. (2016), Prajuanturi et al. (2017), Oktafien and Yuniarsih (2017), and Nugraheni (2018) state that the quality of work-life influences positive and significant. In contrast, the results Ristanti and Dihan (2016) states that the quality of work life has a positive and insignificant effect on employee performance. The results of research by Utomo and Nugroho (2014) and Prajuanturi et al. (2017) state that organizational commitment has a positive and significant effect on employee performance. In contrast, the results of Marsoit., et al. (2017) which states that organizational commitment has a negative and insignificant effect on employee performance.

The existence of the Covid-19 pandemic has also made more and more BPJS Employment employees in the city of Semarang become more alert at work, even if they tend to feel afraid to work outside the home. All employees are afraid of the Corona Virus or commonly called Covid-19. Employees feel that the presence of the virus has made it difficult for them to work freely because they must be able to limit working hours, limit working distances that can hinder the collaboration process between employees, and limit every employee's creativity to do work. This will have an impact on the performance appraisal of employees who have not been able to achieve the targets that have been expected by the company's leadership.

The BPJS performance assessment is based on the amount of the target contribution that BPJS Employment receives every month from participants, so it is necessary for the institution to meet the expected target. Improving performance through the number of contributions received in order to meet the desired target is not easy. This is because there are still obstacles experienced by employees so they have not been able to achieve the expected work target. The performance target as seen from the receipt of contributions from BPJS Ketenagakerjaan participants in Semarang is still not able to meet the expected target. However, there are types of contributions that are able to meet the performance target, namely the receipt of Jakon contributions in April, May, and June which exceed the achievement target by more than 100% respectively. Meanwhile, the PU and BPU contributions during the months of January to June have never met the expected target, BPJS employees still have to improve their performance every month.

The existence of a problem phenomenon regarding the lack of employee performance through the required acceptance target can occur due to several things that become obstacles for employees. Employee performance that has not been optimal occurs because the quality of work life received by employees is still not optimal. Other problems also arise because of the

organizational commitment possessed by employees, especially regarding too many work assignments, thus making employees feel stressed, and ultimately their organizational commitment is decreasing. Therefore, it is necessary for the Semarang Employment BPJS institution to pay attention to the quality of work life and organizational commitment that their performance will increase. This study aims to investigate the influence of quality of work life and organizational commitment on the performance of BPJS Ketenagakerjaan employees in Semarang.

## **LITERATURE REVIEW**

### **The Effect of Quality of Work Life on Employee Performance**

Quality of work life or abbreviated is a company's effort to be able to create a feeling of security and satisfaction at work so that human resources within the company become competitive (Nawawi, 2016). Human Resources (HR) is the most influential subject if the quality of his work life improves or deteriorates. Improvements to the quality of human life that are manifested in involving employees will be able to create productive working conditions with maximum performance.

The quality of work life will be achieved if the employee or employees feel that their welfare is guaranteed, get the opportunity for a career, get the opportunity to develop, get an appropriate salary or reward, a very conducive work environment, and the time or working hours that have been set. So that the completion of the work is more effective and efficient. This will make employee performance better (Sulistiyono & Setyowati, 2017). This is supported by the results of research by Utomo and Nugroho (2014), Setiyadi and Wartini (2016), Santoso et al. (2016), Prajuanturi et al. (2017), Oktafien and Yuniarsih (2017), and Nugraheni (2018) which states that the quality of work life has a positive and significant effect on employee performance. Based on this description, the proposed hypothesis is:

H1: Quality of work life has a positive and significant effect on employee performance.

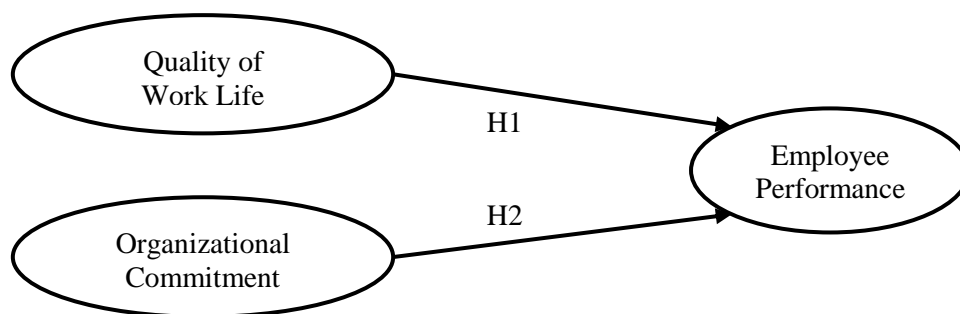
### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment is a level when employees believe and accept organizational goals, and are willing to stay with the organization (Mathis and Jackson, 2015). A good level of commitment from employees to the company will be very necessary, this is because through these commitments a professional work climate will be created. Employees who are committed to the company will lead to employee loyal to the company, which ultimately causes the employee to have a sense of dependence and responsibility for the company.

The higher a person's commitment to his duties, the higher the performance that will be produced, which leads to a higher level of assessment. In accordance with Rivai's (2014) statement states that organizational commitment has a real influence on employee performance, because the higher the organizational commitment of the employee, the more individual employee performance will be. This is supported by the results of research by Utomo and Nugroho (2014), and Prajuanturi., et al. (2017) which state that organizational commitment has a positive and significant effect on employee performance. Based on the description, the hypothesis proposed is

H2: Organizational commitment has a positive and significant effect on employee performance.

Based on the description, it illustrates that the quality of work life and organizational commitment affect employee performance, so the picture of the framework of this research is illustrated in Figure 1.



**Figure 1.** Conceptual Framework

## RESEARCH METHODS

### Population and Sample

The population used in this study were all employees of BPJS Keteagakerjaan in the city of Semarang with a total of 115 people, which were spread at the Ungaran Branch Office 31 people, the Semarang Pemuda Branch Office 49 people, and the Semarang Majapahit Branch Office 35 people. The sampling technique of this study used proportionate stratified random sampling (Sugiyono, 2017). In this study, the number of samples used was 90 employees.

### Operational Variables

Quality of Work Life is a company business that is formed systematically that emphasizes the involvement of workers to increase a sense of security, job satisfaction both physically and mentally, and motivation to work so that it becomes more competitive and can achieve company goals or objectives. The indicators used include career growth and development, work participation or involvement, innovative reward/compensation system, and work environment (Michael et al., 2022).

Organizational commitment is an attitude that reflects or shows the extent to which an individual will remain loyal to the organization where the individual believes and is willing to accept organizational goals and wishes to stay and maintain membership in the organization. The indicators used include employee willingness, employee loyalty, and employee pride (Linggiallo et al. 2021).

Employee performance is the result of work or achievement or work performance of an employee on the work carried out concerning the tasks assigned to him for a certain period by pre-determined provisions or agreements. The indicators used include work quality, work quantity, responsibility, cooperation, and initiative (Mangkunegara, 2011).

### Data Collecting Method

The data used in this study is primary data, which is obtained directly from research sources by providing questionnaires to be filled out by research respondents, namely employees of BPJS Ketenagakerjaan in Semarang City which consists of 24 people from KC Ungaran, 38 people from KC Semarang Pemuda, and 28 people from KC Semarang Majapahit. The questionnaire will be measured using a Likert scale with five levels of preference for each answer, which has a score of 1-5 with details Strongly Disagree given a value of 1, Disagree given a value of 2, Moderately Agree given a value of 3, Agree given a value of 4, and Strongly Agree rated 5.

### Data Analysis Technique

The data analysis technique used in this study is multiple linear regression analysis, in addition to measuring the influence between independent variables (Ghozali, 2013). Testing in this study used the SPSS 17.0 program.

## RESULT AND DISCUSSION

### Result

The normality test was performed using the Kolmogorov-Smirnov test. The test results in Table 1 show the magnitude of the probability value is 0.152, where the value is greater than 0.05. It can be concluded that the distribution of data in the model has been normally distributed so that the resulting regression model meets the assumption of normality.

Multicollinearity testing can be determined by looking at the tolerance value and Variance Inflation Factor (VIF). Table 1 shows that each variable quality of work life and organizational commitment has a tolerance value greater than 0.10, and a VIF value less than 10. This means that the regression model does not have a correlation between the independent variables, so it can be concluded that the model regression does not occur multicollinearity symptoms.

The heteroscedasticity test in this study was conducted using the Glejser test. Table 1 shows that the variables of quality of work life and organizational commitment have a greater significance value than 0.05 (sig. > 0.05). These results can be concluded that the regression model produced in the study does not occur heteroscedasticity.

Multiple linear regression analysis in this study was used to determine the effect of quality of work life and organizational commitment on employee performance. The results of the regression analysis are shown in Table 2. Based on Table 2, the linear regression equation model can be written as follows:

$$\text{Employee Performance} = 4.246 + 0.610 \text{ Quality of Work Life} + 0.550 \text{ Organizational Commitment} + e \dots\dots\dots (1)$$

From the equation model, it can be interpreted that the regression coefficient value of the quality of work life (b1) is 0.610 and is positive, meaning that the quality of work life has a positive effect on employee performance. This means that if the quality of work life increases, then employee performance will increase. The coefficient of determination of organizational commitment (b2) is 0.550 and is positive, meaning that organizational commitment has a positive effect on employee performance. This means that if organizational commitment increases, then employee performance will increase.

Table 2 shows that the magnitude of the coefficient of determination obtained is 0.606. This means that the variables of quality of work life and organizational commitment can explain the variation of employee performance variables by 60.6%, while the remaining 39.4% variations in employee performance can be explained by other variables not examined. The calculation in Table 2 obtained F-statistic value of 69.442 and a significance value of 0.000 which is smaller than 0.05, so it can be concluded that the resulting regression model is fit and significant, so the regression model is feasible to use.

**Table 1.** Classical Assumption Test

Variables	Normality	Multicollinierity		Heteroscedasticity
	Sig.	Tolerance	VIF	Sig.
Quality of Work Life	0.152	0.479	2.089	0.125
Organizational Commitment		0.479	2.089	0.072

**Table 2.** Results of Hypothesis-testing

	Model	B	Std. Error	Beta	t	Sig.
	Quality of Work Life	0.610	0.121	0.483	5.026	0.000
1	Organizational Com- mitment	0.550	0.147	0.360	3.745	0.000

Dependent Variable: Employee Performance; R-square: 0.606; F : 69.442\*; Constanta: 4.246

\* sig<0.01

The hypothesis test in this study uses the t statistical test, where the t statistical test is used to determine the effect of the quality of work life and organizational commitment on employee performance partially. The number of samples used in this study was 90 respondents. From the number of samples, the value of the t-table can be obtained by the following formula degree-of-freedom (df)=90-1-2=87, with the significance level used is = 0.05, then the value of t-table = 1,663. Based on Table 2, the H1 test on the effect of quality of work life on employee performance obtained a t-value of 5.026 > 1.663, and a significance value of 0.000 < 0.05. So the result of the decision is to reject the null hypothesis and accept the alternative hypothesis, meaning that the quality of work life has a positive and significant effect on employee performance. From these results, it can be concluded that the first hypothesis which states that the quality of work life has a positive and significant effect on employee performance is statistically acceptable.

The H2 test in Table 2 shows that the t-count value of the organizational commitment variable is 3.745 > 1.663, and the significance value is 0.000 < 0.05. The result of the decision is to reject the null hypothesis and accept the alternative hypothesis, meaning that organizational commitment has a positive and significant effect on employee performance. From these results, it can be concluded that the second hypothesis which states that organizational commitment has a positive and significant effect on employee performance is statistically acceptable.

## Discussion

The results of the first hypothesis test indicate that the quality of work life possessed by employees can be a very important factor to improve the performance of each employee at BPJS Employment in Semarang. This can be seen from the positive and significant influence so that with the increasing quality of work life, the performance will also increase, so it is important for organizations such as BPJS Ketenagakerjaan in Semarang to improve the quality of work life of their employees in order to improve performance. These results have supported the results of research by Utomo and Nugroho (2014), Setiyadi and Wartini (2016), Santoso et al. (2016), Prajuanturi et al. (2017), Oktafien and Yuniarsih (2017), and Nugraheni (2018) which stated that the quality of work life has a positive and significant effect on employee performance.

The results of the second hypothesis test indicate that organizational commitment has also become an important factor that supports improving employee performance at BPJS Ketenagakerjaan in Semarang. This is considering the positive and significant influence, so increasing organizational commitment will be able to improve performance. These results indicate that the level of organizational commitment of employees to BPJS Employment in Semarang is very necessary, because through these commitments a better and more professional work climate will be created, which will have an impact on improving employee performance. These results have supported the results of research from Utomo and Nugroho (2014)

and Prajuanturi., et al (2017) which stated that organizational commitment had a positive and significant effect on employee performance.

## CONCLUSION AND RECOMMENDATION

The results of research and discussion on the effect of quality of working life and organizational commitment on the employee's performance of BPJS Ketenagakerjaan, it can be concluded that the quality of work life has a positive and significant effect on the performance of BPJS Ketenagakerjaan employees in Semarang. This means that with the increasing quality of work life experienced or owned by each employee, the performance of employees at BPJS Employment in Semarang will also increase.

Organizational commitment has a positive and significant effect on the employee's performance at BPJS Ketenagakerjaan in Semarang. These results mean that with the increasing organizational commitment of each employee, the performance of employees at BPJS Employment in Semarang will also increase.

Limitations of this study include a sample size of 115 employees in BPJS Ketenagakerjaan Semarang. Further research could explore a larger sample size from different employees or organizations so that the results can be generalized.

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