

# The Mediating Role of Organizational Commitment: A Supply Chain Management for Examining the Effect of Quality of Work Life and Job Satisfaction on Employee Performance

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**Abstract**— This study aims to examine the effect of quality of work-life and job satisfaction on employee performance with organizational commitment as a mediating variable in the Health Office of The North Aceh District. The sample in this study was 120 respondents. Data analysis using the AMOS SEM program. The results of data analysis, quality of work-life and job satisfaction have an influence on organizational commitment, and job satisfaction has a significant effect on employee performance. The quality of work-life and organizational commitment does not affect employee performance. Organizational commitment cannot mediate the relationship between quality of work-life and job satisfaction with employee performance. The results of the study recommend encouraging employee performance, work skills and policies for organizational commitment. It should be noted that the work environment of employees and also job satisfaction is maintained with colleagues and superiors, so that employee performance is better in the future.

**Keywords**— *Quality of Work Life, Job Satisfaction, Organizational Commitment, Employee Performance*

## 1. Introduction

Human resources within an organization have the main role to be managed as organizational assets, especially to improve the performance of the organizations. According to Dessler (2013), policies and methods that are practiced relating to human empowerment are needed from a management position to improve the quality of work-life, job satisfaction, and commitment, as an effort to enhance organizational performance [1]. In

line with Robbins & Judge (2013) that stated the human resource management must refer to the process of coordinating and integrating work activities to be completed efficiently and effectively through others, for better performance [2].

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him [3]. Also, performance is also a work that is concrete, observable, and measurable. The issue of performance at the North Aceh District Health Office is the work performance problem of which the employees have carried out their respective duties and responsibilities according to their main tasks and functions and run smoothly every day; however, because many problems faced in providing services to the community as well as the emergence of various public health problems, according to the researchers' observations, there are several problems in employee performance. The issues are as follows, decreased levels of work attendance, decreased morale, complaints about benefits, low quality of work, decreased job satisfaction and low organizational commitment. The Health Office is an agency engaged in the field of public health services, where the success of the implementation of duties and responsibilities within agencies depends on the performance of its employees.

Employee work situations require an organization to have employees with high loyalty and willingness to help the organization carry out

its vision and mission, to fulfil optimal output, and to achieve organizational goals, as a commitment to the organization. Employee work commitment can be seen from the performance shown by employees. Employees with high levels of commitment to organizations tend to work harder and exert more effort than employees with low levels of commitment to the organization. Commitment to the organization is also a view of the psychological condition of a person that explains: the characteristics of the employee's relationship with his organization and gives an impact on the decision to continue his membership in the organization.

Meanwhile, employees with a low level of commitment to the organization will usually feel less loyal to the organization, have a low attendance rate, violate organizational norms and policies, and reduce the active participation of employees in the organization. In reality, the level of employee commitment to organizations is not always at a high level, in the North Aceh Health Office as an example. From the moment observations, the level of employee organizational commitment can be seen from reduced loyalty and concern for the organization; so sometimes the employees feel lazy in choosing to work individually and together, and decreased as part of the organization, less able to accept all jobs, lack of loyalty to the organization, and decreased inspiration of employees in giving new thoughts to their work.

A person with a high level of job satisfaction shows a positive attitude towards the job, a person who is not satisfied with his career shows a negative attitude towards the job [2]. Satisfaction felt by employees in work is an indication that employees have feelings of pleasure in carrying out work tasks. Job satisfaction is also a positive attitude of employees towards various situations in the workplace. According to the author's observation, until now there have been several problems in employee job satisfaction, such as reduced employment targets assigned to the employee, lack of supervision, lack of opportunities for employee development, reduced compensation, and the weakening of relations with co-workers, so the working conditions got worse in carrying out their daily tasks.

On this moment, the quality of work-life in an organization according to (Rahman, 2017) can be seen from several aspects, including the fulfillment

of the necessities of life properly with transparency and fairness [4]; the existence of social solidarity, namely occupational safety and health and pension benefits; the existence of competency development and training; the existence of good human relations in the organization among fellow employees and also between employees and organizational management. The quality of work life is closely related to the interests of individuals and groups in the organization. The quality of work-life is a concept that includes the qualities felt in the hearts of employees from all aspects of its membership of the organization. However, some of the problems faced at the North Aceh District Health Office about the quality of work-life according to the author's observation are the lack of opportunities to develop the abilities and skills or knowledge possessed by employees; low opportunities to participate in or be involved in decision-making that affects directly or indirectly the work; a less conducive work environment, which includes less strict stipulation of working hours, low compliance with daily regulations, and lack of comfort in the physical environment.

## 2. Literature Review

### 2.1. *Quality of Work Life*

The concept of quality of work-life was initially born in 1972 since the industrial revolution and also the formation of trade unions. The term quality of work-life was first introduced at the International Labour Conference in 1972, but it only gained attention after the United Auto Workers and General Motors took the initiative to adopt work quality life practices to change the work system [5]. The concept directs the attention of the organization to give a good view of the human being in it which aims to spread understanding the theory and the practice of how to make conditions good for human life [6].

The first time the concept of quality of life was applied to formulate that every initial process decided by the organization was a response to what their workers wanted and hoped. It was realized by discussing issues and uniting their views, between organization and employee, into the same goal, namely improving employee performance and organization. Quality of work life a management philosophy is a management perspective on human, work, and organization with the increase of

changes and improvements; employees will have the opportunity to grow and develop [7].

The quality of work-life, can improve employee dignity through job satisfaction and humanize work by establishing meaningful work, providing opportunities to develop human capacity to do well, ensuring job security, adequate salaries and benefits, and provide safe and healthy working conditions. The factors that influence job satisfaction, among others, the work itself, salary, opportunities for promotion, supervision, and co-workers [8]. Furthermore, there are nine indicators in the application of work-life quality, namely: employee participation, career development, conflict resolution, communication, occupational health, work safety, work security, proper compensation, and pride [9]-[11].

## 2.2. *Job Satisfaction*

Job satisfaction was attitudes or behaviors that pleased or displeased from the tasks of their jobs [12]-[13]. Those result from their perception of the work and closely related to rewards that they believe receiving after perform their sacrifice. Furthermore, Factors that used to measure job satisfaction of employees are the work content [13]. The appearance of the actual task as work control such as supervision; Organization and management; Opportunity to success; Salary and other financial benefits such as incentive; Co-workers; work condition. Meanwhile, there are seven indicators in measuring job satisfaction, namely Fair and proper service; Correct placement in according with the skill; Heavy or light the workload; The atmosphere and work environment; Equipment that support work execution; Leader attitude and the leadership; The monotonous work or not [14].

Further opinion [8], explains that indicators that can measure job satisfaction as including (i) Work itself. Which includes jobs that provide satisfaction, interesting and challenging jobs, jobs that are not boring, and jobs that can provide status? (ii) Salary. Wages and salaries are significant, but those are complex and multidimensional factors in job satisfaction. (iii) Promotion. Opportunity to be promoted seems to have a variety of effects on job satisfaction, because promotion can take different forms and vary in rewards. (iv) Supervision. Supervision is another important source of job satisfaction. (v) Co-workers. Having a very good working relationship with fellow co-workers, and

(vi) Working Conditions Completeness of work equipment facilities to help carry out the task.

Based on ideas and opinions from [8], [12], [13], then in this study, the indicators of job satisfaction are the content of the work itself, salary, promotion, supervision, work colleagues, working conditions.

## 2.3. *Organizational Commitment*

Organizational commitment is the nature of the relationship between individuals and work organizations. Individuals must have confidence in the values and goals of the work organization and have a willingness to use their business seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. Organizational commitment, in general, can be interpreted as employee attachment to the organization where the employee works. Organizational commitment is an act of feeling owned by an employee to feel bound to work and show loyalty by the goals of the organization and try seriously to keep defending themselves as members of the organization and intend to maintain membership in the organization [15]-[17]. High organizational commitment becomes very necessary in an organization because the creation of high commitment will affect professional work situations.

According to the concept by [15] argues that there are 3 dimensions of sub-variable types of commitment, namely affective commitment, continuous commitment, and normative commitment. Affective commitment is defined as the desire to remain a member of an organization that is influenced by emotional feelings and involvement in the organization. Continuous commitment is defined as the desire to remain in the organization because of the necessities of life. While normative commitment, namely the desire to remain a member of the organization because of a sense of responsibility. Based on ideas [2], [18], the indicators of organizational commitment in this study are loyalty to the organization, concern for the organization, happiness in choosing to work, pride in being part of the organization, accepting all work, being loyal to the organization, giving the organization inspiration.

## 2.4. *Employee Performance*

Performance is the real achievement achieved by someone. Etymologically, performance is a

word which in Indonesian comes from the basic word working that translates words from foreign language achievements, which can also mean work results. The meaning of employee performance is the works of employees in quality and quantity that help organizations achieve their goals [19]. Employee performance to most workers is common including several elements namely quantity of results, quality of results, timeliness of results, attendance, and ability to work together. For measuring employee performance, valid performance indicators are needed, making it easier to assess performance.

The indicator of employee performance includes (i) Work performance. When the results of one's assignments are difficult to determine, the company can evaluate the behavior (work results) of the employee related to the task [2]. (ii) Achievement of targets. Achieving the target becomes the right factor to be evaluated, from the results of achieving the target can be seen the ability of employees to complete the workload. (iii) Skills include a set of technical, interpersonal or business-oriented capabilities. (iv) Satisfaction namely the quality of work achieved based on the requirements of employee compliance and readiness. (v) Initiative is the enthusiasm for carrying out new tasks and in enlarging their responsibilities. (vi) Attendance Rate. The level of attendance becomes one of the benchmarks for knowing the level of employee discipline, the higher the presence of low absenteeism, the employee has high work discipline that can affect the performance of the employee, and (vii) Obedience is awareness and willingness in terms of work completion.

Meanwhile, according to [20], there is several employee performance indicators, among others consists of (i) Work quality. The quality of work of an employee is measured by employee perceptions of the quality of work produced and the perfection of tasks supported by the skills and abilities of employees. Work quality also shows the extent to which the quality of an employee in carrying out his duties includes accuracy, completeness, and neatness. (ii) Work efficiency what is meant by work efficiency is the best comparison between a job performed with the results achieved by the work by those targeted both in terms of quality and results. This comparison is seen in terms of time and performance. (iii) Work ability. Workability is the capacity of employees to do various tasks in a

job. Ability is a potential that exists within a person to do so that it is possible for an employee to be able to do the work or not be able to do it. (iv) Punctuality. Timeliness in completing a job is a major factor. The longer the task is completed, the more other tasks follow and this will reduce the effectiveness of the work because it takes time. (v) Work creativity. Creativity is the ability to create or find something new in work, as the ability to provide new ideas that can be applied in solving problems in work or as the ability to see new relationships between elements that already existed before. (vi) Work quality standards. It is the quality of work that is based on the standard set. Usually measured through the accuracy, skill and cleanliness of work results, and (vii) Job related knowledge. Every employee must possess it to work well; this knowledge can be obtained through education and training related to technical work.

The dimensions and performance indicators adapt the theory expressed by [3], which is divided into five dimensions and ten indicators, namely (i) Work Quantity Dimension. The dimensions of work quantity are measured by two indicators: speed. and ability; (ii) Dimensions of Quality of results. The dimensions of work quality are measured using three indicators: neatness, accuracy, and work results; (iii) Dimensions of Cooperation. The dimensions of cooperation are measured using two indicators: the cooperation relationship and cohesiveness; (iv) Dimensions of Responsibility. Dimensions of responsibility are measured using two indicators: work results and decision-makers. (v) Dimension of Initiative. Dimension of the initiative is measured using one indicator namely ability.

Furthermore, there are 6 criteria to assess employee performance [21], which are (i) Quality, which is the extent of the results of the implementation of activities approaching the expected result. The leader can monitor the work results of the employee whether it is appropriate or not to the standards set by the previous leader by looking at the employee work quality. (ii) Quantity, which is the amount produced. The more work completed by the employee, the higher the employee's performance. (iii) Timeliness, which is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs. If the employee can complete all activities in a timely manner, it can be said that the employee's performance is good. (iv) Cost

effectiveness, which is the levels of company resources used in the form of human, financial, and technology is maximized to get the highest yield or reduction in losses from each unit. If employees can use organizational resources effectively and efficiently, it can be said that the employee's performance is good. (v) Independence, which is a level of an employee can do his job without the need to ask for help or guidance from his supervisor, and (vi) Organizational commitment, which is the level of an employee, feels confident, has good wishes, and works together among colleagues.

Employee performance affects how much employee contributions to the organization which includes the following (i) Work Quantity [17]. This standard is done by comparing between the amount of work volume that should (normal work standard) and the actual ability. (ii) Work quality. This standard emphasizes the quality of work produced compared to work volume. (iii) Use of Time. Namely the purpose of working period that is adjusted to the company's policy. (iv) Attendance Rate. The assumption used in this standard is if the employee's attendance below the specified work standard, the employee will not be able to make an optimal contribution to the company. (v) Cooperation. The involvement of all employees in achieving the set targets will affect the success of the supervised part. Cooperation between employees can be increased if the leader can motivate employees well.

To measure performance, we need indicators that have been stated above, developed by [12], [17]. In this study, the indicators which are used to measure performance variables are 5 (five) performance indicators, namely work quality, work quantity, time utilization, collaboration and attendance. The conceptualization framework of the research is a collection of formulas of relationships between research variables which include work quality, job satisfaction, employee performance and organizational commitment as mediating variables. The relationship framework is in the opinion of [15], describing the relationship of organizational behaviors that plays a positive role in performance. In the opinion of some experts, such as [8], [21] suggest that there is a theoretical relationship between the quality of employees' work life and employee performance. Likewise, there is a theoretical relationship between employees' job satisfaction and employee

performance, which opinion of [2], [12], [13]. Furthermore, there is also a theoretical relationship between employee organizational commitment and employee performance, as stated by [8], [15], and [17].

Furthermore, the findings of the research conducted by [22] stated that there is a significant relationship between work quality, job satisfaction and performance; whereas other researchers were carried out by [23], found a positive and significant relationship between work quality, job satisfaction, organizational commitment and performance. The results of other studies conducted by [24]-[25], suggest that there is a significant and positive relationship between performance of job satisfaction and quality of work life. Other empirical studies examined by [26]-[27], suggest that there is a significant and positive relationship between work quality, job satisfaction and employee performance. Based on the results of theoretical thinking and empirical studies mentioned above, the research relationship between variables can be shown in Figure 1.

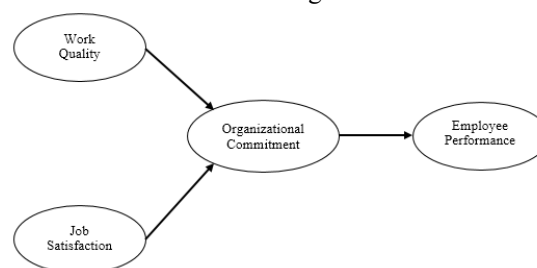


Figure 1. The Research Framework

## 2.5. Hypotheses

### 2.5.1 Relationship between Work Life Quality and Employee Performance

There is a significant and positive relationship between the quality of work life and employee performance, according to the research findings examined by [28]-[29]. Other research findings such as [30]-[31] suggest that there is a significant and positive relationship between the quality of work life and employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H1: The quality of work life has a significant and positive effect on employee performance at the North Aceh District Health Office.

### 2.5.2 *The Relationship between Job Satisfaction and Employee Performance*

The research finding [32] suggest that there is a significant and positive relationship between job satisfaction and performance. Other research findings carried out by [33]-[34], suggest that the relationship between job satisfaction and employee performance is significant and positive. From the findings of this study, the following hypotheses can be formulated:

H2: Job Satisfaction has a significant and positive effect on the performance of North Aceh District Health Office staff.

### 2.5.3 *Relationship between Organizational Commitment and Employee Performance*

The finding of empirical research [35] argues that there is a significant and positive relationship between organizational commitment and employee performance. The results of other research also show there is a positive significant relationship between commitment and performance, as the results of research findings by [36]-[37], so the hypothesis can be formulated as follows:

H3: Organizational Commitment has a significant and positive effect on the performance of North Aceh District Health Office staff.

### 2.5.4 *Relationship between Quality of Work Life and Employee Organizational Commitment.*

There is a significant and positive relationship between the quality of work life and organizational commitment. The relationship was found from the results of the study by [38]. The findings of the relationship research were also obtained from the results of the study by [39]-[40]. From the results of these studies, the hypothesis formulation can be arranged as follows:

H4: Quality of Work Life has a significant and positive effect on North Aceh District Service Organization Commitments.

### 2.5.5 *Relationship between Job Satisfaction and Organizational Commitment*

Relationship Variables can be shown from the results of empirical research conducted by [41], which suggests that there is a significant and positive relationship between job satisfaction and

organizational commitment. The study findings of the relationship between the two variables were significant, also expressed by the findings of the study [42]-[43]. Thus, the hypothesis can be formulated as follows:

H5: Job Satisfaction has a significant and positive effect on the commitment of the North Aceh District Health Office organization

### 2.5.6 *Mediation Relations Organizational Commitment between Quality of Work Life and Employee Performance*

The results of empirical research show that there is a mediating relationship between organizational commitment and organizational commitment capable of mediating the relationship between quality of work life and performance, as findings from [25]. Likewise, the findings from [44], which show that the relationship of quality of work life and performance is mediated by organizational commitment. The same thing is also the result of analysis of [45]. Based on the results of the above research, the formulation of the mediation relationship hypothesis can be stated as follows:

H6: Organizational commitment can mediate significantly between the quality of work life and the employee performance of the North Aceh District Health Office.

### 2.5.7 *Mediation Relations Organizational Commitment between Job Satisfaction and Employee Performance.*

The results of empirical research from several researchers indicate that there is a significant relationship between job satisfaction and performance mediated by organizational commitment [46]. Likewise, the research findings carried out by [47]. Based on the research findings, the research hypothesis can be formulated as follows:

H7: Organizational commitment can mediate significantly between job satisfaction and performance at the North Aceh District Health Office.

## 3 Research Methods and Data Analysis

The object of research is a number of variables that are examined or what is the point or area of concern for a study. The objects in this study are

North Aceh District Health Office Staff, namely employees in all fields and sections and sub-sections within the Office's organizational structure, which are related to research variables, and which are located in research location. The population in this study were all civil servants at the North Aceh District Health Office which numbered 120 people.

The research model used in this study is the Structural Equation Modeling (SEM). In SEM, the ideal sample sizes are between 100-200 and must also consider the number of indicators in the model. The determination of the number of samples can amount 5 to10 of the indicator number. In this study there were 23 indicators so that the number of samples could range between 110-220 respondents. Full model SEM testing is a test performed on all exogenous and endogenous variables that have been combined into one and intact through the variance and covariance matrix. The full model is also called the research model. To find out the results of data processing that has been done using AMOS 20 can be seen on the following Figure 2.

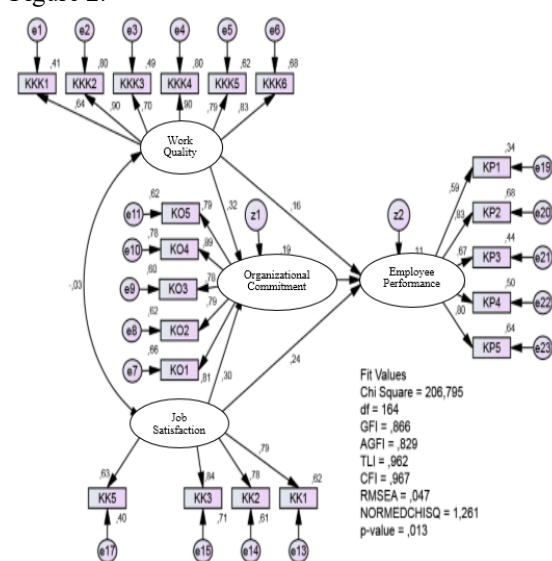


Figure 2. Full Model of Structural Equation Modeling (SEM)

The results of the goodness of fit test on the results of the Full Model SEM analysis can be seen in Table 1.

Table 1. Goodness of Fit Indexes Full Model

Goodness of Fit Index	Cut-off Value	Analysis Result	Evaluation Model
$\chi^2$ Chi-Square Statistic	Expected small	206.795	Good
Probability	>0.05	0.013	Marginal
CMIN/DF	<2.00	1.261	Good
GFI	>0.90	0.866	Marginal
AGFI	>0.90	0.829	Marginal
TLI	>0.95	0.962	Good
CFI	>0.95	0.967	Good
RMSEA	<0.08	0.047	Good

The results of the goodness of fit analysis indicate that the overall evaluation of the model has met the specified criteria except the value of probability, GFI and AGFI which are still marginal. Therefore, this model is modified to get a better goodness of fit and the modification of the model can be seen in Figure 3.

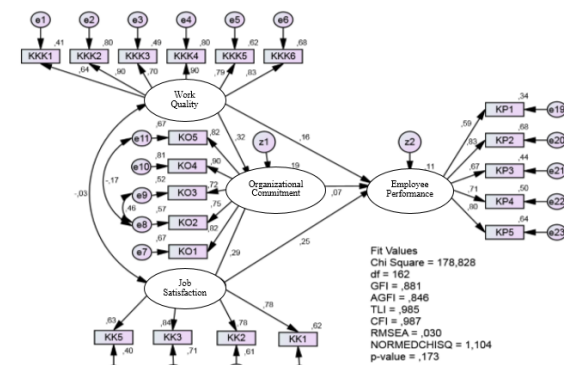


Figure 3 Structural Models after Modification

The results of the analysis of goodness of fit after connecting e11 with e8, and e9 with e8 show that the overall evaluation of the model has met the criteria set. Except AGFI is still marginal, so this model gets better goodness of fit, which can be seen in the Table 2.

Table 2 Goodness of Fit indexes Full Model

Goodness of Fit Index	Cut-off Value	Analysis Result	Evaluation Model
$\chi^2$ Chi-Square Statistic	Expected small	206.795	Good
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TLI	>0.95	0.962	Good
CFI	>0.95	0.967	Good
RMSEA	<0.08	0.047	Good

To see how much influence exogenous variables (work life quality and job satisfaction) have on intervening variables (organizational commitment) and endogenous variables (employee performance), the level of error is  $<0.05$  (5%) in other words the confidence range is 95 per cent as shown the analysis results in Table 3.

Table 3 the Effect of Exogenous Variables toward Endogenous Variables

Path analysis	Est.	S.E.	C.R.	P
OC <--- WQ	0.325	0.107	3.160	0.002
OC <--- JS	0.249	0.092	2.889	0.004
EP <--- WQ	0.181	0.129	1.448	0.148
EP <--- OC	0.073	0.130	0.646	0.518
EP <--- JS	0.267	0.115	2.226	0.026

Note: OC (Organizational Commitment), WQ (Work Quality), JS (Job Satisfaction), EP (Employee Performance)

Results of testing the mediating effect (intervening) the relationship of work life quality variable with employee performance variables mediated by organizational commitment variables and displayed in Figure 4. To find the significance of the path c' is used Sobel test an interactive calculation tool for mediation tests which results in Sobel test, Aroian test, and Goodman test. In this study the test results are used to see test statistics, standard errors, and p-values which are the numbers or values of the Sobel By using it online, it is known the c' path significance value.

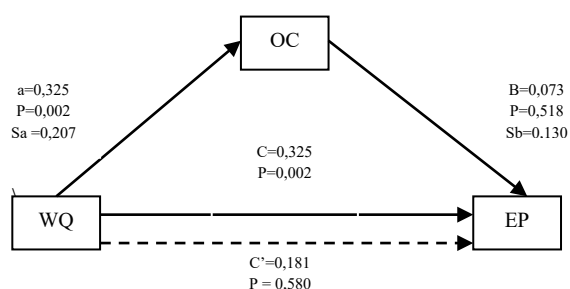


Figure 4 Mediation Effect Test Result

Note: OC (Organizational Commitment), WQ (Work Quality), and EP (Employee Performance)

The calculation results obtained from the Sobel test an interactive calculation tool for mediation tests that the value of statistic test is of 2.552  $<2.00$ .

The p-value is  $0.580 > 0.05$  and the standard error value is 0.042. Based on the calculation of probability values for path c' using Sobel Test as shown in Figure 4., the significance values for all paths (A, B and C) and C lines' can also be seen in Figure 4.

The calculation results obtained from the Sobel test an interactive calculation tool for mediation tests that the value of the statistic test is 0.692  $<2.00$ . The p-value is  $0.488 > 0.05$  and the standard error value is 0.033. Based on the calculation of probability values for path c' using Sobel Test as shown in Figure 3.5 below, the significance values for all paths (A, B and C) while c' lines is also significant can be seen in Figure 5.

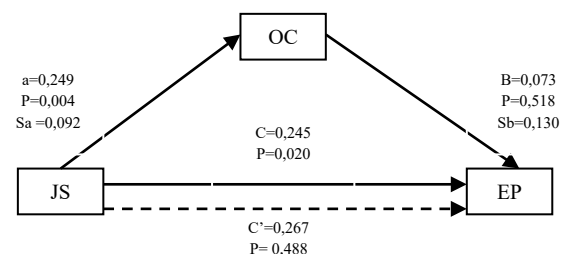


Figure 5. Result of Mediation Effect

Note: OC (Organizational Commitment), JS (Job Satisfaction), and EP (Employee Performance)

## 4 Results and Discussion

The discussion of the results of this research through data analysis with structural models (SEM) is the next stage in this chapter. The discussion will be associated with supporting theories and previous research; this section will emphasize the testing of hypotheses that have been compiled with the aim of getting the answers and associated with the theory and empirical evidence from previous research.

### 4.1 Effect of quality of work-life on organizational commitment

The results of this study indicate that there is an influence the work life quality variable on the organizational commitment variable at the North Aceh Health Office, based on the results of the analysis and proven by the estimate standardized coefficient 0.325 with the value of critical ratio (CR) of 3.160 and significance of 0.002  $<0.05$  (5%). The results of this study prove that the first hypothesis which states the quality of work life has



a positive and significant effect on organizational commitment at the North Aceh Health Office can be accepted or **H1 accepted**. This means that if the quality of work life measured by several indicators includes employee participation, career development and building good communication between employees and superiors, the employee attitudes and behavior increase, the organizational commitment in the North Aceh Health Office also increases. The results of this study support the research findings by [28]-[29]. Other research findings such as [30]-[31] suggest that there is a significant and positive relationship between the quality of work life and employee performance.

#### 4.2 Effect of Job Satisfaction on Organizational Commitments

The results of this study indicate the influence of job satisfaction on organizational commitment with the estimate standardized coefficient of 0.294 with the value of the critical ratio (CR) of 2.889 and significance of  $0.004 < 0.05$  (5%). The results of the analysis of the data indicate that the second hypothesis which states job satisfaction has a significant effect on organizational commitment at the North Aceh Health Office can be accepted, **H2 is accepted**. This means that the job satisfaction of health office employees with measurement indicators, namely the work itself, the salary received by employees and promotion is carried out by institutions in accordance with agency regulations and has a direct impact on organizational commitment.

The results of this study support the results of empirical research conducted by [41] who suggested that there was a significant and positive relationship between job satisfaction and organizational commitment. The results of [23] research stated there is a positive and significant relationship between job satisfaction and organizational commitment. The findings of the study of the relationship between the two variables were significant, also expressed by research findings of [42]-[43].

#### 4.3 The effect of work life quality on employee performance

The results of this study indicate the influence of work life quality on employee performance with the estimate standardized coefficient of 0.157 with a critical ratio (CR) of 1,448 and a significance of

$0.148 > 0.05$  (5%). The results of the data analysis show that the third hypothesis which states the quality of work life has a significant effect on the performance of North Aceh Health Office employees can be rejected, H3 is rejected. This means that the quality of life does not affect the performance of North Aceh Health Office staff. The results of this study do not support the research findings examined by [28]-[31]. Other research findings such as [30]-[31] suggest that there is a significant and positive relationship between the quality of work life and employee performance.

#### 4.4 Effect of job satisfaction on employee performance

The results of this study indicate the influence of job satisfaction on employee performance with the estimate standardized coefficient of 0.245 with the value of the critical ratio (CR) of 2.226 and the significance of  $0.026 < 0.05$  (5%). The results of the data analysis show that the fourth hypothesis which states that job satisfaction has a significant effect on the performance of employees at the North Aceh Health Office can be accepted, H4 is accepted. This means that the job satisfaction felt by health service employees is good and can improve employee performance. The results of this study support the research of [32] suggesting that there is a significant and positive relationship between job satisfaction and employee performance. Other research findings conducted by [33]-[34] said that the relationship between job satisfaction and employee performance was significant and positive.

#### 4.5 Effect of organizational commitment on employee performance

The results of this study indicate the influence of organizational commitment on employee performance with the estimate standardized coefficient of 0.073 with the value of the critical ratio (CR) of 0.646 and significance of  $0.518 > 0.05$  (5%). The results of the data analysis indicate that the fifth hypothesis which states organizational commitment has a significant effect on employee performance at North Aceh health office can be rejected, H5 is rejected. This means that the commitment of the North Aceh health office staff will not affect employee performance. The results of this study do not support the results of empirical research from [35], suggesting that there is a

significant and positive relationship between organizational commitment and employee performance. The findings of other studies also show that there is a positive significant relationship between commitment and performance, as the results of research findings of [36]-[37].

#### 4.6 *Organizational commitment mediates the relationship of work life quality on employee performance*

The results of this study indicate that organizational commitment does not mediate the relationship between the quality of work life and employee performance with the estimate standardized coefficient 0.181 with a significance value of  $0.580 > 0.05$  (5%). The results of this study reject the sixth hypothesis, H6 is rejected, which denies mediating organizational commitment relationship between the quality of work life and the performance of employees at the North Aceh health office.

#### 4.7 *Organizational commitment mediates the relationship of job satisfaction to employee performance*

The results of this study indicate that organizational commitment does not mediate the relationship between the quality of work life and employee performance with the estimate standardized coefficient of 0.267 and a significance value of  $0.488 > 0.05$  (5%). The results of this study reject the seventh hypothesis, H7 is rejected, which denies mediating organizational commitment relationship between the quality of work life and the performance of employees at the North Aceh health office.

## 5 Conclusions

Based on the objectives and results of the research and discussion described in the previous chapter, in conclusions are the quality of work life has a positive and significant influence on the commitment of employee organizations at the North Aceh health office. This means that the better the quality of work life is applied; the more work commitment of employees will increase. Job satisfaction has a positive and significant influence on the work commitment of employees in the North Aceh health department. This means that the better job satisfaction is felt by employees, the more work

commitment of employees will increase. The quality of work life has no effect on the work performance of employees at the North Aceh health office. This means that the quality of work life cannot improve employee work performance in the North Aceh health office. Job Satisfaction has a positive and significant influence on the performance of employees at the North Aceh health department. This means that the better the behavior of job satisfaction is felt, the more employee performance increases. Organizational commitment has no effect on the performance of employees at the North Aceh health office. This means that the commitment of employees who have been felt so far has no impact on employee performance. Organizational commitment does not mediate the relationship between the quality of work life and the performance of employees at the North Aceh health office. Organizational commitment does not mediate the relationship between job satisfaction and the performance of employees at the North Aceh health department.

In order to improve employee performance at the North Aceh Health Office, the authors suggest the North Aceh Health Office to encourage employee performance, work skills and policies for welfare so that organizational commitment can be increased and affected employee performance. Further, the North Aceh health office in increasing work commitment needs to pay attention to a good work environment so that employee performance can be improved and ultimately organizational performance also increases. Also, the job satisfaction needs to be maintained and improved, by way of employee promotion, relationships with colleagues and superiors need to be continuously improved so that employee performance is better in the future.

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