

## The Effect of Quality of Work Life on Woman Civil Servants Performance at Situbondo's Government: the mediating Role of Work Motivation and Organizational Commitment

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**Abstract:** Research conducted at the Regional Government of Situbondo Regency is to determine the effect of quality of work life on the performance of female civil servants with work motivation and organizational commitment as a mediating variable. The study was conducted on 114 female civil servants using a Likert scale in their measurements. Validity and reliability tests are performed to ensure that the questionnaire statement is valid and reliable. Data analysis tools used are path analysis and multiple tests to determine the role of mediation. It also conducted a classic assumption test to determine whether there are symptoms of multicollinearity and heteroscedasticity or not. The results obtained indicate that the quality of work life directly has a significant positive effect on employee performance, the quality of work life directly has a significant positive effect on employee work motivation, the quality of work life directly has a significant positive effect on employee organizational commitment, work motivation directly has a significant positive effect on employee performance, organizational commitment directly has a significant positive effect on employee performance, work motivation plays a role in mediating the effect of quality of work life on employee performance, organizational commitment plays a role in mediating the effect of quality of work life on employee performance.

**Keywords:** Quality of work life, motivation, commitment, performance

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### I. Introduction

Human resources are the main assets owned by an organization because they are considered to play an important role in the running of organizational activities capable of achieving organizational goals. Human resources have an important role as a driver of the operation of the organization. Professional human resources have become the strategic needs of the organization. This need is based on the understanding that humans are determinants of all organizational goals. The role of human resources in carrying out the tasks assigned by the organization in accordance with the main tasks and functions that cover all activities in the organization from planning, organizing, implementing activities to evaluating the results of activities.

Management of employees must be carried out effectively and efficiently so that organizational goals can be realized. One concept of good employee management and coaching in an organization is known as the concept of quality of work life. This concept suggests the importance of respect for employees in organizations. It is important for organizations to make employees feel comfortable with work because employees are a very valuable factor. The organization is responsible for maintaining the quality of work life and fostering employees to be willing to contribute optimally to achieve organizational goals.

Creating a good quality of work life is not easy, not only requires positive working conditions, but motivational factors can also affect the performance of employees in the organization. According to Bangun (2012: 312) motivation comes from the word motive, which means encouragement. Thus motivation means a condition that encourages or becomes the cause of someone doing an action / activity that takes place consciously. With high motivation, employees are expected to be able to do the work provided to the maximum.

In addition to high motivation, employees must also have a high commitment in the organization. Organizational commitment is a very important factor for the achievement of the goals, vision and mission of the organization to its full potential. High commitment from employees in the organization is expected to have a strong desire to display good performance. Performance is a record of outcomes generated from certain employees or activities carried out over a certain period of time, where a person is required to play their part in implementing organizational strategies (Riniwati, 2011: 50).

Many studies on the quality of work life have been conducted and the results show that there is a positive and significant relationship between the quality of work life and employee performance. This is consistent with research conducted by Fitriadi (2011), Hadiwijaya (2016), Sari et al., (2016), Nugraheni (2018), Giarto (2018) and Alfani (2018). There is still a research gap in research conducted by Rubel and Kee (2014), Ramadhoan (2015), Karnoto and Sutorus (2016) which show that the quality of work life has a significant negative effect on employee performance.

**Table 1.** Recapitulation of Discipline Level of Female Civil Servants  
In Situbondo's Government in February 2020

No	Information	OPD				
		Setda	Inspektorat	DPMD	BPPKAD	BAPPEDA
1	Not following the ceremony	42,00	41,67	28,57	40,00	40,00
2	Come late	36,00	33,33	28,57	36,67	33,33
3	Come home early	22,00	16,67	14,29	20,00	6,67
4	absent without explanation	24,00	25,00	28,57	23,33	20,00

Source: General and Staffing Section at OPD, 2020

The table above shows that the number of female civil servants who do not comply with the set working hours and the lack of attention to the rules that apply. This is evidenced by the large number of female civil servants who come late to the office and do not follow the apples caused by the dual role of women where the female civil servant besides having to work, she also has to take care of the household. As for the real examples in the field such as taking / picking children up to school during work hours in progress so that service to the community is less than optimal.

This research is driven by the phenomenon and differences in the results of research on the correlation between the influences of the quality of work life on employee performance. The location of this renewal in this study is the addition of organizational commitment variables as a mediating variable the influence of the quality of work life on the performance of female civil servants in the Situbondo's Government, because in previous studies have been investigated by Fitriadi (2011) about the effect of quality of work life on motivation and employee performance with motivation as a mediating variable.

Based on the description of some of the results of previous studies and theories that have been described, it can describe a pattern of relationships and the direction of the relationship between variables. The relationship pattern in this study illustrates the influence of several variables, namely the quality of work life, work motivation, organizational commitment and employee performance. In this study, researchers wanted to test the effect directly and indirectly on several variables that were used as mediating variables. The variables in question are work motivation and organizational commitment.

## II. LITERATUR REVIEW

### Quality of Work Life

The concept of quality of work life was first coined in 1962. The concept of quality of work life is more often used in industrial countries such as the United States, Japan and others. Specifically, the quality of work life has one focus of study on management in addition to work safety and a good work environment. Quality of work life is a multidimensional concept. This shows overall individual satisfaction in work activities aimed at creating life balance. A good quality of work life will provide a very strong sense of belonging to the organization, including a feeling of respect in the organization. The concept of overall quality of work life can meet the psychological needs of employees in the organization (Permarupan et al., 2013).

Parvar et al., (2013) explained the quality of work life is an effective program in improving working conditions (from the point of view of employees) and greater organizational effectiveness (from the point of view of leaders). Quality of work life also plays a role in monitoring employees about the quality of their work and the quality of their work life so that it can help leaders to get ideas for improvement in an organization.

According to Cascio (2015), the quality of work life is the perception of employees where employees want a sense of security, satisfaction and opportunity as humans. Quality of work life is a condition where employees can meet their important needs by working in organizations (Dessler, 2013). Quality of work life is a process carried out by an organization in ensuring employee welfare, job security, job satisfaction, a good reward system, employee benefits, employee involvement in achieving the goals set by an organization. The role of organizations in realizing a good quality of work life is an effort made to meet the welfare needs of employees both physically and psychologically (Robbins and Judge, 2013).

According to Cascio (2015), the quality of work life is divided into 9 (nine) indicators, namely employee involvement, balanced compensation, pride in agencies, security of work, safety of the work environment, welfare, career development, problem solving and communication.

### **Work Motivation**

According to Bangun (2012: 312) motivation comes from the word motive, which means encouragement. Thus motivation means a condition that encourages or becomes the cause of someone doing an action / activity that takes place consciously. Motivation is a desire in someone that causes that person to take an action. Someone is taking action for something in achieving goals. Motivation is formulated as behavior aimed at the target. Motivation is related to the level of effort done by someone in pursuing a goal.

According to Sunyoto (2012: 11) motivation to talk about how to encourage one's work spirit, so they want to work by optimally providing their abilities and expertise to achieve organizational goals. Motivation is defined as an impulse owned by someone to behave or act to do an act that can achieve goals or success. If someone has a strong motivation it will take a positive action to do something, because it can achieve the desired goals (Rivai, 2013: 607).

Suwanto (2011: 171) formulates that work motivation is a willingness to carry out high efforts to achieve organizational goals which are conditioned by the ability of efforts to meet certain individual needs. According to Kadarisman (2012: 275) states that motivation is defined as the whole process of giving encouragement or stimulation to employees so that they are willing to work willingly without being forced. The organization will successfully carry out its programs if the people who work in the organization can carry out their duties properly in accordance with their respective fields and responsibilities.

### **Theory of Motivation**

Motivation theory began to be known in the 1950s. Specifically, initially motivational theories include, for example, hierarchy of needs theory, two-factor theory and X and Y in Build (2012: 316). In its development many other theories emerged. The theories of motivation are as follows:

a. The Hierarchy of Needs Theory: this theory was first put forward by Abraham Maslow, this theory explains that every human being has a need that arises depends very much on his individual interests. Based on this, Maslow in Bangun (2012: 316-318) divides human needs into five levels, so this motivation theory is referred to as "the five hierarchy needs", starting from the first needs to the highest needs. The five needs are physiological needs, security needs, social needs, self-esteem needs and actualization needs.

b. Two Factor Theory: The two factor theory was first put forward by Frederick. Based on the results of his research, Herzberg divides two factors that affect one's work within the organization, including the first satisfaction factor as a motivating factor for achievement and enthusiasm for work, among others, achievement, recognition, work itself, responsibility and progress. The satisfaction factor is also called intrinsic motivation. While the second factor of dissatisfaction, among others, company policy and administration, supervision, payroll, work relations, working conditions, work safety, and employment status. This dissatisfaction factor is commonly referred to as extrinsic motivation, because the factors that cause it are not from oneself but from outside oneself (Bangun, 2012: 318-320).

c. Theory X and Y, theory X and Y were first put forward by Douglas McGregor. In this theory two different views of humanity will be put forward, basically one is negative which is characterized by Theory X and the other is positive which is characterized by Theory Y. McGregor concluded that a leader's view of human nature is based on a grouping with assumptions certain assumptions, based on these assumptions, leaders determine their behavior towards their employees (Bangun, 2012: 320-321).

d. The Existence Relatedness Growth / ERG Theory: this theory was first put forward by Clayton Alderfer who continued the hierarchy of needs theory. Aldefer divides into three groups of human needs, among others, extension (existence / E), relationships (relatedness / R) and growth (growth / G). From the abbreviations of the three types of needs, this theory is called the ERG theory. ERG theory is more in accordance with the knowledge we feel about individual differences between people, such as education, family background and cultural environment can change the importance or strength of impulses held by a group of needs for a particular individual (Bangun, 2012: 322).

e. McClelland Motivation Theory: David McClelland has contributed to understanding motivation by identifying 3 (three) types of needs. According to McClelland in Build, 2012: 325-326 classifies the need for achievement, power and affiliation. Therefore, motivation is also divided into 3 (three), namely achievement motivation, power motivation and affiliate motivation.

Based on the explanation of motivation theory by Frederick Herzberg in Bangun, 2012: 318-320 regarding intrinsic and extrinsic factors, the motivation indicator is the work itself, recognition, responsibility, salary, interpersonal relationships and working conditions.

### **Organizational Commitment**

Commitment is needed by the organization so that competent employees in the organization can be maintained and well maintained. Organizational commitment is defined as a certain level where an employee can identify the goals of the organization to be able to maintain membership in the organization. Commitment

causes a person's survival in the organization and has implications for the efforts made by an employee to compete to maintain their membership even in order to obtain a better position in the organization. This sense of attachment is not only shown through the attitudes and everyday attitudes of employees, but also in terms of psychological or way of thinking of employees (Robbins, 2013: 109).

Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual who is highly committed will likely see himself as a true member of the organization (Griffin, 2013: 73). Organizational commitment is a psychological bond to employees which is characterized by strong trust and acceptance of the goals and values of the organization, willingness to work towards achieving organizational interests and the desire to maintain its position as a member of the organization (Sopiah, 2010). According to Lincoln and Bashaw in Sopiah (2010: 156) stated that there are 3 (three) indicators of organizational commitment, namely employee willingness, employee loyalty and employee pride in the organization.

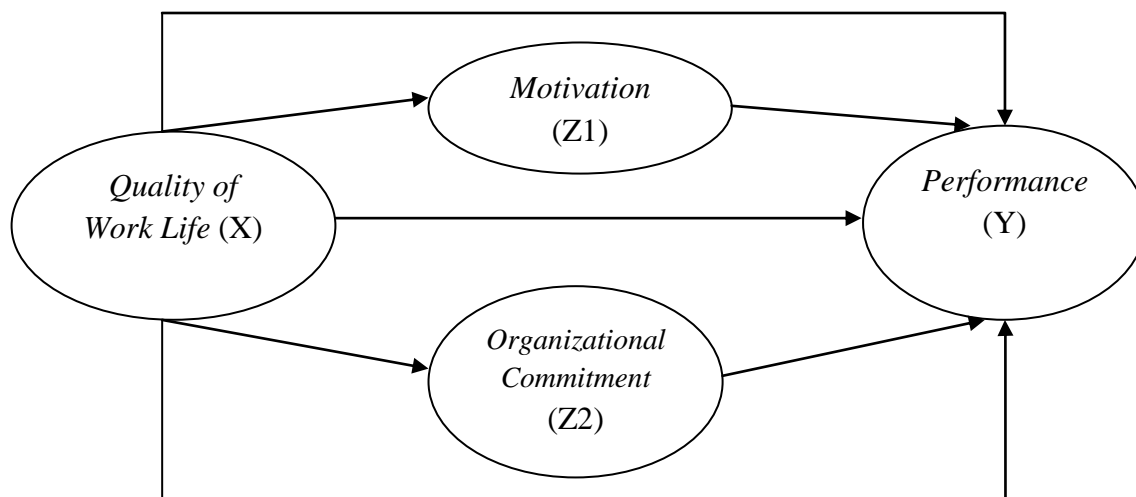
### **Employee Performance**

According to Bangun (2012: 231) performance is the result of work achieved by someone based on job requirements. Riniwati (2011: 50), states that the real foundation in an organization is performance. If there is no performance, then all parts of the organization will not achieve its goals. Performance is very necessary as an evaluation material for a leader. Performance is also a record of outcomes that result from certain employees or activities carried out over a certain period of time, where someone is required to play their part in implementing organizational strategies.

Hasibuan (2013) states that employee performance is a result of work achieved by employees in doing the work given, based on skill, experience and sincerity as well as time. Dessler (2015) said that performance is work performance, which is a comparison between work results and established standards. According to Pabundu (2010: 121), performance as a result of the work functions of a person / group in an organization is influenced by various factors to achieve organizational goals within a certain period. The performance indicators according to Bangun (2012: 234) are the number of jobs, quality of work, timeliness, attendance and the ability to work together.

### **CONCEPTUAL FRAMEWORK**

In this section the conceptual framework of the research will be explained in order to obtain a comprehensive picture of the research conducted. This conceptual framework as a whole illustrates the direct influence between the variables of quality of work life (X), work motivation (Z1), organizational commitment (Z2) and employee performance (Y). The indirect effect of the quality of work life (X), work motivation (Z1), organizational commitment (Z2) and employee performance (Y) are measured variables, therefore, the measurement is through research instruments (research questionnaire items). Based on these descriptions, the relationship of influence between variables in this study as a whole can be seen as follows:



**Figure 1.** Conceptual Framework

**Hypothesis:**

The results of research conducted by Hadiwijaya (2016) show the influence of quality of work life on performance obtained positive and significant regression results which by increasing the quality of work life will affect the increase in employee performance. Robbins and Judge (2013) revealed that the role of organizations in realizing a good quality of work life is an effort made to meet the welfare needs of employees both physically and psychologically. Based on the theory and previous research a hypothesis can be formulated as follows:

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

Overall, quality of work life has a direct and significant effect on work motivation where a good quality of work life will increase work motivation and employee performance and it is expected that every employee will work hard and enthusiastically to achieve high employee performance (Kusnoto and Sutorus, 2016). According to Sunyoto (2012: 11) motivation to talk about how to encourage one's work spirit, so they want to work by optimally providing their abilities and expertise to achieve organizational goals. Based on the theory and previous research a hypothesis can be formulated as follows:

H2 : Quality of work life has a positive effect on work motivation

Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual who is highly committed will likely see himself as a true member of the organization (Griffin, 2013: 73). The results of research conducted by Giarto (2018) show that the quality of work life has a significant positive effect on organizational commitment. This shows that employees who have high quality of work life will improve their performance in the organization. Based on the theory and previous research a hypothesis can be formulated as follows:

H3 : Quality of work life has a positive effect on organizational commitment

The theory of motivation by Frederick Herzberg regarding intrinsic factors and extrinsic factors in general new employees tend to focus on satisfying lower needs in their first job, especially security. Then after it can be satisfied, they will try to meet the needs at a higher level, such as the need for initiative, creativity and responsibility (Bangun, 2012: 318-320). Work motivation has a significant effect on employee performance which in order to maintain and continue to improve motivation for employees such as meeting the needs and desires that match expectations, working facilities are met, good relations with colleagues and security in the work environment can create higher employee performance than before (Sari et al., 2016). Based on the theory and previous research a hypothesis can be formulated as follows:

H4 : Work motivation has a positive effect on employee performance

Research conducted by Noviana and Rijanti (2014) shows that organizational commitment has a positive and significant effect on performance. Commitment is needed by the organization so that competent employees in the organization can be maintained and well maintained. Commitment causes employee retention in the organization and has implications for the efforts made by an employee in the organization (Robbins, 2013: 109). Based on the theory and previous research a hypothesis can be formulated as follows:

H5 : Organizational commitment has a positive effect on employee performance

According to Poppy (2012:5) quality of work life refers to level of satisfaction, motivation, involvement, and commitment of individuals in relation to the lives of employees at work. Organizations interested in improving the quality of work life of employees in general try to instill in employees feelings of security, justice, pride, family, democracy, ownership, autonomy, responsibility and flexibility. Research conducted by Fitriyadi (2011) shows that the quality of work life has a direct or indirect effect on employee performance through work motivation. According to Rivai (2013: 607) motivation is interpreted as an impulse owned by someone to behave or act to do actions that can achieve goals or success. If someone has a strong motivation it will take a positive action to do something, because it can achieve the desired goals. According to Farida (2014) performance is the result of quality and quantity of work achieved by an employee in carrying out his function in accordance with the responsibilities given to him. Based on the theory and previous research a hypothesis can be formulated as follows:

H6 : Work motivation mediates the effect of quality of work life on employee performance

H7 : Organizational commitment mediates the effect of quality of work life on employee performance

### III. Research Methods

This research is categorized as an explanatory research. According to Umar (2008: 5) causal research is research that examines cause and effect relationships and is useful for analyzing the relationship between one variable with another variable and how one variable affects other variables. This study uses a quantitative approach, meaning that research is used to examine populations or specific samples that have the aim to test the hypotheses that have been set (Sugiyono, 2012: 14).

#### Population and Sample:

According to Sugiyono (2011: 80), population is a generalization area that consists of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population was all female civil servants in the Situbondo's Government with the following details:

**Table 2.** Number of Female Civil Servants in Situbondo's Government in 2020

No	OPD	Total
1	The regional Secretariat	50
2	Inspectorate	12
3	Community and Village Empowerment Office	7
4	Regional Revenue, Financial and Asset Management Agency	30
5	Development Planning Agency at Sub-National Level	15
<b>Total</b>		<b>114</b>

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2012: 62). In this study the sample is determined through the saturated sampling method, which is the sampling method when all members of the population are sampled. Another term for saturated sampling is the census, where all members of the population are sampled (Sugiyono, 2011: 85). The sample in this study amounted to 114 people.

Sources of data needed in this study are primary data. Primary data is data obtained through direct observation and interviews with respondents who in this case are female civil servants in the Situbondo's Government. To support the research conducted, the types of data used in this study belong to the types of quantitative data that are processed or analyzed using mathematical or statistical calculation techniques.

In this study the method of data collection was carried out using a questionnaire. The questionnaire is a method of collecting data through the distribution of questionnaires submitted to respondents in this case all female civil servants in the Situbondo's Government. Questionnaire distribution is done offline. A questionnaire was distributed to 114 people who were used as research respondents. Of the 114 respondents, the damaged questionnaire was 0, the incomplete questionnaire was 0 and the non-returned questionnaire was 0, so the complete questionnaire and the data to be processed in this study were 114 questionnaires.

Statements submitted to respondents produced five categories of answers. Assessment of variables using a Likert scale obtained by category: strongly disagree given a weighting of 1, disagree given a weight of 2, simply agree given a weight of 3, agree given a weight of 4 and strongly agree given a weight of 5.

#### Validity and Reliability test

The validity test results show that the  $R_{count} > R_{table}$  and  $p\text{-value} < 0.05$ . It can be concluded that all items of variable statement are declared valid.

**Table 3.** Validity Test

Question	Product Moment Pearson's	Rtable	$\alpha$	p-value	Exp.
<b>Quality of Work Life (X)</b>					
I was included in making decisions about the work to be done	0,653	0,176	>	0,05	0,000 Valid
I was given additional compensation in addition to salary in accordance with applicable regulations	0,578	0,176	>	0,05	0,000 Valid
I feel proud to work in an organization because it has a clear identity	0,626	0,176	>	0,05	0,000 Valid
There is an employment status given by the agency where I work	0,724	0,176	>	0,05	0,000 Valid
A comfortable and safe work environment can facilitate me in carrying out work activities	0,626	0,176	>	0,05	0,000 Valid
I followed the training to improve abilities	0,314	0,176	>	0,05	0,000 Valid
I followed the training to improve abilities	0,437	0,176	>	0,05	0,000 Valid
I was assisted by the leadership in overcoming work problems	0,329	0,176	>	0,05	0,000 Valid
I communicate well between coworkers at work	0,472	0,176	>	0,05	0,000 Valid
<b>Motivation (Z1)</b>					

Every job I do is in accordance with the skills that I have	0,454	0,176	>	0,05	0,000	Valid
I was given a reward by the leadership for the work that had been achieved.	0,747	0,176	>	0,05	0,000	Valid
I am responsible for my work	0,802	0,176	>	0,05	0,000	Valid
I was given compensation in the form of money in the form of salary	0,612	0,176	>	0,05	0,000	Valid
I have a harmonious relationship at work with fellow colleagues	0,590	0,176	>	0,05	0,000	Valid
A comfortable workspace can support my performance in the organization	0,690	0,176	>	0,05	0,000	Valid
<b>Organizational Commitment (Z2)</b>						
I am very enthusiastic in taking action without being ordered by the leadership	0,768	0,176	>	0,05	0,000	Valid
I am committed that I will not double the organization I work for	0,810	0,176	>	0,05	0,000	Valid
I will protect the good name of the organization	0,796	0,176	>	0,05	0,000	Valid
<b>Performance (Y)</b>						
The amount of output I produce in a certain amount of time	0,767	0,176	>	0,05	0,000	Valid
The results of the work that I do are in accordance with applicable standards	0,718	0,176	>	0,05	0,000	Valid
I was able to finish work on time	0,767	0,176	>	0,05	0,000	Valid
I present at the office according to a predetermined workday	0,769	0,176	>	0,05	0,000	Valid
I am able to work well with colleagues at work	0,667	0,176	>	0,05	0,000	Valid

The reliability test results in this study indicate the value of cronbach's alpha on each variable, namely the quality of work life of 0.721, work motivation of 0.761, organizational commitment of 0.821 and employee performance of 0.790 so that it can be concluded that the value of Cronbach's Alpha or r alpha is above 0.60 . This proves the research instrument in the form of this questionnaire has been reliable because r alpha is of greater value.

## DATA AND RESULT

The results of normality test data in this study indicate that the value of Kolmogorov-Smirnov is 0.616 so it can be concluded that the probability or significance of the research variables is greater than 0.05, meaning that the data in this study are normally distributed.

The results of the path analysis test showed that the direct effect of work quality on employee performance was 0.178 and the p-value was 0.003 <0.05. The direct effect of work quality on work motivation is 0.327 and p-value is 0.000 <0.05. The direct effect of quality of work life on organizational commitment is 0.139 and p-value is 0.003 <0.05. The direct effect of work motivation on employee performance is 0.290 and the p-value is 0.000 <0.05. The direct effect of organizational commitment on employee performance is 0.601 and p-value is 0.000 <0.05.

The multicollinearity test results of several variables showed that the VIF value of the quality of work life was 1,228, work motivation was 1,268 and organizational commitment was 1,147. The tolerance value of variable quality of work life is 0.814, work motivation is 0.789 and organizational commitment is 0.872 so it can be concluded that the model does not occur multicollinearity. This is indicated by the value of VIF <10 and tolerance > 0.1.

Heteroskedasticity Test Results are the points produced in the image spread and irregularly shaped so that it can be said that heteroskedasticity does not occur. The heteroscedasticity test results are as follows:

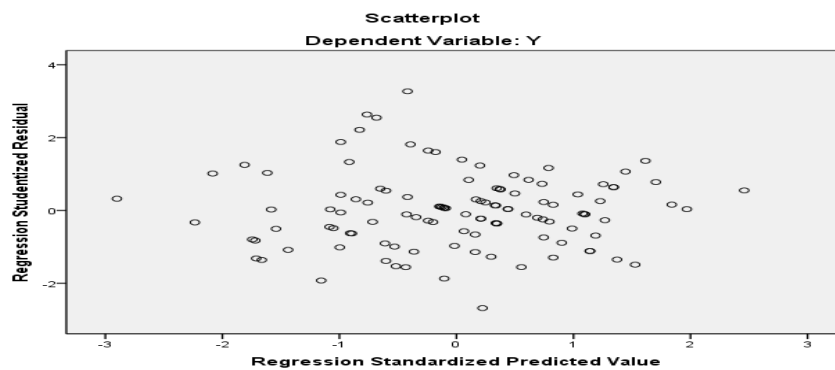


Figure 2. Heteroscedasticity Test Results

T test results in this study indicate that the quality of work life has a significant effect on employee performance with a Tcount value of 2.988 > 1.658 table and ( $\alpha$ ) of 0.003 < 0.05. Quality of work life has a significant effect on work motivation with a Tcount value of 4.661 > Ttable 1.658 with ( $\alpha$ ) of 0.000 < 0.05. Quality of work life has a significant effect on organizational commitment with a Tcount value of 3.075 > Ttable 1.658 and ( $\alpha$ ) of 0.003 < 0.05. Work motivation has a significant effect on employee performance with a Tcount value of 3.924 > T table 1.658 and ( $\alpha$ ) of 0.000 < 0.05. Organizational commitment has a significant effect on employee performance with a Tcount value of 5.243 < Table 1.658 and ( $\alpha$ ) of 0.003 < 0.05.

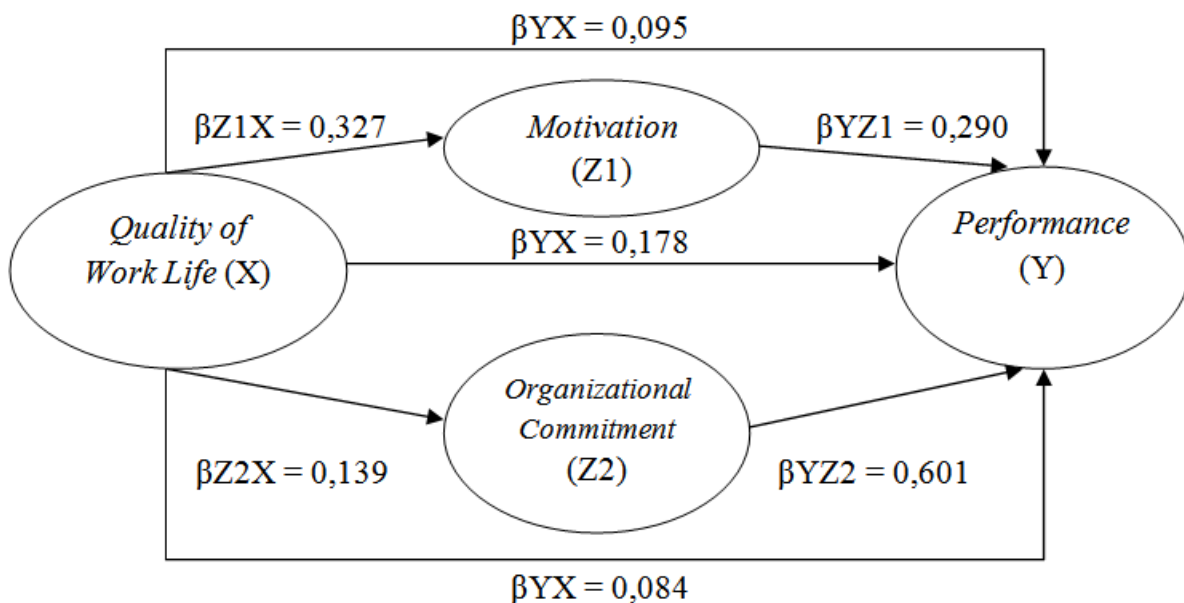


Figure 3. Path Analysis

**Count paths:**

- a. Direct Effect: the direct effect of the quality of work life on employee performance of 0.178. The direct effect of quality of work life on work motivation of 0.327. The direct effect of quality of work life on organizational commitment amounted to 0.139. The direct effect of work motivation on employee performance is 0.290. The direct effect of organizational commitment on employee performance amounted to 0.601.
- b. Indirect Effect: indirect effect of the quality of work life through work motivation on employee performance ( $0.327 \times 0.290$ ) = 0.095 and the indirect effect of work quality through organizational commitment to employee performance ( $0.139 \times 0.601$ ) = 0.084.
- c. Total Effect
  - 1) Total effect : Y X→Z1→Y,  $0,178 + 0,095 = 0,273$
  - 2) Total effect : Y X→Z2→Y,  $0,178 + 0,084 = 0,262$



**Sobel Test Analysis Results:**

The first path shows that the direct effect of quality of work life on work motivation with a B value of 0.327 and an error standard value of 0.070. The direct effect of work motivation on employee performance with a B value is 0.290 and an error standard value of 0.074. From the results of these tests, the sobel test can be carried out with the following formula:

$$\begin{aligned}
 S_{ab} &= \sqrt{b^2Sa^2 + a^2Sb^2} \\
 &= \sqrt{(0,290)^2 \times (0,070)^2 + (0,327)^2 \times (0,074)^2} \\
 &= \sqrt{(0,0841) \times (0,0049) + (0,106929) \times (0,005476)} \\
 &= \sqrt{(0,00041209) + (0,0005855432)} \\
 &= \sqrt{0,0009976332} = 0,03158533203
 \end{aligned}$$

$$t = \frac{0,327 \times 0,290}{0,03158533203} = 1,73272703662$$

Based on the t value is 1.73272702662. In the t test it is known that t table is 1.658 so it can be concluded that the value of t arithmetic is greater than t table, it can be concluded that work motivation plays a role in mediating the effect of quality of work life on employee performance.

The second path shows that the direct influence of quality of work life on organizational commitment with a B value of 0.139 and an error standard value of 0.045. The direct effect of organizational commitment on employee performance with a B value is 0.601 and an error standard value of 0.115. From the results of these tests, the sobel test can be carried out with the following formula:

$$\begin{aligned}
 S_{ab} &= \sqrt{b^2Sa^2 + a^2Sb^2} \\
 &= \sqrt{(0,601)^2 \times (0,045)^2 + (0,139)^2 \times (0,115)^2} \\
 &= \sqrt{(0,361201) \times (0,002025) + (0,019321) \times (0,013225)} \\
 &= \sqrt{(0,00073143202) + (0,00025552022)} \\
 &= \sqrt{0,00098695224} = 0,03141579602
 \end{aligned}$$

$$t = \frac{0,139 \times 0,601}{0,03141579602} = 2,65914000545$$

Based on the table, t value is 2.65914000545. In the t test it is known that t table is 1.658 so it can be concluded that the calculated t value is greater than t table. then it can be concluded that organizational commitment plays a role in mediating the effect of quality of work life on employee performance.

**Hypothesis Test**

**A. Direct effect**

- 1) Quality of work life has a significant positive effect on employee performance with a coefficient of 0.178 and a p-value of less than  $\alpha$  in the amount of 0.003 <0.05 and a t value of 2.988 proves that t arithmetic > t table of 1.658.
- 2) The quality of work life has a significant positive effect on employee work motivation with a coefficient of 0.327 and a p-value of less than  $\alpha$  of 0,000 <0.05 and a t-value of 4.661 proving that t arithmetic > t table of 1.65.
- 3) Quality of work life has a significant positive effect on organizational commitment of employees with a coefficient of 0.139 and a p-value of less than  $\alpha$  that is equal to 0.003 <0.05 and a value of t arithmetic of 3.075 proves that t arithmetic > t table of 1.658.
- 4) Work motivation has a significant positive effect on employee performance with a coefficient of 0.290 and a p-value less than  $\alpha$  that is 0,000 <0.05 and a calculated t value of 3.924 proves that t arithmetic > t table of 1.658.
- 5) Organizational commitment has a significant positive effect on employee performance with a coefficient of 0.601 and a p-value of less than  $\alpha$  that is 0,000 <0.05 and a calculated value of 5.243 proves that t arithmetic > t table of 1.658.

## **B. Indirect Effect**

1) Work motivation mediates the effect of quality of work life on employee performance by 1,732. The direct effect of quality of work life on employee performance by 0.178 and the indirect effect of quality of work life through work motivation on employee performance of 0.095 so that the total effect of quality of work life on employee performance of 0.273.

2) Organizational commitment mediates the effect of quality of work life on employee performance by 2.659. The direct effect of quality of work life on employee performance by 0.178 and the indirect effect of quality of work life through organizational commitment to employee performance of 0.084 so that the total effect of quality of work life on employee performance of 0.262.

## **IV. Conclusion And Implications**

Based on the data and results of the research that has been done, it can be concluded that the quality of work life has a significant positive effect on the performance of female civil servants in the Situbondo's Government (hypothesis 1 accepted). Quality of work life has a significant positive effect on work motivation of female civil servants in the Situbondo's Government (hypotheses 2 accepted). The quality of work life has a significant positive effect on the organizational commitment of female civil servants in the Situbondo's Government (hypothesis 3 accepted). Work motivation has a significant positive effect on the performance of female civil servants in the Situbondo's Government (hypothesis 4 accepted). Organizational commitment has a significant positive effect on the performance of female civil servants in the Situbondo's Government (hypothesis 5 accepted). Work motivation mediates the effect of quality of work life on the performance of female civil servants in the Situbondo's Government (hypothesis 6 accepted). Organizational commitment mediates the effect of quality of work life on the performance of female civil servants in the Situbondo's Government (hypothesis 7 accepted).

As for the implications for the development of knowledge that is management and coaching employees is very important and creates a positive quality of work life accompanied by the existence of motivation for employees and employee commitment to the organization will improve employee performance in the organization, whereas for the Regional Government of Situbondo Regency, the most valuable asset in the organization is human resources because the organization cannot carry out its activities without HR. Therefore, the organization must manage and foster employees in order to contribute to the organization as a whole by creating a quality of work life, because the quality of work life covers all aspects of employees in the organization. as well as for other researchers, the results obtained in this study can be used as references for other researchers if they will conduct research with similar topics and models. Considering that the independent variable used is still limited, it is necessary to do further research with other variables that can be possible to influence and improve employee performance so as to enrich the treasury of science in general and economics in particular.

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