

The Performance of Employees: Role of Quality of Work Life and Employee Engagement With The Mediation Of Organizational Commitment

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Abstract

This study aims to examine and analyze the effect of Quality of Work Life and Employee Engagement on employee performance at the Tax Service Office (KPP) Pratama Semarang Barat, both partially and simultaneously mediated by organizational commitment. In this study, the population was 116 employees and all of them were taken as samples. Data collection through questionnaires, data analysis in this study using SPSS version 22. The sampling technique used quantitative methods, while the data testing techniques used in this study included validity tests, reliability tests, multiple linear regression analysis, and Sobel tests. The results of this study are expected to provide input for interested parties, such as government agencies or private companies. And also provide information for related parties, especially the Tax Service Office (KPP) Pratama Semarang Barat in formulating policies in the field of personnel that can improve Quality of Work Life and Employee Engagement on employee performance by mediating organizational commitment, because this is very important for the development of the organization. in the future.

Keywords: Quality of Work Life, Employee Engagement, Organizational Commitment, Employee Performance

1. Introduction

Companies or organizations must realize that success in improving the quality and quantity of products/services is highly dependent on human resources. To improve performance, an organization does not only rely on modern machines, capital and raw materials but the most important factor is the labor factor which in this case is human. One of the principles upheld by a company or organization that wants to develop and advance is to improve the performance of its employees. So that the company's goals can be achieved efficiently and effectively.

Performance according to Mangkunegara (2009) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. So that employee performance is always consistent, at least the organization always pays attention to the work environment around employees that can affect a person's ability to carry out their duties such as Quality of Work Life, Employee Engagement and organizational commitment.

One of the factors that affect employee performance is the quality of work life or Quality of Work Life (Arifin, 2012). Quality of work life is a management concept or philosophy in order to improve the quality of human resources which has been known since the decade of the seventies. At that time the quality of work life was defined narrowly as a management technique that included a quality control group, job enrichment, an approach to negotiating with trade unions, management efforts to maintain the mental fitness of employees, harmonious industrial relations, participatory management and one of the forms of intervention in organizational development (Arifin, 2012).

In an effort to empower employees and develop employees, the managerial side always tries to carry out its functions through planning, organizing, staffing, directing and controlling with the aim of achieving the target. Managing by providing facilities and infrastructure in an effort to create a conducive work environment and work climate that can encourage employees to always innovate and be creative, including creating a fair and flexible structure with clear and humane division of tasks, authorities and responsibilities, paying attention to employee abilities and efforts to achieve his career goals.

To be able to carry out their duties properly and professionally, it is necessary to cultivate a good work culture. Work culture will be able to appear in the performance of an employee if they have a good and noble basis of values. This emergence is driven by a conducive work environment. It is important for companies to make employees feel comfortable with their work and work environment so that they can achieve the best performance. Quality of Work Life is a very valuable factor, so the company is responsible for maintaining the quality of work life and fostering the workforce so that they are willing to contribute optimally to achieve company goals (Pruijt, 2014).

Previous research on the effect of Quality of Work Life on employee performance has been conducted by Husnawati (2006), Shinee Chib (2012), Arifin (2012), Novita, et al (2013) and Muindidan Kobonyo (2015) and Fathiyah, et al (2017) which resulted in Quality of Work Life has a positive and significant effect on employee performance. In contrast to the results of research conducted by Harminto (2016) and Nurrohmah (2017) which resulted in Quality of Work Life having no effect on employee performance.

In addition to the Quality of Work Life factor, another factor that affects employee performance is Employee Engagement. Robbins and Judge (2015) state that employee engagement is an individual's involvement, satisfaction, and enthusiasm with the work they do. Employees will involve and express themselves physically, cognitively, and emotionally while working in the company where they work. Employees who feel engaged (engaged) with the company, then the employee has an awareness of the business. So that employees will give all their best abilities and skills to the success of the company. Employee engagement refers to the extent to which employees are fully involved in their work so as to improve their performance. Employees who are involved in the work will work to achieve the company's competitive advantage by achieving high productivity, good customer service, and reducing employee turnover so that it will improve performance.

Research on the effect of employee engagement on employee performance has been conducted by Rustono and Akbary (2015) and Winowoda (2018) which state that employee engagement has a positive and significant effect on employee performance. In contrast to the results of research conducted by Sakeru, et al (2019) and Yusuf, et al. (2019) which results in employee engagement has no effect on employee performance. With Quality of Work Life and Employee Engagement and supported or mediated by organizational commitment will be

able to improve employee performance. Sopiah (2008) defines organizational commitment as the degree to which employees believe and willing to accept the goals of the organization and will stay or will not leave the organization. High employee involvement in work can create high organizational commitment which is beneficial for the organization. Someone who has a very high commitment, allows him to fight hard in the face of challenges and pressure. Meanwhile, someone who has no commitment, perceives pressure or challenges as being a very heavy burden. With high organizational commitment will be able to improve employee performance.

Previous research on the effect of organizational commitment on employee performance has been conducted by Sih Darmi Astuti (2010), Guntur (2012), Heriyawan and Setyowati (2013), Oka (2015) and Shodiqin and Mindarti (2016) which resulted in organizational commitment having a positive and significant effect on performance. employees. In contrast to the results of research conducted by Handayani (2008) and Murty and Hudiwinarsih (2012) which resulted in organizational commitment not having an effect on employee performance.

Research studies on the effect of Quality of Work Life and Employee Engagements as well as supported or mediated organizational commitment will be conducted on employees of Tax Service Office (KPP) Pratama Semarang Barat. At this time, Tax Service Office (KPP) Pratama Semarang Barat employees are experiencing a problem, namely the lack of maximum employee performance. This can be seen from the organizational phenomenon regarding the target and realization of tax revenue where the revenue is not in accordance with the target set. West Semarang Tax Office has the main task of collecting state revenues in the form of taxes in accordance with the revenue targets set each year. This has become a driving factor for Tax Service Office (KPP) Pratama Semarang Barat to formulate various alternative policies to improve organizational performance and the quality of public services with several alternatives including increasing Quality of Work Life, Employee Engagement and higher organizational commitment in the Tax Service Office (KPP) Pratama Semarang Barat environment.

Based on the above phenomena and different previous studies, this study tries to confirm and re-examine research on the Effect of Quality of Work Life and Employee Engagement Performance by Mediation of Organizational Commitment.

2. Material and Methods

Quality of Work Life

Quality of Work Life (QWL) is a form of philosophy applied by management in managing organizations in general and human resources in particular. As a philosophy, Quality of Work Life is a management perspective on people, workers and organizations. According to Yusuf (2014) the quality of work life is the overall quality of the human experience at work. The main elements in the philosophy are: management's concern about the impact of work on people, organizational effectiveness and the importance of employees in solving problems related to their work, income, and destiny at work. There are two views on quality of life. The first view says that the balance of quality of life is the sum and practice of organizational goals. Examples: job enrichment, democratic supervision, involvement and safe working conditions. While others stated that the quality of work life is employees' perceptions that they want to feel safe, relatively satisfied and have the opportunity to grow and develop like humans (Husnawati, 2006). The concept of working life expresses the importance of respect for humans in the work environment. Thus, the important role of work

quality is to change the work climate so that technically and humanely it provides a better quality of work life (Arifin, 2012).

Employee Engagement

According to Albrecht (2010), he describes employee engagement as "being fully physically, cognitively and emotionally connected with their work roles." Employee engagement as the empowerment of organizational members to their work roles, in engagement, people use and show themselves physically, cognitively and emotionally during performance.

According to Schaufeli & Bakker (2010), employee engagement consists of three dimensions, namely vigor, dedication and absorption with indicators for each dimension as follows:

1. Vigor is an employee's attachment which is shown through his physical and mental strength when doing work.

2. Dedication is an employee's emotional attachment to his work. Dedication describes the enthusiastic feeling of employees at work, proud of the work they do and the company they work for, staying inspired and remaining diligent until the end of the company without feeling threatened by the challenges they face.

3. Absorption is an employee's attachment which is described by the behavior of employees who give full attention to their work. Absorption describes the state of employees who feel happy that they are totally immersed, highly concentrated, and serious in doing their work.

Organizational Commitment

Organizational commitment according to Robbins (2006) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization. Employee involvement in high work can create high organizational commitment which is beneficial for the organization. Meanwhile, according to Narayan (2006) organizational commitment is the level of identification and relevance of individuals to the organization they enter. According to Nawawi (2013) organizational commitment is the intensity of a person to identify himself and the level of involvement in the company or profession so that individual and company goals can be achieved. Commitment means that there is a genuine effort and commitment to implement and achieve the targets that have been mutually agreed upon.

Employee Performance

Performance according to Mangkunegara (2009) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Prawirosentono (2009) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to Wirawan (2013) performance is the output produced by the functions or indicators of a profession In a certain time. The definition of performance or work performance is defined by As'ad (2007) as a person's success in carrying out a job where it is even more assertive that performance is a successful role achievement obtained by someone from his actions.

Relations of Quality of work life and Organizational Commitment

Quality of Work Life (QWL) is a form of philosophy applied by management in managing organizations in general and human resources in particular. As a philosophy, Quality of Work Life is a management perspective on people, workers and organizations. According to Yusuf (2014) Quality of Work Life is the overall quality of the human experience at work. With a good Quality of Work Life, it will be able to increase employee organizational commitment. Organizational commitment according to Robbins (2006) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization.

Previous research on the effect of Quality of Work Life on employee performance has been carried out by Husnawati (2006) and Fathiyah, et al (2017) which results in Quality of Work Life having a positive and significant effect on employee organizational commitment. Based on the description above, the research hypothesis is formulated as follows:

H₁: Quality of Work Life has a positive effect on organizational commitment of KPP Pratama Semarang Barat employees

Relations of Employee Engagement and Organizational Commitment

According to Maheshwari (2008) employee engagement is a form of statement of loyalty to someone or something in their organization, related to how hard they work, and how long they stay with the organization as a result of their commitment. Employee engagement is characterized as a sense of commitment, has a great desire and enthusiasm, which manifests efforts to a higher level, continues to work hard with every difficulty of the task, exceeds what is expected and has the initiative. With high employee engagement, it will increase organizational commitment.

Previous research on the effect of employee engagement on employee organizational commitment has been conducted by Winowoda and Archiles (2018) and Sakeru, et al (2019), which resulted in employee engagement having a positive and significant effect on employee organizational commitment. Based on the description above, the research hypothesis is formulated as follows:

H₂ : Employee engagement has a positive effect on organizational commitment of KPP Pratama Semarang Barat employees

Relations of Quality of Work Life and Employee Performance

It is important for companies to make employees feel comfortable with their work and work environment so that they can achieve the best performance. Quality of Work Life is a very valuable factor, so the company is responsible for maintaining Quality of Work Life and fostering the workforce so that they are willing to contribute optimally to achieve maximum performance and achieve company goals (Pruijt, 2014).

Previous research on the effect of Quality of Work Life on employee performance has been conducted by Husnawati (2006), Shiny Chib (2012), Arifin (2012), Novita, et al (2013) and Muindi and Kobonyo (2015), Fathiyah, et al (2017), Alfani (2018) and Leita, et. al, (2019) which resulted in Quality of Work Life having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H₃: Quality of Work Life has a positive effect on the performance of KPP Pratama Semarang Barat employees.

Relations of Employee Engagement and Employee Performance

Robbins and Judge (2015) state that employee engagement is the involvement, satisfaction, and enthusiasm of individuals with the work they do. Employees will involve and express themselves physically, cognitively, and emotionally while working in the

company where they work. Employees who feel engaged (engaged) with the company, then the employee has an awareness of the business. So that employees will give all their best abilities and skills to the company's success (Nusatria, 2011). Employee engagement refers to the extent to which employees are fully involved in their work so as to improve their performance. Employees who are involved in the work will work to achieve the company's competitive advantage by achieving high productivity, good customer service, and reducing employee turnover so that it will improve performance.

Research on the effect of employee engagement on employee performance has been conducted by Rustono and Akbary (2015) Winowoda (2018), Suchayowati and Hendrawan (2020) and Sinurat, et. al (2021) which states that employee engagement has a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H₄ : Employee Engagement has a positive effect on the performance of KPP Pratama Semarang Barat employees.

Relations of Organizational Commitment and Employee Performance

Sopiah (2008) defines organizational commitment as the degree to which employees believe and are willing to accept the goals of the organization and will stay or will not leave the organization. High employee involvement in work can create high organizational commitment which is beneficial for the organization. Someone who has a very high commitment, allows him to fight hard in the face of challenges and pressures. Meanwhile, someone who has no commitment, perceives pressure or challenges as being a very heavy burden. With high organizational commitment will be able to improve employee performance.

Previous research on the effect of organizational commitment on employee performance has been conducted by Sih Darmi Astuti (2010), Guntur (2012), Heriyawan and Setyowati (2013), Oka (2015), Shodiqin and Mindarti (2016) Suharto, Suyanto and Hendri (2019) and Ginanjar and Berliana (2021) which resulted in organizational commitment having a positive and significant effect on employee performance. Based on the description above, the research hypothesis is formulated as follows:

H₅: Organizational commitment has a positive effect on the performance of KPP Pratama Semarang Barat employees.

Organizational Commitment Mediates the Effect of Quality of Work Life on Employee Performance

According to Yusuf (2014) Quality of Work Life is the overall quality of the human experience at work. With a good Quality of Work Life, it will be able to increase employee organizational commitment which will ultimately affect employee performance. Organizational commitment according to Robbins (2006) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization. With a good Quality of Work Life and supported or mediated by organizational commitment, it will be able to improve employee performance. Based on the description above, the research hypothesis is formulated as follows:

H₆: Organizational commitment mediates the effect of Quality of Work Life on the performance of KPP Pratama Semarang Barat employees

Organizational commitment mediates the effect of Employee engagement on employee performance

Employee engagement refers to the extent to which employees are fully involved in their work so as to improve their performance. Employees who are involved in the work will

work to achieve the company's competitive advantage by achieving high productivity, good customer service, and reducing employee turnover so that it will improve performance. With the support or mediation of high organizational commitment, it is expected that employee performance will increase again. Organizational commitment according to Robbins (2006) is a status in which an employee identifies with a particular organization and expects to maintain membership in that organization. Based on the description above, the research hypothesis is formulated as follows:

H₇: Organizational commitment mediates the effect of Employee Engagement on the performance of KPP Pratama Semarang Barat employees.

3. Result and Discussion

Population and Sample

The population is the whole unit or individual within the scope of the research (Supramono and Sugiarto, 2013). The population in this study were employees of the Tax Service Office (KPP) Pratama Semarang Barat, amounting to 116 employees. The sample is part or representative of the population to be studied (Supramono and Sugiarto, 2013). The sample in this study were employees in the Tax Service Office (KPP) Pratama Semarang Barat. Sampling with the census sampling technique is to determine the sample by taking all the existing population, namely 116 respondents.

In collecting data, questionnaires or questionnaires are used to obtain information from respondents. The questionnaire used is a type of choice questionnaire that asks respondents to choose one answer that has been determined. For alternative answers in this questionnaire, a score is assigned for each choice using a modified Likert scale. According to Sugiono (2014) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or statements.

Result

The male gender in the research object is the most dominant amount 62 people (53,4%), when compared to female gender which only 54 people (46,6%). The highest frequency by age group was found in the age group between 31 - 40 years old that is as many as 42 people (36,2%), while the age group above 50 years old is the smallest frequency that is as many as 16 people only (13,8%). The highest frequency of respondent base on education is at the level of bachelor that is as may as 58 people (50%).

Validity Test

From the results of validity testing, all variables namely quality of work life, employee engagement, organizational commitment and employee performance have met the sample adequacy value because Kaiser Mayer Olkin (KMO) value > 0.5 and significance value < 0.05 or 5 %. All indicators or question items on the quality of work life variable, employee engagement, organizational commitment and employee performance are also declared valid to be used as a variable measuring tool because they have a factor loading value / matrix component more than 0.4.

Reliability Test

The results of the reliability test test are :

Table 1. Reliability Test

Variabel	Cronbach's Alpha	Standart Value	Description
Quality of Work Life (X1)	0.965	0.7	Reliable
Employee Engagement (X2)	0.979	0.7	Reliable
Organizational Commitment (Y1)	0.990	0.7	Reliable
Employee Performance (Y2)	0.969	0.7	Reliable

Source : primary data processed in 2022

Based on table Reliability tests can be seen that the variables of quality of work life, employee engagement, organizational commitment and employee performance are said to be reliable. This can be proven from the overall value of cornbach alpha > 0.7. This means that the questionnaire used by this researcher is really believed to be a data collection tool.

Regression Test

In this study, the variables of quality of work life (X1), employee engagement (X2), organizational commitment (Y1) and employee performance (Y2) can be seen in the following table:

Table 2. Multiple Linear Regression Analysis

Table 2: Multiple Linear Regression Analysis								
No	Variabel Correlation	Regression Model Equation I						
		F test			t test			
		<i>Adjusted R Square</i>	F	Sig.	B	t	Sig.	Description
Model 1 $Y_1 = a + \beta_1 X_1 + \beta_2 X_2 + e$								
Quality of work and Employee Engagement on organizational commitment		0,374	35,324	0,000				
1	The Influence of Quality of work life on organizational commitment				0,499	6,746	0,000	Hypothesis 1 accepted
2	The Influence of Employee Engagement on organizational commitment				0,410	5,537	0,000	Hypothesis 2 accepted
No	Variabel Correlation	Regression Model Equation II						
		F test			t test			
		<i>Adjusted R Square</i>	F	Sig.	B	t	Sig.	Description
Model 2 $Y = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$								
The Influence of Quality of work life, employee engagement		0,398	26,375	0,000				

adn organizational commitment on employee performance								
1	The Influence of Quality of work life on employee performance				0,274	3,188	0,002	Hypothesis 3 accepted
2	The Influence of Employee Engagement on employee performance				0,249	3,047	0,003	Hypothesis 4 accepted
3	The Influence of Organizational commitment on employee performance				0,360	3,901	0,000	Hypothesis 5 accepted

Source : primary data processed in 2022

The effect of Quality Work of Life and Employee Engagement on organizational commitment results in a regression equation $Y1 = 0.499 X1 + 0.410 X2$. Based on the above equation, it can be seen that Quality Work of Life and Employee Engagement have a positive influence on organizational commitment with regression coefficient values of Quality Work of Life = 0.499 and Employee Engagement = 0.410, respectively. The better the Quality of Work of Life and Employee Engagement, the higher the organizational commitment.

The effect of Quality Work of Life, Employee Engagement and organizational commitment on employee performance produces the following regression equation: $Y2 = 0.274 X1 + 0.249 X2 + 0.360 Y1$. Based on the above equation, it can be seen that Quality Work of Life, Employee Engagement and organizational commitment have a positive influence on employee performance with the regression coefficient values of each of Quality Work of Life = 0.274 and Employee Engagement = 0.249 and organizational commitment = 0.360. If the quality of work of life, employee engagement and organizational commitment is getting better, the performance of employees will also increase.

Coefficient of Determination Test (R²)

The coefficient of determination (R²) which in this study uses Adjusted R Square measures how far the ability of the empowerment variable and job characteristics to explain variations in job satisfaction variables. The results of the coefficient of determination obtained the Adjusted R Square coefficient of 0.374. This means that 37.4% of organizational commitment can be explained by Quality Work of Life and Employee Engagement. While the remaining $100\% - 37.4\% = 62.6\%$ is explained by reasons other than Quality Work of Life and Employee Engagement.

The coefficient of determination (R²) which in this study uses Adjusted R Square measures how far the variable ability of the influence of Quality Work of Life, Employee Engagement and organizational commitment in explaining variations in employee performance variables is. The results of the coefficient of determination obtained the Adjusted R Square coefficient of 0.398. This means that 39.8% of employee performance can be explained by the influence of Quality Work of Life, Employee Engagement and organizational commitment. While the remaining $100\% - 39.8\% = 60.2\%$ is explained by

other reasons outside the variables of Quality Work of Life, Employee Engagement and organizational commitment.

Simultaneous Test (F)

The influence variables of Quality Work of Life and Employee Engagement which are included in the model have a simultaneous/simultaneous effect on job satisfaction. The results of F arithmetic 35.324 with a significant level of $0.000 < 0.05$, then Quality Work of Life and Employee Engagement have a positive and significant effect simultaneously on organizational commitment or the regression equation model is feasible.

The variables of Quality Work of Life, Employee Engagement and organizational commitment which are included in the model have a joint/simultaneous effect on employee performance. The results of F count 26.375 with a significant level of $0.000 < 0.05$, then Quality Work of Life, Employee Engagement and organizational commitment have a positive and significant effect simultaneously on employee performance or the regression equation model is feasible.

Persial Test (t)

1. Effect of quality of work life on organizational commitment

Based on the results of the regression test, it is known that the effect of quality of work life on organizational commitment with a regression coefficient of 0.499 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect on organizational commitment. Thus the first hypothesis (H1): Quality of Work Life has a positive effect on Organizational Commitment, is accepted.

2. The effect of employee engagement on organizational commitment

Based on the results of the regression test, it is known the effect of employee engagement on organizational commitment with a regression coefficient of 0.410 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect on organizational commitment. Thus the second hypothesis (H2): Employee Engagement has a positive effect on Organizational Commitment, is accepted

3. Effect of quality of work life on employee performance

Based on the results of the regression test, it is known that the effect of quality of work life on employee performance with a regression coefficient of 0.274 with a significant level of $0.002 < 0.05$ so that partially (individually) there is a positive and significant effect on employee performance. Thus the third hypothesis (H3): Quality of Work Life has a positive effect on Employee performance, is accepted.

4. The effect of employee engagement on employee performance

Based on the results of the regression test, it is known the effect of employee engagement on employee performance with a regression coefficient of 0.249 and a significant level of $0.003 < 0.05$ so that partially (individually) there is a positive and significant effect on employee performance. Thus the fourth hypothesis (H4): Employee Engagement has a positive effect on Employee Performance, is accepted

5. The effect of organizational commitment on employee performance

Based on the results of the regression test, it is known the effect of organizational commitment on employee performance with a regression coefficient of 0.360 and a significant level of $0.000 < 0.05$ so that partially (individually) there is a positive and significant effect on employee performance. Thus the fifth hypothesis (H5): Organizational commitment has a positive effect on Employee performance, is accepted

Sobel Test

The mediating/intervening effect test was conducted to test the significance of the influence of flexible working arrangement and motivation on performance mediated by organizational commitment can be seen in the following table:

Table 3. Sobel Test Results

No	Indirect Effect And Significance Using Normal Distribution	Value	Z	Sig.
1	The influence of quality of work life on employee performance is mediated by organizational commitment	.2865	4.0027	0.0001
2	The influence of employee engagement on employee performance is mediated by organizational commitment	.2460	3.5099	0.0004

Source : primary data processed in 2022

Based on calculations using the Sobel Test, it can be seen that the Z count is 4.0027 with a significant level of $0.0001 < 0.05$ so that organizational commitment mediates the effect of quality of work life on employee performance. Thus the sixth hypothesis (H6): Organizational commitment mediates the effect of Quality of Work Life arrangements on employee performance, is accepted.

Based on calculations using the Sobel Test, it can be seen that the Z value is 3.5099 with a significant level of $0.0004 < 0.05$ so that organizational commitment mediates the effect of employee engagement on employee performance. Thus the seventh hypothesis (H7): Organizational commitment mediates the effect of Employee engagement on employee performance, is accepted

Discussion

- a. Hypothesis 1 reads that the quality of work life has a positive effect on organizational commitment. Based on the results of the t-test in table 4, it can be proven that quality of work life has significant effect on organizational commitment with a significance value of 0.000 and a beta coefficient of 0.499, meaning that the better the quality of work life of KPP Pratama Semarang Barat employees, the better organizational commitment so that **hypothesis 1 is accepted.**
- b. Hypothesis 2 reads that employee engagement has a positive effect on organizational commitment. Based on table 4, it is known that employee engagement has a positive and significant influence on organizational commitment with a significance of 0.000 and a beta coefficient of 0.410, meaning that the better the employee engagement of KPP Pratama Semarang Barat employees, the better organizational commitment so that **hypothesis 2 is accepted.**
- c. In table 4 the results of the model regression analysis show that the quality of work life has significant effect on employee performance with a significance value of 0.002 and a beta coefficient of 0.274. It can be concluded that quality of work life has effect on employee performance, thus **hypothesis 3 is accepted.**

- d. Hypothesis 4 reads that employee engagement has a positive effect on employee performance. Based on table 4, it is known that employee engagement has a positive and significant effect on employee performance with a significance of 0.003 and a beta coefficient of 0.249, so **hypothesis 4 is accepted**.
- e. Hypothesis 4 reads organizational commitment has a positive effect on employee performance. Based on table 5, it is known that organizational commitment has a positive and significant effect on employee performance with a significance of 0.000 and a beta coefficient of 0.360, so **hypothesis 5 is accepted**.
- f. Based on the result of the Sobel Test, it can be seen that the calculated Z value is 4.0027 with a significant level of $0.0001 < 0.05$ so that organizational commitment mediations affects the quality of work life on employee performance. so organizational commitment is mediate the effect of quality of work life on employee performance. **Hypothesis 6 is accepted**.
- g. The results of the Sobel test in table 6 show that the calculated Z value is 3.5099 with a significant level of $0.0005 < 0$, thus it can be concluded that the variable organizational commitment is statistically proven to mediate the effect of employee engagement on employee performance. **Hypothesis 7 is accepted**.

4. Acknowledgement

From the result of this research, it can be concluded that :

1. Quality of work life has significant effect on organizational commitment. Meaning that the better the quality of work life of KPP Pratama Semarang Barat employees, the better organizational commitment
2. Employee engagement has a positive and significant influence on organizational commitment. Meaning that the better the employee engagement of KPP Pratama Semarang Barat employees, the better organizational commitment.
3. Quality of work life has effect on employee performance. Meaning that the better Quality of work will be able to increase the employee performance.
4. Employee engagement has a positive and significant effect on employee performance. Meaning that the better employee engagement will be able to increase the KPP Pratama Semarang Barat employee performance.
5. Organizational commitment has a positive and significant effect on employee performance. Meaning that the better the organizational commitment, will be able to increase the KPP Pratama Semarang Barat employee performance.
6. Organizational commitment is mediate the effect of quality of work life on KPP Pratama Semarang Barat employee performance
7. Organizational commitment is statistically proven to mediate the effect of employee engagement on KPP Pratama Semarang Barat employee performance.

This research cannot be separated from several limitations that result in incomplete research. In filling out some of the questionnaires were not supervised directly, so there may be answers that are not in accordance with the reality in the field. The concept used and measured in this study uses a self-assessment rating so that the respondent's subjectivity may still be attached, but this does not reduce the validity of the data obtained in the study. The sample in this study was limited to employees of KPP Pratama Semarang Barat, so the generalization of the results was only devoted to employees of KPP Pratama Semarang Barat.

Based on the research conducted, there are several things that are for further research, namely for future research it is expected to consider other factors that also influence performance and

population expansion in taking research variables. Thus the conclusion will have a wider impact on the conclusions of the study.

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