

The Role of Organizational Commitment in Mediation the Influence of Quality of Work Life on Employee Performance at Bali Surya Company Garments in Blahbatuh District,

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ABSTRACT: The Indonesian textile industry has become a mainstay non-oil and gas commodity, and is able to absorb a lot of workers. The success of this development in the textile industry has had an impact on the development of the apparel or garment industry in Bali, most of which are classified as small industries. The garment industry is a labor-intensive industry, where the production process involves more human labor, so garment companies must always improve the performance of their employees to win the competition. The company's success in improving employee performance is determined by several factors, including the quality of work life / QWL. When QWL is not considered, it will have an impact on employee performance. QWL created by the company will only provide a sense of security and comfort for employees, if accompanied by a high commitment from employees, thereby encouraging employees to work optimally. The research was conducted at the Bali Surya Garmen company located in Blahbatuh sub-district, Gianyar district. The number of samples is 49 people, with data analysis techniques using Path Analysis. QWL has a positive and significant effect on employee performance. QWL has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is able to mediate the effect of QWL on the performance of Bali Surya Garmen employees. QWL has a positive and significant effect on employee performance. QWL has a positive and significant effect on

organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is able to mediate the effect of QWL on the performance of Bali Surya Garmen employees. QWL has a positive and significant effect on employee performance. QWL has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is able to mediate the effect of QWL on the performance of Bali Surya Garmen employees.

KEYWORDS: Quality of Work Life, Organizational Commitment, Employee Performance

I. INTRODUCTION

The textile industry currently plays a very important role in the Indonesian economy. First, the textile industry has been able to provide clothing for domestic needs which continues to increase, both in quantity and quality, and second, Indonesian textiles and textile products have become mainstay non-oil and gas commodities, and are able to absorb a lot of workers (Muhdori, 2019). The success of this development in the textile industry has had an impact on the development of the apparel or garment industry in Bali, most of which are classified as small industries. In Bali the textile industry grew 21.91 percent, followed by other processing industries which grew 17.59 percent (BPS Province of Bali, 2019). The garment industry is a labor-intensive

industry, where the production process involves more human labor.

Garment companies in Bali mostly produce on a made to order basis, so companies must always improve the performance of their employees in order to be able to compete to meet consumer demand. Employee performance is the result of work, both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Culbertson et al., 2013). The company's success in improving employee performance is determined by several factors, including the quality of work life or quality of work life (Muda et al., 2014, and Pradhan and Jena, 2017). According to Lewis et al. (2001) that the quality of work life is an important factor that deserves attention from the company. With the fulfillment of the quality of work life, it can provide comfort for employees at work,

Quality of work life positive and significant effect on improving employee performance (Elomri and Randa, 2017; Thakur and Sharma, 2019; Leitao et al., 2019; Takalao et al., 2019, and Ghazi Al and Howil Al-Otaibi, 2020). The results of this study indicate that the higher the quality of work life, the employee's performance will increase. While the results of a study conducted by Pruijt (2003) found different results where Quality Work of Life did not directly affect employee performance. This is because the creation of an ideal work environment in meeting the needs of employees does not necessarily improve employee performance significantly. Shabazi et al. (2011) stated that the quality of work life created by the company will only provide a sense of security and comfort for employees,

Bali Surya Garmen is one of the companies in Bali which is engaged in the business of making apparel. Currently, the company produces apparel for sale online, in addition to fulfilling orders. In the midst of the Covid 19 pandemic, many similar businesses chose to close, but the Bali Surya Garmen company was still able to survive and continue to operate by implementing health protocols. Bali Surya Garmen in 2018 – 2020 received a lot of complaints from consumers because many of their products were cheap. Over a period of three years the production of defective products continued to increase. Employee performance appraisal is carried out every month, where the average score of employee performance appraisal is classified as sufficient criteria. This condition indicates that the employee's performance has not been maximized.

Based on the results of interviews with several employees, it is known that the cause of the

decline in employee performance is the minimal quality of work life. The lack of quality of work life is caused by a non-conducive work environment, as well as the company's lack of concern for its employees, such as not providing work safety responsibilities, developing employee competencies that have not been realized properly, and the absence of appreciation from the company when employees contribute optimally in achieving company targets. These problems cause employees to lack the enthusiasm to work optimally.

Hafiz (2017) suggested that the quality of work life will affect employee performance, if employees have a high commitment to the organization. Organizational commitment is an emotional bond or sense of belonging between employees and the organization that arises because of the trust, willingness to achieve a goal, and the desire to maintain membership as part of the organization that makes employees will remain in an organization (Luthans, 2002, and Berberoglu and Secim, 2015). Commitment has an important role, especially in improving employee performance, because commitment makes employees more responsible for their obligations (Ghorbanhosseini, 2013).

Based on the background of the problem, the research problem can be formulated as follows: How does the quality of work life affect employee performance in the company?; How does the quality of work life affect employees' organizational commitment? How does organizational commitment affect employee performance?; What is the role of organizational commitment in mediating the effect of quality of work life on employee performance at the Bali Surya Garmen company?

II. METHOD

This research was conducted at the Bali Surya Garment Company which is located in Blahbatuh District, Gianyar Regency, Bali. The research respondents were all 49 employees of the company. The research instrument used a questionnaire, where the variable Quality of Worklife was measured by 13 indicators, organizational commitment by 9 indicators and employee performance using 5 indicators. Data analysis using Path Analysis and Sobel Test.

III. RESULTS AND DISCUSSION

Characteristics of Respondents

Characteristics of respondents are used to determine the diversity of respondents based on age, gender, position, years of service, and education. For more details can be seen in Table 1.

Based on Table 1, most of the respondents (85.7 percent) are under 41 years old, still at a productive age. Judging from the gender, 63.3 percent of respondents are women, this is related to the type of work in garment companies which is predominantly done by women. Judging from the position of 81.6 percent of employees are in the production department and the majority are tailors. Judging from the years of service, 59.2 percent

have a working period of 6-10 years, this shows that most employees already have experience in completing their work. Judging from the education level of 81.6 percent of respondents have a formal education level of SMA/SMK, this condition shows that garment companies are more concerned with skills than the level of formal education of employees.

Table 1: Characteristics of Research Respondents

No	Variable	Classification	Amount (person)	Percentage (%)
1	Age	21 - 30 years old	23	46.9
		31 - 40 years	19	38.8
		41 - 50 years	7	14.3
	Amount		49	100
2	Gender	Man	18	36.7
		Woman	31	63.3
	Amount		49	100
3	Position	Manager	1	2.0
		Marketing	2	4.1
		Administration	2	4.1
		Supervisor	1	2.0
		Expenditure	2	4.1
		Production Supervisor	1	4.1
		Pattern and Cutting	3	6.1
		Sew	25	51
		screen printing	4	8.2
		Finishing	8	16.3
	Amount		49	100
4	Years of service	15 years	16	32.7
		6 – 10 years	29	59.2
		>10 years	4	8.2
	Amount		49	100
5	Last education	SMA/SMK	41	81.6
		Diploma	3	6.1
		Bachelor	6	12.2
	Amount		49	100

Description of Research Variables

Respondents' answers in this study used a Likert scale of 1-5, where the criteria for respondents' answers used the average score. Respondents' answers can be seen in Table 2.

Table 2: Composite Reliability test results

No	Research variable	Average Score	Criteria
1	Quality of Work Life	3.52	Well
2	Organizational Commitment	3.41	Well
3	Performance	3.33	Pretty good

Based on Table 2, it can be explained that employees' perceptions of the Quality of work life are classified as good criteria. Employee commitment to the organization is classified as good criteria and employee performance is classified as quite good criteria.

Path analysis aims to predict the significance of the relationship of a variable with other variables, as well as the existence of indirect effects (Utama, 2016).

Regression analysis using Statistical Package of Social Science (SPSS) version 20.0 for Windows can be seen in Table 3 and Table 3.

Path Analysis

Table 3: Analysis of Quality of Work life Paths on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	10,528	2.829		3,721	.001
	Quality of Work Life	.441	.061	.728	7.287	.000

Dependent variables; Organizational Commitment

Table 4: Analysis of the QWL Path and Organizational Commitment to Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.040	1.334		.779	.440
	Quality of Work Life	.123	.037	.434	3.370	.002
	Organizational Commitment	.201	.060	.427	3.317	.002

Dependent variables; Performance

1) Effect of QWL on Performance

Table 4 shows the QWL regression coefficient is positive with a significance of less than 0.05. This shows that QWL directly has a positive and significant effect on performance. The magnitude of the effect of QWL on performance is 0.434 or 43.4 percent.

2) Effect of QWL on Organizational Commitment

Table 3 shows the value of the QWL regression coefficient on organizational commitment is positive with a significance of less than 0.05. The magnitude of the direct effect of QWL on organizational commitment is 0.728 or 72.8

percent.

3) The Direct Effect of Organizational Commitment on Employee Performance

Table 4 shows the regression coefficient of organizational commitment to employee performance is positive and significant. The magnitude of the direct effect of organizational commitment on performance is 0.427 or 42.7 percent.

Calculating the coefficient of determination (R2)

Based on path 1 and path 2, a final path diagram model can be drawn up. Based on the calculation of the effect of error (Pei), the result of

the effect of error (Pe1) is 0.685 and the effect of error (Pe2) is 0.599. The total determination value of 0.833 means that 83.3% of the variation in employee performance is influenced by variations in the quality of work life and organizational

commitment, so the path analysis can be continued.

Path Analysis

The results of the path coefficients according to the research hypothesis can be described in the following figure.

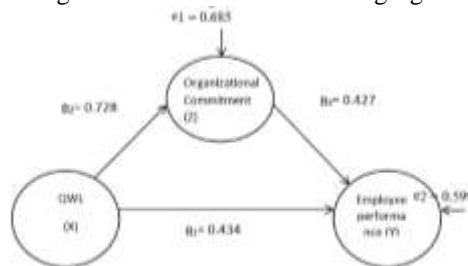


Figure 1: Final Path Diagram Model

Based on the path diagram in the picture above, it can be calculated the magnitude of the direct and indirect effects and the total effect between

variables. The calculation of the effect between variables is summarized in Table 5.

Table 5: Direct Effect, Indirect Effect and Total Effect of Path Analysis

Variable influence	Direct influence	Indirect influence via Z	Total Influence
X→Z	0.728		0.728
Z→Y	0.427		0.427
X→Y	0.434	0.311	0.745

Table 5 shows that the direct effect of QWL on performance is greater than the indirect effect.

Results of Sobel Test

The Sobel test was used to determine the mediating role of organizational commitment on the effect of QWL on employee performance. The test is done by comparing the value of Z count with Z table. If Z count > 1.96 then H0 is rejected, it means that organizational commitment is a mediating variable.

Because Z count is 3.034 > 1.96, organizational commitment mediates the effect of QWL on employee performance, where the direct effect is greater than the indirect effect. This condition shows that the mediation that occurs is partial mediation.

Discussion

Based on the results of data analysis carried out, the following discussion can be made:

The effect of Quality of work life on employee performance is obtained by the regression coefficient value of 0.434 with a significance level of 0.002. This means that QWL has a positive and significant effect on employee performance. Quality of work life is a process by

which organizations respond to employee needs by developing mechanisms to allow employees to contribute full advice and participate in making decisions and managing their work life in an organization (Robbins 2017). Research Diana et al. (2020) explained his findings that the quality of work life is a multidimensional form of employee relations with the work environment which is a measure of company quality, and this measure will be used in the evaluation and planning process to consider and meet employee needs, such as work environment, supervision, employee development, recognition of achievements, and benefits from other dimensions. With the fulfillment of these needs, employees will feel comfortable working in the company and ultimately can improve employee performance. The results of this study are supported by the results of previous studies which prove that the quality of work life has a positive and significant effect on employee performance (Elomri and Randa, 2017; Thakur and Sharma, 2019; Leitao et al., 2019; Takalao et al., 2019, and Ghazi Al). and Howil Al-Otaibi, 2020). employees will feel comfortable working in the company and ultimately can improve employee performance. The results of this study are supported by the results of previous studies which prove that the

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The effect of quality of work life on organizational commitment is obtained by the regression coefficient value of 0.728 with a significance level of $0.000 < 0.05$. This means that QWL has a positive and significant effect on organizational commitment. The better QWL will increase employee organizational commitment to the organization.

Quality of work life is needed to form employee commitment to the company where they work. Employees with higher levels of organizational commitment tend to be more efficient and productive than employees with lower levels of organizational commitment. QWL will affect employee performance, if employees have a high commitment to the organization. The results of this study are supported by the results of previous studies which prove that the quality of work life has a positive and significant effect on organizational commitment.

The effect of organizational commitment on employee performance obtained a regression coefficient of 0.427 with a significance level of $0.002 < 0.05$. so . This means that organizational commitment has a positive and significant effect on employee performance. The higher the organizational commitment of employees, it will improve their performance. . Employees who have high organizational commitment will show a willingness to work hard to achieve organizational goals and have a strong desire to work and remain in the institution where they work (Karaaslan and Aslan, 2019). positive and significant impact on employee performance (Folorunso et al., 2014; Rafiei et al., 2014; Hendri, 2018, and Adikoeswanto et al., 2020).

The role of organizational commitment in mediating the effect of QWL on employee performance obtained a Z count value of $3.034 > 1.96$ and the direct effect of QWL on performance is higher than the indirect effect, then organizational commitment partially mediates the

effect of QWL on employee performance. This means that if the employee's perceived QWL is good, and the employee has a high commitment to the organization, the employee's performance will increase. The results of this study also support the results of previous studies conducted by Hendri (2018), Adikoeswanto et al., (2020), and Diana et al. (2020) who found that the quality of work life indirectly had a significant effect on employee performance through organizational commitment.

IV. CONCLUSION

QWL positive and significant effect on employee performance. This means that the better the QWL, the better the employee's performance. QWL has a positive and significant effect on organizational commitment. This means that the better QWL, it will increase employee commitment to the organization. Organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment, the higher the employee's performance. Organizational commitment partially mediates the effect of QWL on employee performance. This means that the better the quality of work life felt by employees and supported by employee commitment to the organization, the better the performance of Bali Surya Garment employees.

In an effort to improve the performance of employees of the Bali Surya Garmen company, which is related to the quality of work life and employee organizational commitment, the following can be suggested.

It is recommended for employees to increase their commitment to the organization, feel they have the organization and become part of the organization and be emotionally involved with the organization.

For the company management, it is recommended to pay attention to the quality of work life by giving appreciation to the ability of each employee, giving salary according to performance, giving awards to employees who excel, fostering good relations with employees, so that later employees have a high sense of loyalty to the company, holding training regularly, especially when producing clothes with new designs so that employees are able to complete the tasks given well.

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