

# **EFFECT OF QUALITY OF WORK LIFE TO ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: STUDY ON GENERATION Y EMPLOYEES AT REGIONAL GOVERNMENT RURAL BANK (PDBPR), CENTRAL LOMBOK REGENCY, INDONESIA**

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## **Abstract**

*This study aims to examine and analyze the significance of the influence of quality of work life on organizational commitment and job satisfaction of Y generation employee in PDBPR of Central Lombok Regency. The population of this study is associative causal type, they are all employees included in category Y generation working on PDBPR Central Lombok Regency which amounted to 52 people. A census was used for data collection.. Data analysis techniques used in this study is the analysis of PLS (Partial Least Square) with the help of SmartPLS program. The results of this study indicate that quality of work life has a positive and significant effect on organizational commitment and job satisfaction of employee generation Y PDBPR of Central Lombok Regency and organizational commitment have a positive and significant effect to job satisfaction of employee of generation Y PDBPR of Central Lombok Regency.*

*Keywords: Quality of Work Life, Organizational Commitment, Job Satisfaction, Y Generation, Organizational Effectiveness, Employee Performance*

## INTRODUCTION

One of the goals in managing human resources in an organization is the achievement of optimal job satisfaction. Job satisfaction is an important target in human resource management as it will affect work performance and productivity. Human resources will feel satisfied in working if the aspects of work and individuals support each other so it can be said that job satisfaction with regard to one's feelings about the fun or not the job.

Job satisfaction is an effectiveness or an emotional response to various aspects of work. This definition means satisfaction is not a single concept (Robert and Angelo, 2005). Furthermore, Robert and Angelo (2005) suggested that there are five models of job satisfaction that stand out will categorize the cause. The cause is the fulfillment of needs, incompatibility, achievement of values, equities, and components of time or genetic. Robbins (2008) describes job satisfaction as an individual feeling generally associated with work. Bakotic (2013) suggests job satisfaction is often shown by employees with the way they like the job itself, and the level of happiness in doing the job. The dimensions of job satisfaction consist of, (1) the job itself, (2) the salary, which is the amount of wages received, (3) the promotion opportunity, (4) supervisor supervision, and (5) co-workers (Luthans, 2006) .

One of the objectives of human resource management in an organization is to build and enhance the commitment of its employees. High employee commitment will greatly affect the achievement of organizational goals. Organizations will be easier to achieve their goals if employees are committed to the organization. Luthans (2006) argues that organizational commitment is (1) a strong desire to become a member in one group, (2) willingness and effort high for the organization, (3) a certain belief and acceptance of organizational values and goals. Robbins (2006) posited organizational commitment as a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership within the organization.

Research on the effect of organizational commitment on employee job satisfaction conducted by Diana (2009), Jack (2012), Brian and Roy (2013), Badjuri (2013), Bambang (2014), and Ebru (2015), stated that organizational commitment a positive and significant effect on job satisfaction. This means that the higher the commitment of employees, the higher the employee job satisfaction. Unlike the results of research conducted by Arif (2010) which states that organizational commitment has no effect on job satisfaction.

Associated with the factors that affect job satisfaction and organizational commitment above, job factors, promotion and co-workers are factors of quality of work life (QWL) which indicates there is a relationship between QWL and job satisfaction. Luthans (2006) defines QWL as the impact of human and organizational effectiveness developed with an emphasis on

participation in problem solving and decision-making. Cascio (2010) put forward two ways to see the quality of work. Firstly, with a set of objective organizational conditions and practices (eg, in-house promotion, democratic oversight, employee engagement, safe working conditions). Second, looking at QWL with employee perceptions that they are safe and relatively satisfied, they have a balance of work that makes sense, and they can grow and develop as human beings. This method connects QWL to the extent to which human needs are met. In practice, QWL engages workers in providing opportunities to make decisions about their work design and workplace, and what they need to create products or deliver services very effectively. Of course, what the workers want varies by the high places, such as competitive basic salaries in the United States, career opportunities in Brazil, opportunities to study in China, and challenging jobs in Japan (Cascio, 2010).

Referring to some previous research on Quality Of Work Life variables and job satisfaction that get different results (there is a research gap). As research conducted by Astitiani and Surya (2016), Wahibur (2013), Fathiyah et al (2017); whose research results show that Quality Of Work Life has a positive and significant impact on job satisfaction. Different or inconsistent with research conducted by Gige et al (2015) which mentions the results of the analysis to prove there is an insignificant effect of quality of work life on employee job satisfaction at PT. Bank Syariah Mandiri Branch Office Jember. Researchers consider this to be the result of measurement indicators of each of the different research variables and different objects or research sites.

Empirical study on PDBPR organization of Central Lombok Regency was conducted to see the effect of relationship between quality of work life toward organizational commitment and job satisfaction. PDBPR Kabupaten Lombok Tengah is a regional bank owned by the region. The PDBPR of Central Lombok Regency is supported by human resources totaling 123 people and 52 of which belong to Y generation. Generation Y is also known as millennial or millennium generation. The Y generation phrase began to be used in the editorial of the major US newspaper in August 1993. Lyons, in (Yanuar, 2016) reveals the characteristics of Y generation are the characteristics of each individual differently depending on where they are brought up, their family's economic and social strata, very open compared to previous generations, fanatical social media users and their lives deeply affected by technological developments, more open to political and economic views so they look very reactive to environmental changes going on around them, have more attention to wealth. Based on the results of previous research, researchers are interested to examine the relationship QWL with organizational commitment and job satisfaction in government banking financial institutions with more focus on employees Y generation. This study aims to examine and analyze the significance of the effect of quality of

work life on organizational commitment and job satisfaction of Y generation employee in PDBPR of Central Lombok Regency.

## LITERATURE REVIEW

### Job Satisfaction Study

Job satisfaction theory examines what really causes a person to be satisfied or not to his job, and what determines the level of employee job satisfaction. According to Wexley and Yukl (1977), the theories of job satisfaction consist of three kinds commonly known as follows:

- a. Discrepancy Theory, this theory explains that the hobbyist will feel satisfied in working if the desire based on his perception is the same as the reality obtained. This theory was popularized by Porter (1961) who explained that job satisfaction is measured by the difference between what should be desired and the reality obtained.
- b. Equity Theory, this theory shows that people will be satisfied or dissatisfied depending on whether he feels justice in a particular situation. According to this theory, justice consists of three important elements: (1) input, that is everything that is felt by employees as a contribution to their work, (2) outcomes, that is everything that is felt by employees as a result of their work, and (3) comparison persons, comparing themselves to others or with whom the employee compares the differences of input-outcomes he or she possesses, these persons can be either in the same organization, elsewhere, or comparing themselves in the past. Through this theory it can be concluded that each employee will compare his input-outcomes ratio with the input-outcomes ratio of others. If the comparison is considered fair enough, then he will feel quite satisfied, but if the comparison is not balanced then did not rule out the possibility of dissatisfaction.
- c. Two Factor Theory, this theory shows that satisfaction and dissatisfaction are two different things. This theory is proposed by Herzberg (1959), the research is done by dividing the situation that affect the attitude of a person to his work which is divided into 2 groups namely, (1) Satisfier Group, that is the situation proved that the source of satisfaction is the responsibility, achievement, reward, promotion and the job itself, thus the presence of such components leads to job satisfaction, and (2) The dissatisfier group, the situation that causes discontent evidenced by salary, working conditions, security, co-workers, and administrative policies. Improvement to the situation will reduce dissatisfaction, but not cause satisfaction because it is not a source of job satisfaction.
- d. Factors that affect job satisfaction. In job satisfaction, there are several factors that affect job satisfaction experienced by employees in an organization. According to Luthans

(2006), the main factors affecting job satisfaction are (1) Employment itself, (2) Salary, (3) Promotion, (4) Supervision, (5) Working group or co-workers.

- e. Job Satisfaction Measurement Indicators. Luthans (2006) presents several indicators in the measurement of job satisfaction, as follows: (1) Employment itself, (2) Salary, (3) Promotion opportunity, (4) Supervision, (5) Coworkers.

### **Organizational Commitment Study**

Steers and Porter (Fransisca and Bodroastuti 2010) say that a form of emerging commitment is not only passive loyalty, but also involves an active relationship with a work organization that aims to give every effort for the success of the organization concerned. Commitment can be seen from three factors, namely (1) strong trust and acceptance of the organization's goals and values, (2) the willingness to seek the achievement of organizational interests, and (3) a strong desire to maintain organizational membership.

Steers and Porter (Fransisca & Bodroastuti 2010) suggested that there are several factors that influence the employee's commitment to the organization, namely (1) personal factors that include job expectations, psychological contract, job choice factors, and personal characteristics, all of these factors will form an initial commitment . (2) Organizational factors, including initial works experiences, job scopes, supervision, goal consistency organizational. All of these factors will shape or generate responsibility. (3) Non-organizational factors, which include the availability of alternative jobs. Factors that are not from within the organization, such as whether or not there are other work alternatives. If there is and better, of course employees will leave it.

Mayer and Allen (in Luthans 2006) proposed three dimensional models that became indicators of measurement of organizational commitment. The three dimensions are: (1) Effective Commitment, which is the employee's emotional association, identification, and involvement in the organization (2) Continuance commitment, ie commitment based on loss related to outgoing employees of the organization, this may be due to loss of seniority for promotion or benefit, and (3) Normative commitment, is a mandatory feeling to remain in the organization because it must be so; it is the right thing to do.

### **Quality of Work Life Study**

Cascio (in Dwi & Lindawati, 2017) defines QWL in two views, the first view that QWL is a set of circumstances and practices of organizational goals (eg enriching work, in-depth promotion policies, democratic awareness, employee participation and working conditions secure). While the second view defines QWL as employee perceptions, such as feelings of security by

employees, feel satisfied relatively and get a chance to grow and develop like human beings. Cascio (in Dwi & Lindawati, 2017) mentions several interrelated factors that affect Quality of Work Life, namely work participation, career development, conflict resolution, communication, occupational health, occupational safety, job security, compensation and pride. The measurement indicators of QWL by Cascio (in Dwi & Lindawati, 2017) consist of (1) Work Participation, (2) Career Development, (3) Conflict Resolution, (4) Communication, (5) Occupational Health, (6) Working Safety (7) Safety, (8) Compensation, and (9) Pride.

### **Relationship Between Variables and Research Hypotheses**

#### **1. The Effect of Quality of Work Life on the Organizational Commitment of Generation Y Employees**

Kaihatu and Rini (2007) stated that the psychological dynamics of the quality of work life with organizational commitment is when the quality of working life of an employee is good, then the organizational commitment will be high. Indah (2013), Wiji (2014), Ritfy and Andre (2014) and Wenda (2015) stated that the quality of work life has a positive and significant impact on organizational commitment. This indicates that good quality of work life can increase good organizational commitment for employees, so the first hypothesis (H1): Quality of work life has a positive and significant effect on Organizational Commitment of Y generation employee.

#### **2. The Effect of Quality Work Life on Job Satisfaction on Generation Y**

QWL is an important factor affecting job satisfaction in the workplace. QWL program has two goals, namely to improve employee productivity and satisfaction. QWL is the quality of the relationship between employees and the amount of their work in the work environment with the human dimension added to the usual technical and economic aspects (Straw, R. J. and C.C. Heckscher in Shiney 2012). Ari (2006), Banedicta, Taher and Djamhur (2012), Wahibur (2013), Ni Luh and Ida (2016), Yuvita (2016), and Fathiyah et al (2017), from the results of their research indicate that Quality Of Work Life is influential positive and significant to job satisfaction, so the second hypothesis (H2): Quality Of Work Life has a positive and significant effect on Job Satisfaction.

#### **3. The Effect of Organizational Commitment on Job Satisfaction Generation Y**

A person who has a high commitment tends to maintain his job and have a high level of job satisfaction. Diana (2009), Brian and Roy (2013), Badjuri (2013), Bambang (2014) stated that organizational commitment has a positive and significant influence on job satisfaction. This indicates that the higher one organization's commitment will increase employee job satisfaction, so the third hypothesis (H3): organizational commitment has a positive and significant effect on job satisfaction of Y generation employee.

## METHODOLOGY

### Method of Collecting Data

Data collection method used in this research is census method. Sugiono (2009) states that the census method is a sample determination technique when all members of the population are used as a sample. The population size in this study amounted to 52 people.

### Operational Definition of Variables

#### 1) Quality of Work Life (X1)

Variable Definitions	Item indicator
Quality of work Life is a perception of respondents about the impact of individual and organizational effectiveness on Y generation employees working in PDBPR of Central Lombok Regency in participating in solving problems and decision making.	Participation in various activities and decision-making
	Availability of opportunities for career development
	Discussions for resolving conflicts
	Formal communication between employees and leaders
	Employee health is available and secure
	Work safety for employees is assured
	Work security for employees is assured
	Financial compensation is felt to be appropriate
The company's reputation makes employees feel proud	

Source: Cascio (2010)

#### 2) Organizational Commitment (Y1)

Variable definition	Item indicator
Organizational commitment is the relationship of individual employees of Y generation who work in the office of PDBPR Central Lombok Regency in looking at himself and his work in the organization.	Pleased to spend a career on the organization
	Enthusiasm at work
	Regard organizational issues as personal issues
	Feeling heavy to leave the organization
	No intention of leaving the organization
	Willing to do additional work
	Organization gives a deep meaning
	Too many sacrifices when leaving the organization
Have an emotional bond with the organization	

Source: Luthans (2006)



### 3) Job Satisfaction (Y2)

Variable definition	Item indicator
Job Satisfaction is an individual feeling of Y generation employees working in the PDBPR office of Central Lombok Regency against various aspects of the work provided by the company.	Interesting job
	Pleased with the responsibilities given
	Conformity of salary given
	Feasibility of incentives / benefits
	Promotional opportunities
	Promotion based on achievement
	Good supervision
	Leadership support to employees
	Coworkers can help
	Attention from colleagues

Source: Luthans (2006)

## FINDINGS

### Quality Of Work Life Variable

Of the 9 (nine) indicators of Quality of work life: work participation, career development, conflict resolution, communication, occupational health, job security, occupational safety, compensation and pride in each indicator has one question item. Here is the distribution of respondents' answers to each item.

Table 1 Average Score and QWL Variable Indicator Categories

No	Variable indicator	Average	Categories
X1.1	Participation in various activities and decision-making	4,15	Good
X1.2	Availability of opportunities for career development	4,23	Very Good
X1.3	Discussions for resolving conflicts	4,32	Very Good
X1.4	Formal communication between employees and leaders	4,19	Good
X1.5	Employee health is available and secure	4,53	Very Good
X1.6	Work safety for employees is assured	4,61	Very Good
X1.7	Work security for employees is assured	4,55	Very Good
X1.8	Financial compensation is felt to be appropriate	4,36	Very Good
X1.9	The company's reputation makes employees feel proud	4,42	Very Good
<b>Average</b>		<b>4,38</b>	<b>Very Good</b>

### Organizational Commitment Variables

Organizational commitment variables consist of 3 (three) question indicators and 9 question items. The three indicators of the question are Affective Commitment, Continuance Commitment



and Normative Commitment, each of which has 3 (three) question items. Here is the distribution of respondents' category values for each item:

Table 2 Average Scores and Category of Organizational Commitment Variable Indicators

No	Questions	Average	Categories
Y1.1	Pleased to spend a career on the organization	4.21	Very high
Y1.2	Enthusiasm at work	2.19	Low
Y1.3	Regard organizational issues as personal issues	3.71	High
Y1.4	Feeling heavy to leave the organization	3.37	High
Y1.5	No intention of leaving the organization	3.96	High
Y1.6	Willing to do additional work	3.63	High
Y1.7	Organization gives a deep meaning	4.23	Very high
Y1.8	Too many sacrifices when leaving the organization	3.58	High
Y1.9	Have an emotional bond with the organization	3.75	High
<b>Average</b>		<b>3.62</b>	<b>High</b>

### Job Satisfaction Variables

Job satisfaction variable consists of 5 (five) question indicator and 10 question items. The five indicators of the question are the job itself, salary, promotion opportunity, supervision and co-workers, each of which has 2 (two) question items. Here is the distribution of respondents' category values for each item:

Table 3 Average Scores And Categories Indicators of Job Satisfaction Variables

No	Questions	Average	Categories
1	Interesting job	4.04	Satisfied
2	Pleased with the responsibilities given	4.10	Satisfied
3	Conformity of salary given	3.87	Satisfied
4	Feasibility of incentives / benefits	3.81	Satisfied
5	Promotional opportunities	3.92	Satisfied
6	Promotion based on achievement	4.12	Satisfied
7	Good supervision	4.08	Satisfied
8	Leadership support to employees	4.04	Satisfied
9	Coworkers can help	4.12	Satisfied
10	Attention from colleagues	3.52	Satisfied
<b>Average</b>		<b>3.96</b>	<b>Satisfied</b>

### Partial Least Square (PLS) Analysis

Hypothesis testing in this research using Partial Least Square (PLS) approach. PLS does not assume any particular distribution for parameter estimation, so parametric technique to test significance is not required. PLS evaluation model based on prediction measurement has nonparametric properties. The model of measurement or outer model with reflective indicators is evaluated with convergent and discriminant validity of the indicator and composite reliability for the indicator block.

The structural model or inner model is evaluated by looking at the percentage of variance described ( $R^2$ ) for latent dependent constructs using the Stone-Geisser Q Square Test size and also looking at the magnitude of the structural path coefficients. The stability of this estimate is evaluated using the t-statistic test obtained by the bootstrapping procedure.

Hypothesis testing is done through a model based on the effect of quality of work life variable as independent variable to organizational commitment variable and job satisfaction as dependent variable, organizational commitment variable as independent variable to job satisfaction variable as dependent variable.

### Evaluation Measurement (Outer Model)

Outer model measurements can be defined as indicator blocks related to latent variables. Its assessment was conducted using three criteria of assessment, including the convergent and discriminant validity of the indicator and the composite reliability for the indicator block.

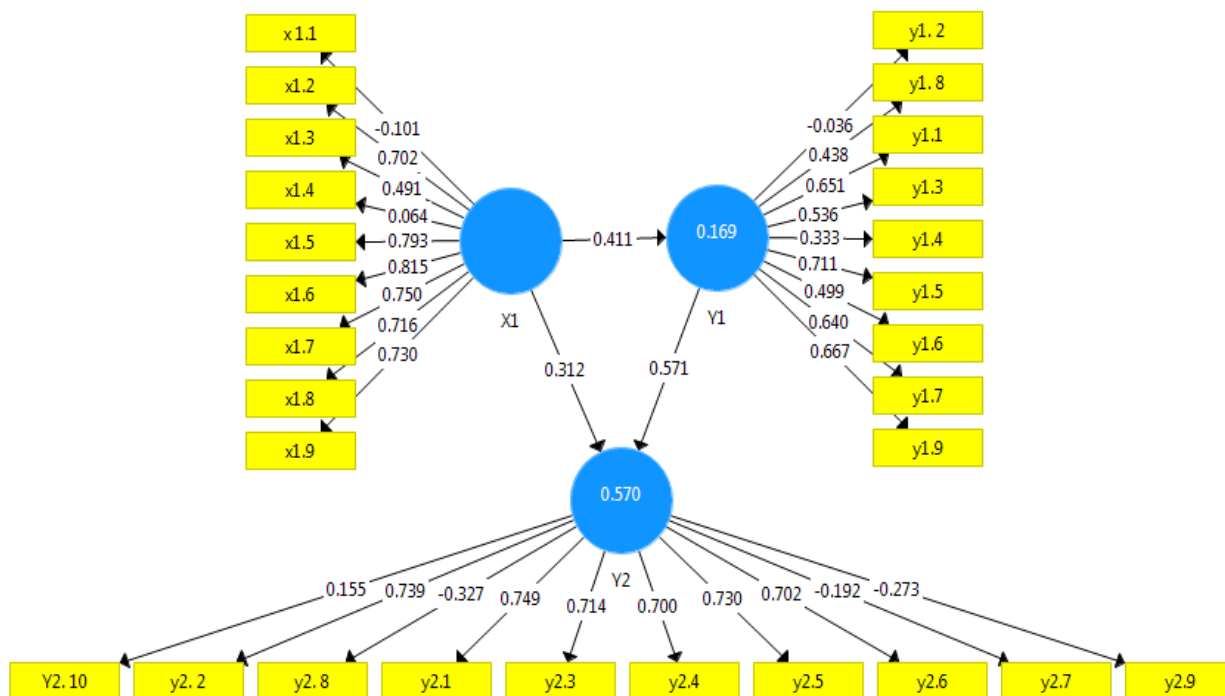
### Convergent Validity Test

Table 4 Outer Loadings (Measurement Model)

Quality Of Work Life		Organizational Commitment		Job Satisfaction	
Item	Outer Loadings	Item	Outer Loadings	Item	Outer Loadings
X1.1	-0,101	Y1.1	0,651	Y2.1	0,749
X1.2	0,702	Y1.2	-0,036	Y2.2	0,739
X1.3	0,491	Y1.3	0,536	Y2.3	0,714
X1.4	0,064	Y1.4	0,333	Y2.4	0,700
X1.5	0,793	Y1.5	0,711	Y2.5	0,730
X1.6	0,815	Y1.6	0,499	Y2.6	0,702
X1.7	0,750	Y1.7	0,640	Y2.7	-0,192
X1.8	0,716	Y1.8	0,438	Y2.8	-0,327
X1.9	0,730	Y1.9	0,667	Y2.9	-0,273
Y1.1	0,651			Y2.10	0,155

Based on the outer loadings table shown above, it can be seen that the items of the quality of work life indicator that is organizational commitment and job satisfaction will be dropped or discarded are: X1.1, X1.3 then Y1.2, Y1.4, Y1.6 and Y1.8 are Y2.7, Y2.8, Y2.9 and Y2.10 since they have a loading value less than 0.5 and subsequently re-estimated. The value of outer loading constructs after the re-estimation is greater than or equal to 0.5. This indicates that the overall indicator used is valid. Here is a picture of the outer loading value of the construct after the re-estimation.

Figure 1 Modeling Line Diagram 1 and Outer Loadings Re-Estimation Value



### Discriminant Validity Test

The discriminant validity test is used to see if an indicator of a particular latent variable is different from other latent variable indicators, so that the indicator is considered feasible to explain its latent variables. Discriminant validity test is done by comparing the root root average variance extracted (AVE) root roots for each construct with the correlation between constructs with other constructs. Indicators are considered to meet discriminant validity if the AVE root is greater than the correlation between the same latent variables. Discriminant validity test results can be seen in the table 5.

Table 5 Value of Square Root of Average Variation Extract (AVE) Variable Latent Research

	<b>AVE</b>	$\sqrt{\text{AVE}}$	<b>Information</b>
Quality of Work Life	0,502	0,709	Valid
Organizational Commitment	0,463	0,680	Valid
Job Satisfaction	0,562	0,750	Valid

Based on the discriminant validity test in the above table, it can be seen that the root AVE of each variable is greater than 0.5, so it can be concluded that the variables used in this study is valid. Where all the values of variables analyzed greater than the highest correlation value between each independent variable with other variables.

### **Composite Reliability**

Variables are said to have a high reliability if the value of composite reliability above 0.70. In the following table will be presented the value of composite reliability.

Table 6 Composite Reliability Value

<b>Variable</b>	<b>Composite Reliability</b>
Quality of Work Life	0,863
Organizational Commitment	0,811
Job Satisfaction	0,884

The composite reliability value shown by the above table for each construct indicates that the quality of work life constructs, organizational commitment constructs and work satisfaction constructs have high reliability because of the composite reliability value for each construct above 0.70.

Based on the results of the overall evaluation, from the convergent, discriminant validity and composite reliability that has been described earlier, it can be concluded that the indicators as a measure of latent variables are valid and reliable gauges.

### **Evaluation of Structural Model (Inner Model)**

Assessment of the structural model or inner model is done to see the relationship between konstruk, significance value and R-Square research model. The structural model was evaluated using R-square test for predictive relevance and also looked at the magnitude of the structural path coefficients. The stability of this estimate is evaluated using the t-statistical test obtained

through the bootstrapping procedure. The R-square value for the dependent construct can be seen in the table below:

Table 7 R-Square Value of Dependent Construct

Variable	R-Square
<b>Organizational Commitment (Y1)</b>	0,169
<b>Job Satisfaction (Y2)</b>	0,440

R-Square value is used to calculate Q-square test for predictive relevance. Q-square test for predictive relevance measures how well the observation values generated by the model and also the parameter estimation. Q-Square values greater than zero indicate that the model has predictive relevance, whereas a Q-Square value less than zero indicates that the model lacks predictive relevance. Q-Square quantity has a value with the range  $0 < Q^2 < 1$ , which is closer to one means the model the better. Q-Square values can be obtained through the formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$$

Based on the formula, the value of Q-Square in this study are:

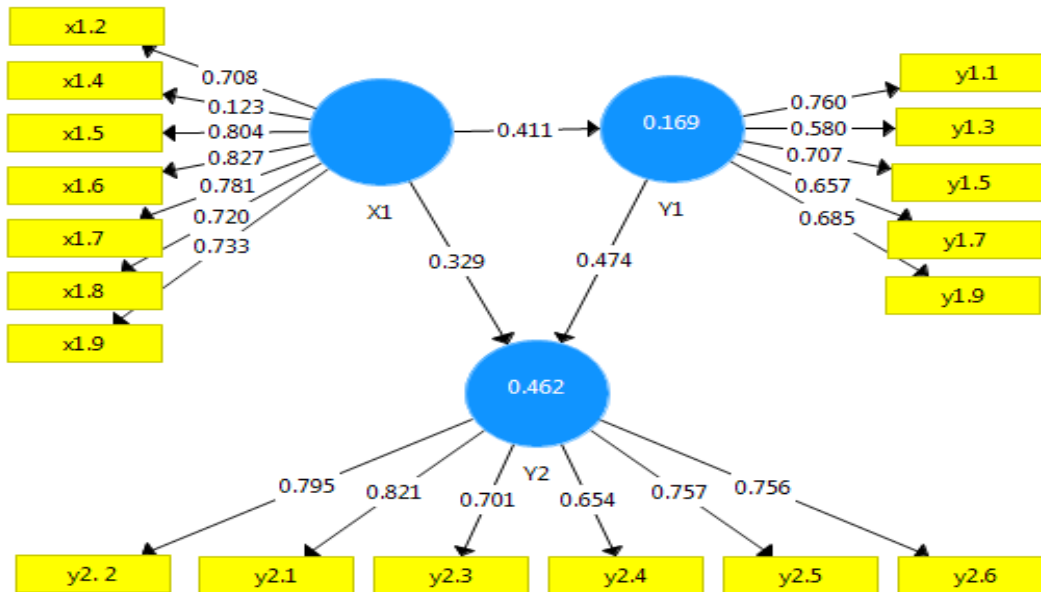
$$Q^2 = 1 - (1 - 0,132^2) (1 - 0,458^2) = 0,224$$

The value of Q-Square is known as 0.224 or 22.4% for organizational commitment and job satisfaction as an independent variable that gives effect to Quality Of Work Life. A value of 22.4% indicates that the model has predictive relevance because it has a value greater than zero, making it better and feasible to be used in prediction. The result of the calculation can also mean that there are 77.6% other variables that can effect to the organizational commitment and job satisfaction of Y generation employee in PDBPR of Central Lombok Regency outside of un-researched models such as leadership, compensation, organizational culture, stress, burnout, and work environment.

### Hypothesis Testing

The result of test of correlation between research variables can be seen from the value of path coefficient and significant p value at  $\alpha = 0,05$ . If the results of hypothesis testing on the outer model is significant, indicating that the indicator is considered to be used as a latent variable measuring instrument, whereas if the test results in the inner model is significant, it means that there is a meaningful effect between latent variables. Here is a picture of the value of bootstrapping.

Figure 2 Modeling Path Diagram 2



While the relationship between variables can be seen through the following table.

Table 8 Relationship between Variables

No	Relationship between Variables	Path Coefficient	T-statistics	p value	Conclusion
1.	Quality of work life (X1) → Organizational Commitment (Y1)	0,411	3,306	0,001	Positive, Significant
2.	Quality of work life (X1) → Job Satisfaction (Y2)	0,329	2,227	0,026	Positive, Significant
3.	Organizational Commitment (Y1) → Job Satisfaction (Y2)	0,474	4,419	0,000	Positive, Significant

The table above shows that from 3 (three) relationships among variables submitted, all of them are significant. Further explanation as follows:

**Explanation of Hypothesis 1: The Effect of Quality of Work Life on Organizational Commitment**

Hypothesis 1 states that quality of work life has positive and significant effect on organizational commitment of Y generation employee. Statistical test result using PLS application: 3 parameter

coefficient between quality of work life to organizational commitment showed positive and significant effect with value 0,411 and p value value of 0.001 shows a significant positive effect. The value of p value is still below the value  $\alpha = 0.05$ . Thus H1 is accepted. This clearly states that the quality of work life has a positive and significant effect on the organizational commitment of the Y generation.

### ***Explanation of Hypothesis 2: The Effect of Quality of Work Life on Job Satisfaction***

Hypothesis 2 states that quality of work life has positive and significant effect on job satisfaction of Y generation employee. Statistical test result by using PLS application: 3 parameter coefficient between quality of work life on job satisfaction showed positive and significant effect with value 0,329 and p value value of 0.026, indicating the effect is positive and significant. The value of p value is still below  $\alpha = 0,05$ . Thus H2 is accepted. It is stated that quality of work life have positive and significant effect to job satisfaction of Y generation.

### ***Explanation of Hypothesis 3: The Effect of Organizational Commitment on Job Satisfaction***

Hypothesis 3 states that organizational commitment has positive and significant effect on job satisfaction of Y generation employee. Statistical test result using PLS application: 3 parameter coefficients between organizational commitment to job satisfaction indicate positive and significant effect with value 0,474 and p value 0.000 the effect is positive and significant. The value of p value is still below  $\alpha = 0,05$ . Thus H3 is accepted. This shows that organizational commitment has a positive and significant effect on job satisfaction of Y generation.

From conceptual framework found indirect effect between quality of work life variable to job satisfaction mediated by organizational commitment and obtained through result of multiplication of path coefficient (beta) between direct effect of quality of work life toward organizational commitment with direct effect of organizational commitment to job satisfaction on employees of Generation Y employee at PDBPR Kabupaten Lombok Tengah. The value of coefficient of quality of work life to organizational commitment with organizational commitment to job satisfaction is  $(0,411 \times 0,474) = 0,199$ . For more details can be seen in the table of mediation variables or indirect influence between quality of work life to job satisfaction generation Y is mediated by organizational commitment as follows.



Table 9 Calculation of Variable Mediation / Indirect Effect

Effect of Variables	Calculation	Path Coefficient Value
<b>Summary of Direct Effect</b>		
Quality of work life (X1) → Organizational Commitment (Y1)	-	0,411
Quality of work life (X1) → Job Satisfaction (Y2)	-	0,329
Organizational Commitment (Y1) → Job Satisfaction (Y2)	-	0,474
<b>Summary of Indirect Effect</b>		
Quality of work life (X1) → Organizational Commitment (Y1) → Job Satisfaction (Y2)	(0,411x0,474)	0,199

Thus it can be seen that organizational commitment has a mediation effect on the influence of quality of work life on job satisfaction on Y generation employees in PDBPR Central Lombok with a coefficient of 0.199. The calculation means that there is an indirect effect between quality of work life variable with job satisfaction through organizational commitment with coefficient value of 0,199. The comparison of indirect effect of quality of work life toward job satisfaction of Y generation employee through mediation of organizational commitment with the direct effect of quality of work life on job satisfaction obtained  $0,199 < 0,329$ , so it can be stated that organizational commitment function as mediation which means that quality of work life have positive and significant effect to job satisfaction, whereas through mediation organizational commitment is only able to mediate partly.

## DISCUSSION

Based on the results of PLS analysis, in this section will discuss the results of calculations that have been done. This study aims to determine the effect of quality of work life on organizational commitment, the effect of quality of work life on job satisfaction and the effect of organizational commitment on job satisfaction. Testing is shown through the existing hypothesis, so it can be known how the effect of each variable against other variables.

### The Effect of Quality of Work Life on Organizational Commitment

Data analysis shows the result that quality of work life have positive and significant effect to organizational commitment on Y generation employee in PDBPR of Central Lombok Regency. Quality of work life has a positive and significant effect on organizational commitment which means that the better the quality of work life of Y generation employees, the higher the level of

organizational commitment. Likewise, the worse the quality of work life of Y generation employees, the worse the organizational commitment. Employees who have high organizational commitment are employees who do not want to get out of the agency where he works and trying to realize the organizational desire embodied in the vision and mission of the company, and have confidence in the value and goals of the organization.

Luthans (2006) defines commitment, as follows: 1) a strong desire to remain a member of a particular organization; 2) a desire to strive according to the wishes of the organization; and 3) certain beliefs and acceptance of organizational values and goals. Organizational commitment of employees arises when company problems are perceived as a problem of their ownself and do not want to leave the company. A high level of organizational commitment can support the realization of the company's vision and mission.

In various literature and previous research, it is mentioned that QWL is one of the variables that effect organizational commitment. The results of this study support previous research which states that QWL has a positive and significant effect on organizational commitment. The results of this study also found that QWL has a positive and significant effect on job satisfaction. This means that the higher the QWL of employees, the higher the organizational commitment on Y generation employees in the PDBPR of Central Lombok Regency is felt, such as research conducted by Kaihatu and Rini (2007); states that the psychological dynamics of the quality of work life with organizational commitment is when the quality of working life of an employee is good, then the organizational commitment will be high. Indah (2013); Wiji (2014); Ritfy and Andre (2014); and Wenda (2015); states that the quality of work life has a positive and significant effect on organizational commitment. This shows that good quality of work life can increase good organizational commitment also for employees.

### **The Effect of Quality of Work Life on Job Satisfaction**

This study aims to analyze and to know the significance of the effect of QWL on job satisfaction of Y generation employee in PDBPR of Central Lombok Regency and to form a second hypothesis that QWL have positive and significant effect to job satisfaction of Y generation employee in PDBPR of Central Lombok Regency. Based on PLS test, it is found that QWL has positive and significant effect on job satisfaction of Y generation employee in PDBPR of Central Lombok Regency. This shows that the better QWL of Y generation employees in PDBPR Central Lombok District, the higher the employee job satisfaction. Conversely, the worse the QWL of the Y-generation employees, the lower the employee's job satisfaction of Y generation in PDBPR of Central Lombok Regency. So it can be concluded that the hypothesis 2 of this study accepted and H0 rejected. Relationships between colleagues both vertically and

horizontally can improve job satisfaction of Y generation employees in PDBPR Kabupaten Lombok Tengah.

The results of this study consistent or support the results of previous research conducted by Ari (2006), Banedicta, Taher and Djamhur (2012), Wahibur (2013), Ni Luh and Ida (2016), Yuvita (2016) and Fathiyah et al (2017) from the results of their research shows that Quality Of Work Life has a positive and significant impact on job satisfaction.

### **The Effect of Organizational Commitment on Job Satisfaction**

This study aims to analyze and understand the significance of the influence of organizational commitment on job satisfaction of Y generation employee in PDBPR of Central Lombok Regency which formed the third hypothesis that organizational commitment has positive and significant effect on job satisfaction of Y generation employee in PDBPR of Central Lombok Regency. Based on the results of data analysis using the PLS application obtained the results if the data that QWL have a positive and significant impact on employee work satisfaction generation Y in PDBPR Central Lombok regency.

These results indicate that organizational commitment has a positive and significant effect on employee's job satisfaction of Y generation in PDBPR of Central Lombok Regency. So it can be concluded that hypothesis 3 in this study accepted and H0 rejected. This means that the organization that operates in the banking sector in Central Lombok Regency, with the commitment of Y-generation employees working on PDBPR of Central Lombok Regency with good facilities and employee relations can increase their job satisfaction.

The results of this study are in line with the results of previous research conducted by Diana (2009), Brian and Roy (2013), Badjuri (2013), Bambang (2014), which states that organizational commitment has a positive and significant effect on job satisfaction. This shows that the higher the commitment of one's organization will increase employee job satisfaction.

### **CONCLUSION**

Based on the description of research findings and discussion, the results of the study can be summarized as follows:

1. There is a positive and significant effect of quality of work life on organizational commitment. This means that if the Lombok Tengah PDBPR organization improves the quality of work life of Y generation employees, then the Y employee's organizational commitment will increase as well.
2. There is a positive and significant effect of quality of work life on Job Satisfaction of Generation Y Employee. It means that if organization of PDBPR of Central Lombok

Regency improve quality of work life of Y generation employee, so job satisfaction of Y generation employee will increase also.

3. There is a positive and significant effect of organizational commitment on Job Satisfaction on Generation Y Employees. It means that if the organization of PDBPR of Central Lombok Regency increases the organizational commitment of Y generation employee, the employee's job satisfaction of Y generation will also increase.
4. Job satisfaction is effect by the quality of work life through organizational commitment. This shows that QWL has a direct effect on job satisfaction and also shows the role of organizational commitment as a mediator between the two variables.

## SUGGESTIONS

The purpose of this study is to determine the effect of quality of work life on organizational commitment and job satisfaction and organizational commitment to job satisfaction perceived by Y generation employees in PDBPR Kabupaten Lombok Tengah. The results showed that quality of work life could be the cause of increased organizational commitment and job satisfaction. In connection with the above, some suggestions that researchers can recommend are as follows.

1. In relation to the results of this study which states that quality of work life has a positive and significant effect on organizational commitment and job satisfaction in Y generation, by looking at it, the organization must consistently update policy on quality of work life indicators, in order to satisfy and organizational commitment employees to the organization continue to increase.
2. In relation to the characteristics of Y generation in the PDBPR of Central Lombok District, each organization should make several policies related to these characteristics, such as providing opportunities for better career paths, positioning them in an appropriate position, this is related to the characteristics of the Y generation who are educated but have special demands that the organization needs to address.

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