

# The Effect of Quality of Work-Life and Work-Family Conflict on Organizational Commitment and Employee Performance in Indonesia

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## The Effect of Quality of Work-Life and Work-Family Conflict on Organizational Commitment and Employee Performance in Indonesia



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**ABSTRACT:** This study aimed to analyze the direct effect of work-life and work-family conflict on organizational commitment and employee performance in a local Indonesian company. It also investigated the effect of quality of work-life on performance through organizational commitment as an intervening variable and the indirect effect of work-family performance through commitment organization as an intervening variable. This study used path analysis, F test, t-test, and Sobel test. Its sampling technique was a saturated sample using all population members, involving 102 respondents.

This study indicated that the work-life quality had significant positive effect on performance and the work-family conflict negatively affected performance. Work-life quality had a significant positive effect on organizational commitment; work-family conflict had no significant and negative effect on organizational commitment, organizational commitment significant positive effect on performance. There was an indirect influence between the work-life quality on performance through organizational commitment. There was an indirect effect of work-family conflict on performance through organizational commitment.

**KEYWORDS:** quality of work-life, work-family conflict, organizational commitment, performance

### 1. INTRODUCTION

Human resources (HR) has a critical position to manage and maintain an organization. It yields work results from various activities in an organization. Someone's performance is measured as one's success in carrying out his or her work duties. Three main factors affect employee performance: the ability of individuals to do the work, the level of effort expended, and the organizational support it receives (Mathis and John, 2006). Employee performance is an essential thing that must be owned by the company and highly considered by management because the company's business continuity cannot be separated from the role of its employees. In this study, an observed company conducts its management by providing holiday allowances, year-end bonuses, health insurance (BPJS), and work accident insurance. Moreover, it provides tourism outbound activities to strengthen employees' interpersonal relationships and cooperation, birthday celebrations to recognize and respect employees, and education and training to enhance employees' skills.

Maintaining organizational commitment can improve performance because committed employees are more likely to stay with the organization and strive towards its mission, goals, and objectives (Allen and Meyer, 2000). Quality of work life has an essential role in choosing a workplace or staying in the workplace (Nurbiyati, 2014). Applying the company's quality of work-life, employees' roles in managing conflicts between work and family also impact performance. One of the problems faced by employees is to maintain a balance between work life and personal life. They will try to meet the demands of their personal needs, but at the same time, they are also required to fulfill their obligations as employees in the company (Jackson, 2017). Therefore, the purpose of this study is to analyze the quality of work-life and work-family conflict on organizational commitment and employee performance in a local Indonesian company empirically.

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### 2. LITERATURE REVIEW

#### 2.1 Quality of work-life (QWL)

Quality of Work Life is a dynamic multidimensional construction that currently includes the concept of job security, reward systems, training opportunities and career advancement, and participation in decision making. Thus the quality of work-life is defined as a strategy, operation, and workplace environment that promotes and maintains employee satisfaction to improve working conditions for employees and organizational effectiveness for employers (Luthans & Bruce in Considine & Callus, 2001). Quality of work-life is a general concept of work experience including management, supervisory style, freedom and autonomy to

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make decisions about work, satisfying psychological needs for the environment, job security, satisfaction of working hours, and essential tasks (Ivancevich, 2001).

According to Dessler (2006), quality of work-life means employees can meet their essential needs by working in an organization. The ability to do so depends on the fair and supportive treatment and opportunities for each employee to appreciate him. According to Nawawi (2001), four conditions affecting the quality of work-life are security, equity, individual development, and democracy. The first includes health and job securities. The second involves equality of income for similar work types within the organization itself and other organizations, welfare equality, working conditions, etc. The third is individual development through capacity building, increasing equality, welfare, working conditions, and others. Last is the opportunity to participate (speak) in decision making.

### 2.2 Work-family conflict

Previous research agrees if there are two roles of conflicts (Greenhaus et al., 2006). The first is a work-family conflict. It occurs when work interferes with family life. The second is a family-work conflict that occurs when family life interferes with work life. A work-family conflict is a form of conflict between roles including time and tension originating from work disrupting someone's responsibilities in the family. In contrast, a family-work conflict is a form of conflict between roles, including time and tension originating from a family disturbing someone carrying out their responsibilities at work (Netemeyer et al., 1996).

Moreover, there are five indicators of work-family conflict (Netemeyer et al., 1996). First, the work demands disturbing families, such as continuing education abroad, disturbing families. Second, the work reduces self-involvement in the family; work causes a lack of time to be with family. Third, the work interferes with family desires; their working wishes cannot be realized. Fourth, the work impedes family; work inhibits or interferes with the family's meaningful activities and activities. Fifth, the conflict between work commitments and family responsibilities work commitments and family responsibilities cannot balance. Meanwhile, this study comprises five family-work conflict indicators by Netemeyer et al. (1996). Family demands interfere with work; demands from families are interfering with employees in doing work. The family results in loss of work; the family makes the employee lose the chance to get a job or finish his job. The family interferes with family work desires and interferes with someone's desires or achievements in their work. The family interferes with family work responsibilities, making employees unable to carry out their responsibilities at work. Busyness is the family disturbs coworkers; busyness in the family makes coworkers feel disturbed.

### 2.3 Organizational commitment

Individual personal factors determine organizational commitment. These include age, position, disposition, positive or negative effectiveness or attribution of internal and external controls, job design, values, support, and leadership style (Luthans, 2006). There are also three-component models of commitment to the organization: affective, continuance, and normative commitments (Allen & Meyer, 1990; Griffin, 2004). Affective commitment involves emotional engagement, identification, and involvement in an organization that shows the strong desire of someone to continue working for an organization or company because he wants to be with that organization. Continuance commitment is the individual commitment to consider what must be sacrificed after leaving the organization. The normative commitment relates to the obligation to remain in the organization due to an employee's responsibilities. In this study, organizational commitment's dimensions refer to the commitment factors in identifying organizational commitments: feelings of being organizational members, concern for the organization, strong passion for working in organizations, firm trust in organizational values, and tremendous willingness to work for the organization.

### 2.3 Performance

In this study, the understanding of performance is as a result of work or work performance. The performance has broad meaning, not only the results of work but also how it takes place (Wibowo, 2007:7). Performance is the output produced by the functions or indicators of a job or a profession within a particular time measured through work results, work behavior, and personal characteristics related to work. The term performance is also used to indicate the output of company or organization results, tools, management functions (production, marketing, finance), and employees (Wirawan, 2007: 102). In comparison, Rivai (2005:14) defines performance with several entries: doing, running, carrying out an intention, or vowing the discharge, perfecting responsibilities to execute or complete an understanding, and doing what is expected by a person and for a machine. Besides, five indicators can be used to measure an employee (Trui et al. 1997 in Mas'ud, 2004). The quality of work includes compliance with procedures, discipline, and dedication. The working quantity of employees illustrates terms as the number of cycles adjusted. Employee creativity in working is a way that is done on a job using different techniques. Employees' knowledge of their work is practical and technical expertise and information used in the job. Employees require effort in completing work.

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## 2.4 Hypotheses Development

### 2.4.1 The effect of quality of work-life (QWL) on employee performance

All companies or organizations<sup>28</sup> that employ employees expect a good performance by paying attention to work-life quality. As stated by Dessler (2006) that quality of work life is a condition in which employees can meet their essential needs by working in the organization, and the ability depends on whether there are fair and supportive treatment and opportunities for each employee to appreciate him. Ramadhoan (2015) states that the quality of work-life on employee performance will be more significant or direct positive if an employee includes organizational commitment and job satisfaction as interrupt variables. Nurbiyati's (2014) research results, which could be a research gap<sup>13</sup> show that work-life quality directly affects performance. Similarly, Radja et al. (2013) and Hosmani et al. (2014) show a positive relationship between the quality of work-life and employee performance.

H1: Quality<sup>4</sup> of work-life effects employee performance.

### 2.4.2 The effect of work-family conflict (WFC) on employee performance

Work-family<sup>2</sup> conflict can interfere with work activities that result in ineffectiveness or a decrease in an employee's performance. A work-family conflict is a form of conflict between roles, including time, and tension that comes from work to disturb someone in carrying out their responsibilities in the family and vice versa in family-work conflict. Jackson et al. (2017) and Sulistiawati (2014)<sup>43</sup> believe in the effect of family-work conflict on employee performance with a significant level of good; these results indicate that the higher the level of family-work conflict, the lower the employee's performance. However, a research gap was found that work-family conflict was concluded to have a positive but insignificant effect on performance (Mubassyr et al. 2014). So the increase or decrease in the work-family conflict variable has less effect on the performance variable.

H2: Work-family conflict affects Employee Performance.

### 2.4.3 The effect of quality of work-life (QWL) on organizational commitment

For employees' commitment, the company needs to pay attention to the quality of employees' work-life. Luthans (2006) stated that the quality of work-life focuses on respecting human resources in the work environment. Ramadhoan (2015) argues that the quality of work-life has a significant or direct positive effect on organizational commitment. More attention is paid to the quality of work-life, including training and development, participation in problem-solving, innovative reward systems, and improvements to the work environment. Similarly, Birjandi et al. (2013) find a significant correlation of the relationship between quality of work-life and employees' organization. As the quality of the employee's work-life increases, the organizational commitment will also increase, and vice versa. However, Priambodo's research results (2016) show a research gap that there is no significant direct effect on the quality of work-life on organizational commitment. So there must be a variable that becomes a variable between the two variables.

H3: Quality<sup>4</sup> of work-life affects organizational commitment.

### 2.4.4 The effect of work-family conflict (WFC) on organizational commitment

Work-family conflict can be interpreted as a form of conflict between roles where the role pressures work and family conflict. These can affect an employee's commitment to the company or organization where he works. Carr et al. (2008: 246) argue that work-family conflict occurs when the responsibility in one domain (work) restricts an individual from fulfilling other obligations (family), which results in a family-work conflict so that it can affect organizational commitment. Negatively, it appears that individuals who have difficulty in harmonizing their roles in the family and at work will feel less committed to their organization. There is a negative and significant effect, which means that the higher the work-family conflict's level tends to reduce organizational commitment<sup>4</sup> at work (Puspitasari, 2012). The same thing also resulted from Jenitta (2013) research, which revealed a significant negative effect of work-family conflict on organizational commitment.

H4: Work-family conflict affects organizational commitment.

### 2.4.5 The effect of organizational commitment on employee performance

Organizational commitment can affect employee performance or work performance. It is an essential dimension of behavior that can be used to assess employees' tendency to stay as members of the organization. Robbins and Judge (2011: 100) claim that high organizational commitment results in work performance lead to maintain the employees' membership in the company. Memari et al. (2013) show that organizational commitment and employee work performance have a positive relationship. In a three-dimensional comparative analysis of organizational commitment, normative commitment positively and significantly correlates with employee work performance. Fu and Deshpande (2014) and Radja et al. (2013) convey that organizational commitment directly impacts performance. The formulation of the hypothesis is:

H5: Organizational Commitment affects employee performance

### 2.4.6 The effect of quality of work-life (QWL) on employee performance through organizational commitment

The quality of work-life can increase employees' participation and contribution. Ramadhon (2015) argues the indirect influence of quality of work-life on employee performance but must go through the organizational commitment variable as the intermediary variable.

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H6: Quality of work-life affects Employee Performance through Organizational Commitment.

### 2.4.7 The effect of work-family conflict (WFC) on employee performance through organizational commitment

Historically, work-family conflict (WFC) is defined as the extent to which a role's level is influential in other roles. Suppose an individual's role in work prevents them from fulfilling their family role. In that case, they experience work-family conflict, but if the individual's role in family life prevents them from fulfilling their role at work, they experience a family-work conflict. Mubassyr's (2014) research results show that the effect of work-family conflict on employee performance through organizational commitment is concluded to have a significant effect. The employees' organizational commitment will affect performance without paying attention to work-family conflicts committed by employees. The formulation of the hypothesis is:

H7: Work-family conflict affects employee performance through organizational commitment.

## 5 METHOD

### 3.1 Research Design

A research design is a framework or blueprint for carrying out a research project (Malhotra, 2004). It requires procedures to obtain information and to structure or solve research problems. This research is a quantitative study. The type of research is causality to test the causal relationship between variables. The data obtained from the research sample was analyzed by statistical methods and interpreted quantitatively (Sugiyono, 2003:11). Quantitative research obtains data in numbers (Sugiyono, 2003:14).

### 3.2 Sampling and data collection

In this study, the sampling technique was saturated samples. According to Sugiyono (2015: 85), it is a sampling technique when all population members are used as samples. Another term for a saturated sample is a census. The population was all employees of a local Indonesian company (102 people). The population criteria were active employees, married, over 21 years of age with a minimum education level of high school, and the equivalent to understanding the statements on a scale correctly. Such respondents are intended to give opinions or decisions properly. The number of samples was 102 respondents.

Furthermore, Sugiyono (2013) argues that data collection techniques are the most strategic research steps because its primary purpose is to get data. The type of data used in this research is primary data. The data obtained directly by the researcher comes from the research subject, the respondents, who have been taken based on the criteria by the researcher by collecting answers through the questionnaire questions. Data were collected using a questionnaire (questionnaire). The respondent's answer will be given an assessment considering that the data in this study are quantitative, qualitative data, and a Likert scale with a scale range of 1-5.

### 3.3 Data analysis techniques

This study included various data analysis techniques. First is a validity test to test the questionnaire's question items, whether the contents and items are valid (Santoso, 2009). It is the researcher's measuring instrument's accuracy regarding the actual content or meaning being measured. If the items are valid, so they can measure the factor. Validity testing uses provisions if its significance of  $r$  count or  $r$  result  $>$   $r$  table, then the variable item is concluded as valid. Second is the reliability test as the degree of accuracy, precision, or accuracy shown by the measurement instrument (Umar 2009:7). In this study, the measurement of reliability uses the one-shot method. To measure reliability by looking at Cronbach alpha. A constructor variable can be reliable if it provides a Cronbach alpha value  $>$  0.60 (Ghozali, 2011: 42). Third, path analysis is an extension of multiple linear regression analysis (Ghozali, 2011). It was used to examine the effect of the intervening variables in this study. This path analysis was also be used to compare which effect was more significant between the direct effect and the indirect effect and conclude whether this intervening variable can strengthen or weaken the dependent's independent influence. The equation models used for path analysis are:

$$KOM = \beta_1 QWL + \beta_2 WFC + e$$

$$KNJ = \beta_1 QWL + \beta_2 WFC + \beta_3 KOM + e$$

Remarks:

KNJ : Dependent variable: Performance

$\beta_1, \beta_2, \beta_3$ : Regression coefficient

QWL : Independent variable: quality of work-life

WFC : Independent Variable: Work-family conflict

KOM : intervening variable, namely Organizational Commitment

E : Error standard

Fourth is the normality test that aims to test whether, in the regression model, confounding or residual variables have a normal distribution. This study uses a familiar probability plot to test the normality of the data (points) and the diagonal axis follows the diagonal line's direction. The regression model fulfills the assumption of normality. Fifth, the multicollinearity test

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aims to test whether the regression model found a correlation between independent (independent) variables. It detects tolerance and variance inflation factor (VIF). Tolerance measures the selected independent variable that is not explained by other independent variables. The cut-off value only used to indicate multicollinearity is the Tolerance value  $< 0.10$  or the same as the VIF value  $> 10$ . (Ghozali, 2011). Sixth, the F test is to “test the effect of the independent variables together on the dependent variable of a regression equation using a statistical hypothesis” (Santoso, 2016). It is carried out using a significant level of  $0.05$  ( $\alpha = 5\%$ ). Last, the coefficient of determination ( $R^2$ ) measures the model’s ability to explain the dependent variable’s variation. The small value of  $R^2$  means that the independent variables’ ability to explain the minimal dependent variables. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variables. In general, the coefficient of determination for cross-site data is relatively low because of the considerable variation between each observation. In contrast, time-series data usually has a high coefficient of determination.

### 3.4 Hypothesis test

This test uses the t-test, which shows explanatory variables’ effect in explaining the dependent variables (Kuncoro, 2009: 97). Tests were carried out using a significance level of  $0.05$  ( $\alpha = 5\%$ ). Acceptance or rejection of the hypothesis is carried out with the following criteria:

- If the significance value  $t < 0.05$ , so  $H_0$  is rejected, and  $H_a$  is accepted.
- If the significance value of  $t > 0.05$ ,  $H_0$  is accepted, and  $H_a$  is rejected.

In this study, the second hypothesis testing is the mediation or intervening hypothesis testing, carried out a procedure developed with the Sobel test (Ghozali, 2011). This study tested the significant and indirect effect by comparing the p-value and alpha ( $0.05$ ) with the following conditions:

- If the p-value  $< \alpha$  ( $0.05$ ), then  $H_0$  is rejected, and  $H_a$  is accepted
- If the p-value  $\geq \alpha$  ( $0.05$ ), then  $H_0$  is accepted and  $H_a$  is rejected

This p-value is compared with the alpha level of significance of  $0.05$ . The p-value is  $\geq \alpha$  ( $0.05$ ), which means that organizational commitment mediates the quality of work-life and work-family conflict on employee performance.

## 4. RESULTS

As the validity test data results in table 1, the 22 questions were about the variables of quality of work-life, work-family conflict, organizational commitment, and employee performance had a value of  $r$  results  $> r$  table. So all items of questions are all valid and can be used in this research.

**Table 1: Validity test results**

Variable	Indicator	Corrected Item-total Correlation (R Hitung)	$r_{\text{tabel}}$	Remark
Quality of work life (QWL)	QWL <sub>1</sub>	0,691	0,195	Valid
	QWL <sub>2</sub>	0,793	0,195	Valid
	QWL <sub>3</sub>	0,778	0,195	Valid
	QWL <sub>4</sub>	0,832	0,195	Valid
	QWL <sub>5</sub>	0,821	0,195	Valid
	QWL <sub>6</sub>	0,837	0,195	Valid
Work-family conflict (WFC)	WFC <sub>1</sub>	0,688	0,195	Valid
	WFC <sub>2</sub>	0,720	0,195	Valid
	WFC <sub>3</sub>	0,637	0,195	Valid
	WFC <sub>4</sub>	0,745	0,195	Valid
	WFC <sub>5</sub>	0,726	0,195	Valid
	WFC <sub>6</sub>	0,694	0,195	Valid
Organizational commitment (KOM)	KOM <sub>1</sub>	0,558	0,195	Valid
	KOM <sub>2</sub>	0,663	0,195	Valid
	KOM <sub>3</sub>	0,806	0,195	Valid
	KOM <sub>4</sub>	0,607	0,195	Valid
	KOM <sub>5</sub>	0,454	0,195	Valid
Employee performance (KNJ)	KNJ <sub>1</sub>	0,531	0,195	Valid
	KNJ <sub>2</sub>	0,690	0,195	Valid
	KNJ <sub>3</sub>	0,616	0,195	Valid
	KNJ <sub>4</sub>	0,744	0,195	Valid
	KNJ <sub>5</sub>	0,796	0,195	Valid

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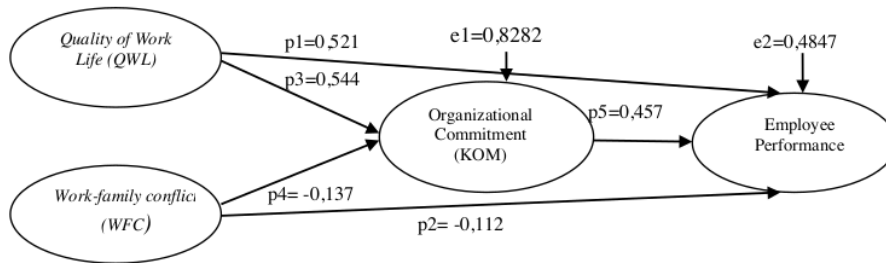
As table 2, with Cronbach's alpha value of each variable, this study is more significant than 0.6. The questions were from all variables (quality of work-life, work-family conflict, organizational commitment, and employee performance are all reliable and can be used in this research.

**Table 2: Reliability test result**

Remarks	Cronbach Alpha	N of Items
Quality of work-life	0,881	6
Work-family conflict	0,792	6
Organizational commitment	0,615	5
Employee performance	0,703	5

Moreover, this study applied path analysis to test the effect of intervening variables, and the regression analysis estimates the causal relationship (cause-effect) between variables.

**Figure 1: Path diagram**



As the normality test, the magnitude of the Asymp sig (2-tailed) value was 0.119 > 0.050. The data was typically distributed and used in this research.

**Table 3: Normality test result**

		Unstandardized Residual
N		102
Normal Parameters <sup>b</sup>	Mean	0E-7
	Std. Deviation	,97978885
	Absolute	,118
Most Extreme Differences	Positive	,118
	Negative	-.078
Kolmogorov-Smirnov Z		1,188
Asymp. Sig. (2-tailed)		,119

Based on the multicollinearity test, this study found that all variables (quality of work-life, work-family conflict, and organizational commitment) were under the conditions as the tolerance value of > 0.10 or equal to the variance influence factor (VIF) < 10. The model did not correlate independent variables. It was called free of multicollinearity so that these variables could be used in research. Meanwhile, the feasibility test (goodness of fit) measured the variables' effects of work-life quality, work-family conflict, and organizational commitment are appropriate or not used as predictors. The F test had a significant level of 5% (0.05).

**Table 5: F test results, Model 1**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	151,495	2	75,747	22,665	,000 <sup>b</sup>
Residual	330,858	99	3,342		
Total	482,353	101			

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As table 5, a significant level of the model's feasibility test was obtained 0.000 < 0.05 (significance level). So the quality of work-life and work-family conflict influenced organizational commitment, and the model was appropriate for further research. Meanwhile, a significant level of the model's feasibility test is obtained 0.000 < 0.05 (level of significance), which shows the influence of the variables of quality of work-life, work-family conflict, and organizational commitment affects employee performance.

**Table 6: F test result, Model 2**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315,002	3	105,001	106,128	,000 <sup>b</sup>
	Residual	96,959	98	,989		
	Total	411,961	101			

**Table 7: Determination coefficient test result (R<sup>2</sup>), Model 1**

Model	R	R Square	Adjusted Square	R Std. An error of the Estimate
1	,560 <sup>a</sup>	,314	,300	1,828

As Table 7, the quality of work-life and work-family conflict on organizational commitment was simultaneously 0.314 or 31.4%, and other variables out of the model caused the remaining 68.6%. In Table 8, the effect of quality of work-life, work-family conflict, and organizational commitment on employee performance simultaneously was equal to 0.765 or 76.5%, and other variables caused the remaining 23.5%.

**Table 8: Determination coefficient test result (R<sup>2</sup>), Model 2**

Model	R	R Square	Adjusted Square	R Std. An error of the Estimate
1				

Besides, hypothesis testing results indicated some results. On the first hypothesis, the effect of quality of work-life on employee performance produced a positive coefficient value of 0.521 and a Sig-value of 0.000 < 0.05. So, H1 was accepted. The quality of work-life on employee performance was proven to have a significant effect in a positive direction. Based on the second hypothesis testing, the effect of work-family conflict on employee performance resulted in a negative coefficient value of -0.112 and a Sig-value of 0.027 < 0.05, so H2 was accepted. The work-family conflict on employee performance was proven to have a significant effect. On the third research hypothesis testing, the effect of quality of work-life on organizational commitment produced a positive coefficient value of 0.544 and a Sig-value of 0.000 < 0.05. So H3 was accepted. The quality of work-life on organizational commitment significantly affected the positive direction. The effect of work-family conflict on organizational commitment had a negative coefficient value of -0.137 and a Sig-value of 0.104 > 0, so H4 was rejected. Work-family conflict on organizational commitment had no significant effect in a negative direction.

**Table 9: Research Hypothesis Results**

Variable	Value of Standardized Beta	Sig	Remarks
Quality of work life – Performance	0,521	0,000	Significant
Work-family conflict - Performance	-0,112	0,027	Significant
Quality of work life – Commitment	0,544	0,000	Significant
Work-family conflict – Commitment	-0,137	0,104	Not Significant
Commitment - Performance	0,457	0,000	Significant

Based on the fifth research hypothesis, the effect of organizational commitment on employee performance had a positive coefficient value of 0.457 and a Sig-value of 0.000 < 0.05, so H5 was accepted. Organizational commitment to employee performance had a positive effect. To determine the magnitude of the indirect effect, the multiplication of the variable coefficient

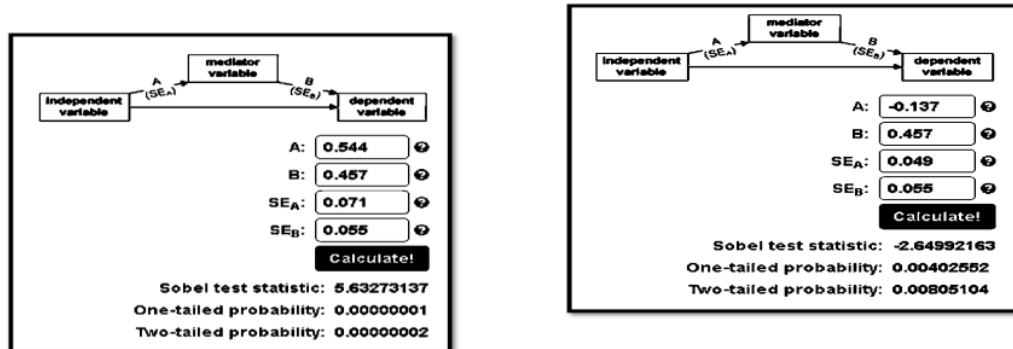


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of the influence of quality of work-life on organizational commitment and organizational commitment on employee performance was  $0.544 \times 0.457 = 0.249$ . Simultaneously, the total influence of the quality of work-life on employee performance, namely the direct effect, was added to the indirect effect; it was  $0.521 + 0.249 = 0.77$ . The effect of work-family conflict on organizational commitment and organizational commitment on employee performance harmed the seventh hypothesis testing. To find out the magnitude of the indirect effect, a multiplication of the variable coefficient of the influence of Work-family conflict on Organizational Commitment and the effect of Organizational Commitment on Employee Performance is  $-0.137 \times 0.457 = -0.063$ . Meanwhile, the total effect of work-family conflict on employee performance was  $-0.112 + (-0.063) = -0.175$ .

To test the hypothesis is significant or not, the Sobel test was applied. The Sobel test results provide an estimated indirect effect value by comparing the p-value and alpha (0.05). With the Sobel test, an online calculator was used at [www.danielsoper.com](http://www.danielsoper.com) as follows:

Figure 2: Sobel Test Model 1 and 2



The results of the p-value were  $0.00000002 < 0.05$ . The mediation coefficient of 0.249 was significant, which means there is a mediation effect. H6 indicating the quality of work-life affected employee performance through organizational commitment was accepted. Then, the results of the p-value were  $0.00805104 < 0.05$ . It can be concluded that the mediation coefficient was  $-0.063$  significant. There was a mediation effect, so H7 that work-family conflict influenced employee performance through organizational commitment was accepted.

## 5. DISCUSSIONS

### 5.1 The effect of quality of work-life (QWL) on employee performance

In this study, the test results indicated that the work-life quality had a significant and positive influence on employee performance. The better the quality of work-life applied to the company made employees happier, their performance would increase. The company's work-life quality reflected its employees' appreciation regarding security, equity, individual development, and democracy. The company always tries to improve employee welfare. By implementing the quality of work-life properly, the company reduces the high number of absences to produce a good performance. A good performance meant completing the project promptly according to the contract. These results are in line with Nurbiyati's research (2014) that work-life quality had a significant direct effect on performance. Similarly, Radja et al. (2013) and Hosmani et al. (2014) show a positive relationship between the quality of work-life and employee performance.

### 5.2 The effect of work-family conflict (FC) on employee performance

The work-family conflict had a significant and negative effect on employee performance. Employees having problems at work or in their families would cause feelings of worry because of interruptions between roles to reduce focus or concentration on their work. The attendance problems indicated arriving late or leaving early, and sickness or leave. The employees' attendance from January 2017 to December 2017 was relatively high. The average percentage was above 10%, where the company's expectations were below 10%. Employees who experience family problems will tend to feel worried psychologically, resulting in decreased concentration on their work. This result is in line with the previous research of Jackson et al. (2017) and Sulistiawati (2012) that the effect of family-work conflict on employee performance at a significant level. These results indicated that the higher the level of family-work conflict referred to, the lower its performance.

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### 5.3 The effect of quality of work-life (QWL) on organizational commitment

This study indicated a significant influence between the quality of work-life on organizational commitment in a positive direction. High quality of work-life was the goal. Implementing good quality of work-life was ultimately expected to increase employee commitment to realize its goals. Applying quality of work-life can provide comfort and a good perception of the company to become part of the company and decide to continue working. This result is in line with the research of Romadhoan (2015) and Birjandi (2013) that the relationship between quality of work-life and employee organizational commitment shows a significant correlation. In other words, as the quality of an employee's work-life increases, the organizational commitment will also increase.

### 5.4 The effect of work-family conflict (WFC) on organizational commitment

The results of this study indicate that there is a negative and insignificant influence between work-family conflict variables on organizational commitment. Based on the type of business and the number of employee populations, most employees were field workers. Even though they had long and dense working hours, they could still balance the two opposing roles: the family's role and work role. Apart from being enthusiastic and earnest, the employees must first complete their household duties before leaving for the office. On the other hand, for employees who were facing work-family conflicts, their work professionalism impacted high organizational commitment. They try their best for the company's benefit to remain a member of the organization due to the few job opportunities. They are challenging to find other better jobs than the observed company. However, this study did not support previous research by Carr et al. (2008) that work-family conflict occurs when the working domain's responsibilities limit an individual from fulfilling other family obligations. The family-work conflict so could negatively affect organizational commitment. This study also does not support the research of Puspitasari (2012) and Jenitta (2013) that there is a negative and significant effect, meaning the higher the level of work-family conflict tends to reduce organizational commitment to work.

### 5.5 The effect of organizational commitment on employee performance

The results of this study indicated a significant and positive influence between organizational commitment on employee performance. The higher commitment that employees had to the company would improve employee performance. They who had a high commitment to the company would have a sense of joy at work and try to do the best. So their performance will increase. Commitment has an important role, especially in an employee's performance at work, because a strong sense of commitment makes employees more responsible work. The results are in line with the research of Memari et al. (2013), Fu and Deshpande (2014), and Radja et al. (2013) that organizational commitment has a significant direct impact on performance.

### 5.6 The effect of quality of work-life (QWL) on employee performance through organizational commitment

The excellent quality of work-life would influence the employees' welfare. They are derived from adequate salary, bonuses, insurance, and benefits that the company provides to develop employees' performance. Employees' quality of work-life conditions was satisfactory so that employees would work with high motivation. With organizational commitment, the effect will be better because it can encourage employees to improve their abilities and skills optimally. This study is in line with Ramadhoan (2015) that there is an indirect influence on the quality of work-life on employee performance. Still, they must go through the organizational commitment variable as an intermediary variable.

### 5.7 The effect of work-family conflict (WFC) on employee performance through organizational commitment

Work-family conflict experienced by employees can still affect these employees' performance because organizational commitment remains high in increasing a sense of trust or willingness to work and possible for the company's benefit and the desire to remain a member of the organization. A conducive atmosphere in the work environment can make employees carry out their work optimally and produce a good performance. The employees are less likely to experience work-family conflicts. Therefore, commitment from every employee to follow the existing rules is essential. This study is in line with Mubassyr's (2014) that the effect of work-family conflict on employee performance through organizational commitment has a significant effect.

## 6. CONCLUSION

This study found several conclusions. First, the quality of work-life had a positive and significant effect. The better the quality of work-life applied the company will make employees feel happy so that their performance in doing a job will increase. Second, the work-family conflict had a negative and significant impact on employee performance. The greater work-family conflict experienced by employees will interfere with work activities to reduce the employee's performance. Third, the quality of work-life had a positive and significant influence on organizational commitment. The excellent implementation of work-life was expected to increase employee commitment to realize its goals. Fourth, the work-family conflict had a negative and insignificant effect on organizational commitment. Professionalism in employees' work would impact high organizational commitment, but

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this did not overcome the high level of problems. In other words, they try their best for the company's benefit and the desire to remain a member of the organization because of the less employment opportunity. Fifth, the organizational commitment had a positive and significant influence on employee performance. Employees with a high commitment to the company will have a sense of pleasure working and try to do their best to increase. Sixth, there was a significant intervening effect of the organizational commitment variable on employee performance's work-life quality. The excellent quality of work-life factors will influence an employee's good performance. With organizational commitment, the effect will be better because it can encourage employees to improve their abilities and skills optimally. Seventh, there was a significant intervening effect of the organizational commitment variable in work-family conflict on employee performance. Employees' higher work-family conflict can still affect these employees' performance because organizational commitment remains high in increasing a sense of trust or willingness to work and possible for the company's benefit and the desire to remain a member of the organization.

### 6.1 Suggestions

Some suggestions can be recommended to parties involved in this study. The company must pay more attention to implementing work-life quality to improve employee performance by applying a reward and punishment system, providing regular training, and paying attention to work equipment to support employee work. The company should pay more attention to existing work-family conflicts by providing entertainment such as regular recreation together. As for the employees themselves, this study suggests being better at controlling emotions to continue both work and family roles. The company should pay attention to the work-life quality for the employee's tenure in providing allowances. Employees who have worked for more extended periods commit to remaining at the company. The company also needs to involve employees in decision making on office issues. The employees' existence should be recognized for giving good influence. The company is expected to implement friendly policies to employees' families' interests, especially those of sudden interests.

By implementing this policy, the possibility of work-family conflicts can be minimized. The employees can continue to carry out their obligations at work and within the family. The company is expected to maintain employees' organizational commitment (treating employees as their dignity, adding new skills, providing direction, vision, and authority) to control their work. This study argues that organizational commitment mediates the relationship between quality of work-life and employee performance. The organizational commitment also has a significant effect as an intervening variable. Therefore, the Indonesian company must create conditions that can encourage employees to improve their abilities and skills optimally, e.g., involving in meetings and making decisions. The employee's organizational commitment will increase, and its goals will be more easily achieved. Then, the organizational commitment mediates the relationship between work-family conflict and employee performance, so organizational commitment has a significant effect as an intervening variable. Thus, the company will provide support to employees personally and organizationally in terms of time management, differences in pressure, and demands of the family's role and the work they are facing.

### 6.2 Implications

This study demonstrates three implications. First, the local company created a quality of work-life by providing health benefits, job security, a comfortable working atmosphere, equal welfare in similar work and positions, straightforward career path programs, and opportunities to speak (democracy) to improve employee performance. Second, the local company's workload is relatively high because it is a field job, where the workload is enormous and has a reasonably high effect on fatigue. It quickly creates work-family conflicts that will decrease employee performance, so companies must reduce work-family conflicts by implementing the right policies for employees concerning work and family factors. Last, the organizational commitment at this local company needs to continue to be developed and managed with other forms of appreciation and recognition to improve employee performance by developing an appropriate reward system based on employee performance.

### 6.3 Limitations

In this study, several limitations and weaknesses can be sources of future research. This study's period was only one year of observation and the data were very dry where there may be errors in entering data in the form of numbers.

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