



THE SYNERGISTIC EFFECT OF JOB SATISFACTION AS A MEDIATOR BETWEEN QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE

Rama Fajar Shidiq^{2✉}, Vitradesie Noekent², Muhammad Zain Alfain³

^{1,2,3}Undergraduate Study Program of Management, Faculty of Economics and Business. Universitas Negeri Semarang, Indonesia

Article Information Abstract

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The purpose of this study was to determine the effect of quality of work life and organizational commitment on job performance with job satisfaction as a mediating variable. The population in this study were the staff of PT Asia Pacific Fibers Kendal. The number of samples used in this study were 211 staff of PT Asia Pacific Fibers Kendal. The data collection method used a questionnaire. The results showed that there is a positive and significant effect of quality of work life and organizational commitment on job performance, but job satisfaction has no significant effect on job performance. The results also show that job satisfaction cannot mediate the effect of quality of work life and organizational commitment. Suggestions that can be given are to conduct gathering and kinship activities that can help staff help each other in completing tasks and companies must provide appropriate responsibilities, authority, and opportunities to staff so that staff feel they have the opportunity to apply various skills that can improve the quality of their work life and organizational commitment.

✉correspondence Address:
Building L2, 1st Floor, FEB UNNES, Gunung Pati,
Semarang 50229
E-mail: ramafajarshidiq@students.unnes.ac.id

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INTRODUCTION

All companies have a goal to achieve. To achieve these goals, human resources (HR) are needed (Singh, 2022). According to Perangin-Angin et al. (2020) HR in a company no longer only functions as a means of production but is also an important component in achieving organizational goals. HR functions as a milestone in the establishment of a company and helps run all the wheels of activity. Human resources perform various functions effectively and efficiently (Hamid & Hazriyanto, 2019).

The performance of human resources determines the progress of a company or business. Therefore, a company is difficult to achieve its performance and goals if its employees are unable to carry out their duties and functions properly (Zhang & Chen, 2023).

The success of a person in completing a task, which can be completed by an individual or group within a company in accordance with their

authority and responsibility or how a person acts in accordance with predetermined tasks is called performance (Bagis et al., 2021).

Employees, leaders and company can work together to drive performance understanding and explaining performance in terms of agreed goals, metrics and workload (Bagis et al., 2021). Performance is an evaluation that records every action during process of achieving organizational goals (Maaruf Mahdy et al., 2022). According to Rai and Verma (2023) All Job Performance (JP) contributes to all organizational development processes, especially in terms of productivity and performance. Therefore, employee job satisfaction is important for companies because it can affect the achievement of company goals and JP (Kholisna & Wartini, 2024).

Improving Quality Of Work Life (QWL) is recognized as one of the measures of high-performing human resources, and greatly contributes to improved JP (Putra & Dewi, 2020). QWL enhances competitiveness, encourages a

culture of creativity and development has an impact on improving JP (Al-Otaibi, 2020). QWL is the level of fulfillment of human needs in the workplace. Employees who have a good quality of work life can ignore unpleasant behaviors, indicating that their needs and those related to their work are met (Rahmawaty et al., 2022). QWL which includes work environment, relationship with leaders, perception of work, working conditions, support services and wages is one of the most important factors that can affect employee organizational behavior (Diana et al., 2022).

Apart from QWL, Organizational Commitment (OC) also affects JP. The concept of OC based on the fact that employees have potential to make positive contribution to the organization and improve their ability to be better (Berhanu, 2023). OC is not from employees' attitudes towards their work, but is cause of change, many of which tend to increase their job satisfaction. Bagis et al. (2021) argue that OC affects Job Satisfaction (JS), which ultimately determines employee turnover. Research produced by Novri (2023) results in that perceived Job Satisfaction will improve Job Performance in this study, JS bridges OC to JS.

Nabhan and Munajat (2023) OC can be defined as determination within a person to keep and fulfill promises or agreements to other people or organizations. It expected that each employee carries out his work diligently, is responsible for the successful completion of the assigned tasks and responsibilities. In addition, OC has a significant impact on JP. When Workers are committed to their roles and the organization, demonstrating adaptability to evolving conditions and a keen interest in contributing to projects that advance the business (Vuong et al., 2023). Yang et al. (2015) state that employees, bolstered by dependable colleagues and superiors, exhibit high organizational commitment, enhancing their success and productivity in the workplace.

Berhanu (2023) defines OC as the extent to which workers recognize their institution by identifying themselves with the organization they work, and providing added value to achieve their company's vision. More Berhanu, (2023) attributed OC to a worker's strong love for their institution. OC relates to a worker's internal obligation to continue working in a company in order to continue working in that company or change jobs. QWL plays a role in influencing Job Performance. According to Berhanu's research (2023) OC has a major influence on Job Performance. In addition, research by Güner et al., (2023) found that OC has a major influence on JP.

However, research by Muzakki et al. (2019) that OC has no significant effect on JP. The results of this study are in accordance with research

conducted by (Bagis et al., 2021; Novri, 2023) the study shows that OC has no significant effect on JP. It is stated that JP has a greater or direct positive effect if JS is included as a mediating variable. In other words, if you want to improve JP, you need to pay attention to JP.

The purpose of this study is to find the effect of QWL and OC on JP. JS serves as a mediator that is included in research model.

HYPOTHESIS DEVELOPMENT

A. Effect of QWL on JP

Research Bindi and Dharmaraj (2017) JP depends on various organizational programs to improve QWL. According Havlovic (1991) QWL defined as a good working environment that supports and improves employee well-being. The concept of QWL used in organizational life to determine how workers act and what contributions they can make to organization (Farmi et al., 2021).

Rose et al. (2006) found that research on JP and QWL showed that there is a positive relationship between QWL and JP. Setiyadi and Wartini (2016) also showed that good QWL practices improve JP. This is in accordance with Daniel (2019) research which shows that QWL significantly affects JP, and that employees are key to organizational success. Higher QWL is associated with high levels of JS, strong commitment to organization, and a desire to remain employed (Oosthuizen et al., 2019). Research conducted by Khoury (2021) supported by Dalain (2023) conveyed the same thing by stating that QWL has a significant effect on JS.

H1 : QWL has a positive and significant effect on JP

B. Effect of OC on JP

Basically, employees who are more dedicated to organization will do their best for organization, which ultimately results good performance. (Turner & Chelladurai, 2005). Lack of employee commitment can harm organization, which impacts their performance. Employees with high commitment will be more productive, while employees with low commitment will be worse (Siders et al., 2001).

In research by Khan et al. (2021) stated that performance is significantly influenced by OC. In addition, research by Siders et al. (2001) found that OC has a significant effect on performance. Chiu et al. (2019) also found that OC significantly affects JP. Results of this study indicate that there is a relationship between OC and Performance.

H2 : OC has a positive and significant effect on JP

C. Effect of QWL on JS

QWL depends not only on JS, but also on personal things such as personal well-being, one's attitude and feelings towards their work (Tripathy, 2018). Employees feel satisfied with the way the company treats them, including their supervisors and their work environment, they will feel satisfied (Ace, 2017).

Satisfaction is level at which employees rate what the company has done to them. Good quality of working life reflects a comfortable working environment, which can reduce the desire to move, and increase employee satisfaction (Rubel & Kee, 2014). A person's perception of the QWL is significantly influenced by a variety of factors, including the type of job, working conditions, material resources, workspace, existing leadership in the organization, and communication between employees (Ogunola, 2022).

According to Nuari (2016) QWL is the relationship between employee satisfaction with their jobs and the effective achievement of organizational goals. If employee satisfaction can meet their personal needs, QWL can be defined as a positive statement resulting from the assessment given by employees (Annur & Wartini, 2024).

H3 : QWL has a positive and significant effect on JS

D. Effect of OC on JS

OC and JS factors are interrelated with each other. According to Norris and Niebuhr (2005) JS shows effective response to the workplace environment, although OC is a broader factor than JS. Even employees may for a short time become dissatisfied with their jobs, but they remain committed to organization as long they are still carrying out their duties. As stated by Gregson (2002), satisfaction is an early symbol of a person's commitment to their organization. Similarly, this finding is also supported by Luthans (2003) who states that if employees get JS, then a good commitment can be developed towards organization concerned. Research by Johnson et al. (2008) has confirmed a significant positive relationship between OC and JS.

OC and JS factors are interrelated. In addition, JS is also early sign of a person's commitment to their organization. If a worker feels valued for their work, the worker will be more committed to organization. This shows a significant relationship between JS and OC (Rezae, 2016). it was also found in research of Güner et al. (2023) there is a significant relationship between OC and JS. Research conducted by Soomro & Shah (2019) the result is that employees are more satisfied and committed

to the organization where they work. The results showed that JS is influenced by OC.

H4 : OC has a positive and significant effect on JS

E. Effect of JS on JP

Performance metrics are monitored and communicated with specific stakeholders to assess the effectiveness of operational policies and the alignment of organizational achievements with the vision (Berliana et al., 2018). In addition, Razak et al. (2018) say that performance is the ability that must be demonstrated and carried out by employees when carrying out their duties. In other words, JP can be defined as the work performance and skills demonstrated by an employee when they carry out their duties and responsibilities at work. JP depends on ability, effort, and opportunity, which is measured by the output derived from employees' satisfaction with their jobs (Gruman & Saks, 2011).

One important factor that affects the efficiency and effectiveness of an organization is employee satisfaction. Therefore, organizations should concentrate on employee satisfaction and understand employees' personal wants, needs, goals, and desires (Alromaihi et al., 2017). JS affects JP, and conversely, when employees are satisfied with their jobs, they perform better.

Mira et al. (2019) mentioned that JP is strongly influenced by JS, as shown by this study. All organizations should develop strategies to improve their work environment, increase employee morale, and increase their satisfaction so that they can increase productivity and performance.

H5 : JS has a positive and significant effect on JP

F. JS mediates the effect of QWL on JP

Sari et al. (2019) said that QWL is related to employee satisfaction. QWL affects satisfaction in other lives, such as family and social. According to Pramudena and Hilda (2019) QWL refers to how workers feel safe and comfortable in their workplace, as well as how they improve their health, meet expectations, and live a more meaningful and profitable work life.

According to Setiyadi and Wartini (2016) JP affects the ongoing activities of the organization, the better performance shown by employees, the more it helps the development of organization or company. JP affects their contribution to organization. A good work life can encourage employees to stay in company. In addition, it can be assessed that employees show that they are satisfied with company's treatment of themselves and their work, which will improve

their performance. The feeling of employee satisfaction in an organization greatly affects performance, because higher the feeling of employee satisfaction, the higher performance.

Research by Perangin-Angin et al. (2020) results show that JS is able to mediate the relationship between QWL and Performance, Employees feel more satisfied if their quality of life is adjusted to their work standards and they work well. The same results were also shown by Sari et al. (2019) which states that QWL has a positive and significant influence on JP through JS.

H6 : JS mediates the effect of QWL on JP positively and significantly.

G. JS mediates the effect of OC on JP

OC to employees will make them more enthusiastic for the success of company, which in turn will cause them to improve their performance. More active and highly committed employees will benefit the company and make them feel satisfied with their jobs (Allen & Meyer, 1991). According Jalil and Feridun (2011) argue that employees who are satisfied with their jobs will do a good job, while dissatisfied employees will do a bad job.

In line with Loan's Research (2020) which found that JS has a significant influence on impact of OC on JP. In addition, research from Adhan et al. (2020) results that JS and work commitment indirectly affect performance. Previous research shows that OC can affect JP.

H7 : JS mediates the effect of OC on JP positively and significantly.

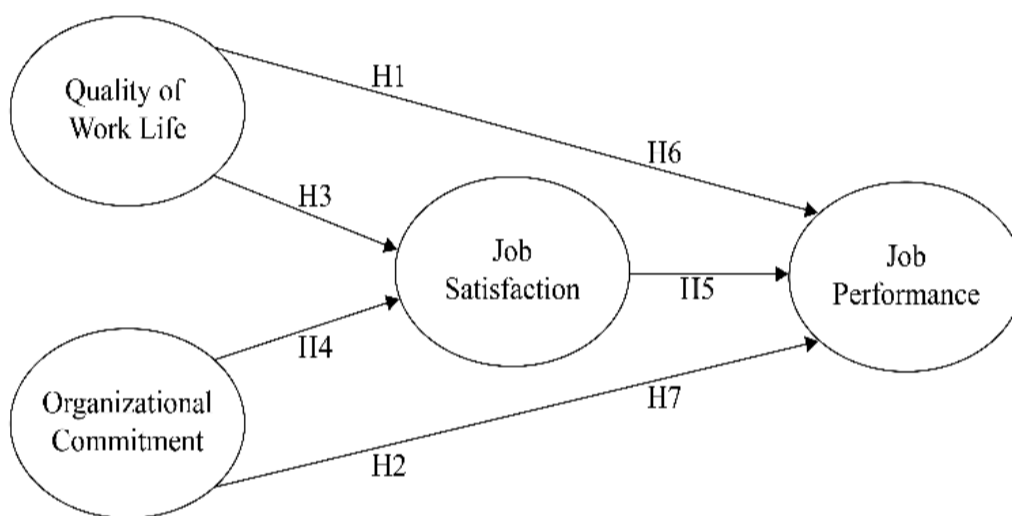


Figure 1. Framework Research

METHODOLOGY

This research uses positivism quantitative research. This research design is based on the concept of relationship or correlation between two or more variables. The research data is primary data collected using a questionnaire. Respondents of this study were staff of PT Asia Pacific Fibers Kendal as many as 211 samples from a total population of 211 staff. The sampling technique used saturated samples.

Indicators are measured using 5 Likert scales from 1 (strongly disagree) to 5 (strongly agree). The data analysis method uses the Structural Equation Model - Partial Least Square (SEM-PLS) with the SmartPLS 3.0 program.

Research Respondents based on the survey results can be explained that male research respondents totaled 197 staff, while the female research respondents totaled 17 employees, this shows that this company is dominated by male respondents. In this case, the dominance of men in this job can result in bias as gender bias occurs in male-dominated jobs. Research respondents based on age are mostly at the age of > 40 years. This shows that most of the staff are categorized as being at a mature age as well as experience and have a deeper understanding in various aspects of life at work.

Table 1. Characteristics of Respondents

No	Gender	Frequency	Percentage
1	Male	194	91.94%
2	Female	17	8.06%
Total		211	100%

No	Departmen	Frequency	Percentage
1	Departmen A	96	45.50%
2	Departmen B	55	26.07%
3	Departmen C	60	28.44%
Jumlah		211	100%
No	Age	Frequency	Percentage
1	<25	21	9.95%
2	25 – 30	56	26.54%
3	31 - 35	36	17.06%
4	36 – 40	27	12.80%
5	>40	71	33.65%
Total		211	100%
No	Education Level	Frequency	Percentage
1	High School	53	25.12%
2	D3/D4	47	22.27%
3	S1	109	51.66%
4	S2/S3	2	0.95%
Total		211	100%
No	Length of Work	Frequency	Percentage
1	<1	3	1.42%
2	1 – 3	28	13.27%
3	4 – 6	50	23.70%
4	7 – 9	41	19.43%
5	>10	89	42.18%
Total		211	100%

Source: Research data processed (2024)

RESULT AND DISCUSSION

1. Feasibility Test of Research Instruments

a. Instrument Validity

The instrument proves to be convergently valid can be measured using outer loading value and AVE value. The loading factor value of 0,5-0,6 is still acceptable, and AVE value must be greater than 0,5 (Ghozali, 2014). Meanwhile, research instrument meets discriminant validity if outer loading value of indicator for a construct is at least 0.7 or must be greater than construct's outer loading value (Santosa, 2018).

Based on the test results, it can be seen that the square root value of the AVE of each construct in this study is greater than its highest correlation with other constructs so that all research

indicators are declared to have good discriminant validity.

b. Instrument Reliability

Reliability in PLS is assessed using Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower bound reliability of a construct, while composite reliability gauges the true reliability value of the construct (Solimun et al., 2017). To analyze the reliability of the questionnaire using the composite reliability and Cronbach alpha methods. The rule of thumb of composite reliability and Cronbach alpha is > 0,07 although the value of 0,60 is still acceptable (Hair et al., 2014)

Table 2. Scale and Measurements

Variables	Indicator	Construct	Scale Item	Factor Loading	CR	AVE
JP Diana et al. (2022)	Self-Rated Performance	Y.1	I understand the work procedure	0.769	0.896	0.634
		Y.2	I have the skills to interact with coworkers	0.795		
		Y.3	I am dedicated to the company	0.814		
		Y.4	I assess the quality of my work against tasks and obligations	0.819		
		Y.5	I rate my overall performance	0.783		
QWL Diana et al. (2022)	Growth and Development	X1.1	I have many opportunities for career development as a staff in this company	0.742	0.918	0.468
		X1.2	I have the opportunity to hone my skills at staff level	0.803		
		X1.3	I can grow with the challenges of working as a staff	0.752		
	Participation	X1.4	I am given opportunities by the company to exchange ideas	0.754		
		X1.5	I am provided with a scheme to give effective work suggestions by company.	0.738		
		X1.6	My suggestions are implemented by company	0.652		
	Physical Environment	X1.7	I feel company is a conducive and safe place	0.582		
		X1.8	I feel company building is appropriate and suitable for staff	0.483		
		X1.9	I as a staff have good working hours	0.552		
	Supervision	X1.10	I have abilities that are trusted by my supervisor	0.67		
		X1.11	I feel that my boss is able to develop teamwork for me.	0.702		
		X1.12	I am concerned by my supervisor about my condition at work.	0.73		
	Social Relevance	X1.13	I have personal values that are compatible with my work at company.	0.662		
OC Diana et al. (2022)	OC	X2.1	I tell my friends that this company is good place to work.	0.707	0.924	0.524
		X2.2	I feel there is a shared view of the values within company	0.709		
		X2.3	I proudly tell others that I am part of company	0.749		
		X2.4	I have truly been given the best inspiration to improve my performance by company	0.73		

Variables	Indicator	Construct	Scale Item	Factor Loading	CR	AVE				
		X2.5	I will not leave this company, even if there are many changes happening to me.	0.729						
		X2.6	I am very happy that I chose this company to work for over other companies.	0.754						
		X2.7	I have gained a lot by continuing to work in this company.	0.732						
		X2.8	I agree with company's policies on important staff matters.	0.689						
		X2.9	I really care about the fate of this company	0.648						
		X2.10	I feel this company is the best company	0.732						
		X2.11	I decided that working for this company was the right decision in my life.	0.775						
		X2.12	I tell my friends that this company is a good place to work.	0.707						
		JS Diana et al. (2022)	Fringe Benefits	Z.1			I receive a good salary	0.664	0.904	0.523
				Z.2			I receive a salary provided by this company that is as good as any other company.	0.641		
			Contingent Rewards	Z.3			I am appreciated by the company for the work given	0.747		
				Z.4			I get proper recognition when I do a good job.	0.755		
Z.5	I can get a lot of rewards when working here			0.718						
Z.6	I am rewarded appropriately for my hard work			0.649						
Operating Conditions	Z.7		I have an efficient job	0.603						
	Z.8		I find it easier to do a good job because of the procedures.	0.659						
Communication	Z.9		I seem to communicate well in this company	0.573						
	Z.10		I have been explained about my job by company	0.658						
	Z.11		I know what is going on in the company	0.608						
	Z.12		I feel clear about company's goals	0.675						

Source: Research data processed (2024)

Based on the factor loading and Average Variance Extracted (AVE) values contained in Table 2, there are instruments (items) used in this study that do not meet convergent validity,

namely with an outer loading value > 0,60 and an AVE value > 0,50. This means that these instruments and variables do not explain more than half of the indicator variables. The

instruments (items) deleted in this study, because they were invalid, were four items. Instruments (items) that do not meet convergent validity consist of X1.7, X1.8, X1.9, Z.9.

Table 2 results show that with Cronbach's alpha values > 0.70 and composite reliability values > 0.70 across all constructs, all statement items demonstrate consistency and reliability as measurement tools.

c. Coefficient of Determination

The value of the Coefficient of Determination (R^2) is between 0 and 1 with details of the R^2 value which is close to 1 indicating greater predictive accuracy. Meanwhile, the value of R^2 which is close to 0 indicates that the predictive accuracy is getting smaller. R^2 values of 0.75, 0.50 and 0.25 are interpreted as having a substantial (strong), moderate and weak influence

(Ghozali & Latan, 2014). The following is the value of R^2 in this study:

Table 3. Value of *R-Square* (R^2)

Variables	R Square (R^2)
JP	0.371
JS	0.704

Source: Research data processed (2024)

Based on the data in the table, the R-Square (R^2) value when multiplied by 100%, the coefficient of determination for JP is 37% and JS is 70%. From these results it can be concluded that QWL and OC account for 37% of the variation in knowledge sharing value, leaving 63% to other variables not included in the analysis model. For the JP value, QWL and OC explain 70% of the variation, with the remaining 30% influenced by factors outside the model.

2. Hypothesis Test

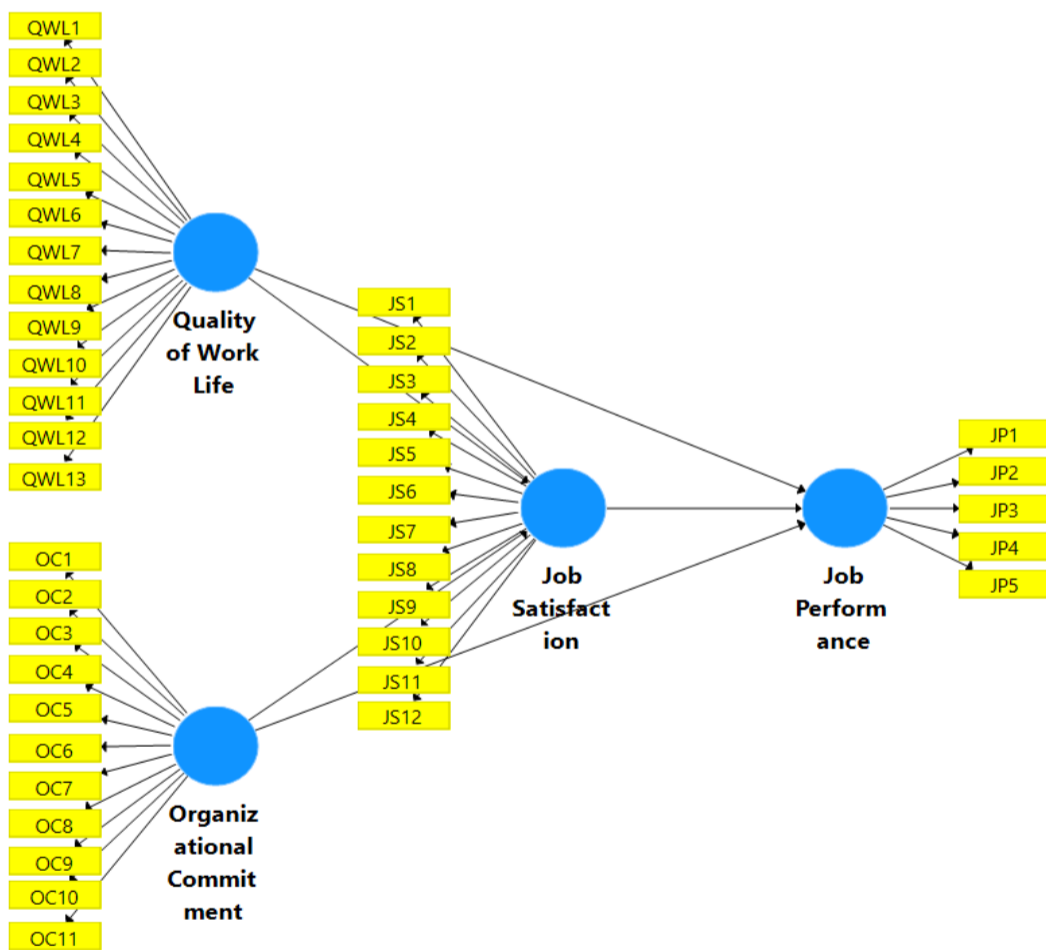


Figure 2. Structural Equation Model Testing

Hypothesis testing in this study uses the Structural Equation Model - Partial Least Square (SEM-PLS) method with the SmartPLS 3 program.

Hypothesis testing is done by looking at the original sample value and t-statistic. The original

sample value is used to see the direction of the positive or negative relationship. The t-statistic value is used to determine the effect between significant variables provided that the t-statistic value > 1,96 at the 5% significance level (Hair et al., 2021).

Table 4. Hypothesis Testing Results

Hypothesis	Variables	Original Sample (O)	T-Statistic	P-values	Result
H1	QWL → JP	0.287	2.752	0.006	Significant
H2	OC → JP	0.261	2.834	0.005	Significant
H3	QWL → JS	0.556	9.319	0.000	Significant
H4	OC → JS	0.339	5.419	0.000	Significant
H5	JS → JP	0.113	0.894	0.372	Not Significant
H6	QWL → JS → JP	0.063	0.871	0.384	Not Significant
H7	OC → JS → JP	0.038	0.894	0.372	Not Significant

Source: Research data processed (2024)

Effect of QWL on JP

The results show that the original sample value is 0.287, the t-statistic value is $2.752 > 1.96$ and the p-value is $0.006 < 0.050$. Thus, H1 which states that “QWL has a positive and significant effect on JP” is accepted.

Effect of OC on JP

The results show that the original sample value is 0.261, the t-statistic value is $2.834 > 1.96$ and the p-value is $0.005 < 0.050$. Thus, H2 which states that “OC has a positive and significant effect on JP” is accepted.

Effect of QWL on JS

The results show that the original sample value is 0.556, the t-statistic value is $9.319 > 1.96$ and the p-value is $0.000 < 0.050$. Thus, H3 which states that “QWL has a positive and significant effect on JS” is accepted.

Effect of OC on JS

The results show that the original sample value is 0.339, the t-statistic value is $5.419 > 1.96$ and the p-value is $0.000 < 0.050$. Thus, H4 which states that “OC has a positive and significant effect on JS” is accepted.

Effect of JS on JP

The results show that the original sample value is 0.113, the t-statistic value is $0.894 > 1.96$ and the p-value is $0.372 < 0.050$. Thus, H5 which states that “JS has a positive and significant effect on JP” is rejected.

JS mediates the effect of QWL on JP

The results show that the original sample value is 0.063, the t-statistic value is $0.871 < 1.96$ and the p-value is $0.384 > 0.050$. Thus, H6 which

states that “JS mediates QWL on JP positively and significantly” is rejected.

JS mediates the effect of OC on JP

The results show that the original sample value is 0.038, the t-statistic value is $0.043 < 1.96$ and the p-value is $0.894 > 0.050$. Thus, H7 which states that “JS mediates OC to JP positively and significantly” is rejected.

CONCLUSION AND RECOMMENDATION

The results of this investigation indicate that there isn't a direct correlation between JS on JP and in this study the indirect effect between JS does not mediate the effect of QWL on JP, then JS does not mediate the indirect effect of OC on JP. In conclusion, ensuring the quality that meets staff needs for optimal and empowered work can elevate performance and satisfaction levels, thereby enhancing the company's success. This study aims to investigate the influencing factors within the work environment with respect to JS in creating optimal work quality of the staff of PT Asia Pacific Fibers Kendal. The findings clearly indicate that staff issues stemming from subpar working conditions can be effectively addressed with an appropriate focus on QWL and OC, by involving other variables besides JS which are expected to further influence the relationship between QWL and OC. The company is expected to adaptability and resilience in the face of challenges foster sustainable growth, ensuring long-term success for the organization. QWL and OC can increase or inhibit staff's desire to do work, thus affecting the productivity and quality of staff work. Companies need to improve the QWL and OC of staff to improve JS and Performance of staff.

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