

The Influence of Personality, Job Satisfaction and Quality of Work Life on Organizational Commitment and Their Impact on Employee Performance

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Abstract

Testing the impact of personality, job satisfaction, and work life quality on organizational engagement and their impact on the performance of employee are the aims of this research. The research was conducted by taking sample of insurance agents in Central Java and DIY provinces as the population also. The number of samples used was 375. At the same time, the number of companies taken was seven companies. The company is licensed and registered with AAJI and OJK. The category of companies studied is the best based on investor magazines and info banks. Furthermore, structural equation models (SEM) were utilized for Hypothesis testing. The test results show that organizational commitment was influenced by job satisfaction and personality. Additionally, personality, job contentment, and work life's quality affect the performance of employee. Meanwhile, organizational commitment didn't mediate the impact of personality and job satisfaction on employee performance. Many studies conduct employee performance reviews, but none focus on the insurance industry. And organizational commitment variable becomes an essential aspect in supporting organizational performance improvement. This research seeks to fill this gap.

Keywords: *Influence, Personality, Job Satisfaction, Quality of Work Life, Organizational Commitment.*

INTRODUCTION

In recent years, Insurance development in Indonesia is progressing relatively well. Insurance corporation appears to have growth in the business they run. This condition is advantageous for insurance corporation that grant insurance services, as they can serve a wider market segmentation and be used as sales targets for their products. Financial Services Authority stated based on data that the development of Indonesia's insurance industry is known to give an essential role in giving support for the national growth and progress. It can be seen from the insurance companies's contribution to the creation of large amounts of long-term funding, which is used to finance the government-led

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development. With the growing development of insurance corporation in Indonesia, contribution from qualified Human Resources is needed, which gives an essential part in maintaining the company's existence. Quality Human Resources is a crucial asset every company must own to survive the increasingly fierce business competition. One quality indicator in Human Resources is laborer with a high work motivation to the organization and business. In this regard, improving employee performance is a critical thing to do.

In addition to employee accomplishment, organizational commitment is another element that should be considered in an insurance company. Organizational commitment is essential for an organization to create organizational survival. Many factors influence the increase in organizational commitment and employee performance in insurance agents, including employee personality (personality). Employees with good personalities will quickly get along with other employees and have the desire to progress. Good association with fellow employees will create comfort in work, making employees not want to leave the company and increasing organizational commitment. In addition, interaction with other employees also allows for the transfer of knowledge in carrying out work in order to drive workers to be better and able to increase the performance.

Some of the elements that influence the organizational engagement and employee performance are the satisfaction feeling on job and the work life balance's condition. Employees have a tendency to reciprocate if they feel satisfied with their work. The forms of retaliation from employees include the feeling of remaining part (a sense of belonging) of the organization so that their work commitment increases (Marlina et al., 2020). Quality of Work Life (QWL) are also the following factor that also influences the increase in employee commitment and performance. Good quality of work life causes employees to feel that management has provided a conducive working environment and relationship, full of intimacy, mutual respect, and trust in each other. This condition encourages employees to try to repay this by showing high organizational commitment and trying to improve the performance of their employees (Abdullah et al., 2021).

Due to the various factors mentioned above, there are some differences in the outcome of previous studies regarding the correlation between the various variables addressed in this study. Job satisfaction does not have any relation with commitment to the organization (Gangai & Agrawal, 2015; Kösei & Kösei, 2017). Quality of work life has no relationship with organizational commitment (Batvandi & Ghazavi, 2017; Priambodo, 2016). Personality does not significantly affect employee performance (Rahayu & Rozak, 2015; Indarti et al., 2017). Organizational commitment brings no affect on employee's performance (Eiliyana et al., 2019; Indarti et al., 2017). The results of from those previous studies reveal inconsistent research results, therefore there is a need for further studies to confirm the results of the previous research.

Previous research also showed inconsistent results. In addition, Soomro and Shah's (2019) research uses a different model from other research, where organizational commitment is a variable that influences job satisfaction, while other studies do the opposite. Based on the matters above, the goal of this research is to close the existing gaps. Hopefully, this research will become a novelty in the nest future. The intended gap is that research has not yet been found on the effects of characteristic on workers performance using organizational engagement as a parameter, and there has been no research on the influence of personality, job satisfaction, and quality of work life on employee performance mediated by organizational commitment to employees. Marketing section. Based on this background, to close the gap with previous studies, the researcher conducted a study on the effect of personality, job satisfaction, and quality of work life on employee performance mediated by organizational commitment, with research subjects being marketing department employees, in this case, insurance agents. In addition, the study's object is taking insurance corporation in two provinces, namely the Special Region of Yogyakarta and Central Java. In addition, this study also targets to acquire empirical evidence of what factors are dominant in influencing organizational commitment and employee achievement so that they able to confirm the results of previous research, which were inconsistent and were material for consideration by various parties in making decisions.

LITERATURE REVIEW

Employee performance

The performance of the employee itself is the activities and results that are achieved or continued by individual or team in carrying out tasks and working well. This means that the setted targets or work standards are met or even exceeded the standards set by the organization at a specific period (Handoko, 2015). Performance is the achievement that individuals or groups within an organization can achieve based on their authority and responsibility to legally achieve the organization's goals without disobey law, morality or ethics. (Kim et al., 2019).

Organizational commitment

Sincerity and willingness on the part of employees to contribute fully to the organization called as Organizational commitment. This commitment is also shown by their willingness to accept and carry out the organization's vision, mission, and goals. Team who show themselves committed will spare their time and thoughts to be involved in organizational activities. Goetz and Wald (2022) explained that an employee's organizational commitment could be seen from the amount of employee involvement in the programs carried out by the organization.

Personality

Personality an employee's personality can be reflected in his attitude and behavior (Robbins & Judge, 2013). Employee personality can be seen more in the activities, mindset, and habits these people build. Indarti et al. (2017) stated that personality is an inherent trait in each person, personal behavior is able to understood from personality. Personality or characteristic is the inner structure and tendencies of a person, which describes the characteristic pattern of their thoughts, emotions, and behavior (Colquitt et al., 2015).

Work Satisfaction

Job satisfaction is defined as a plus or minus evaluation of an individual or team job or situation. (Ghaseimy et al., 2021). Goetz and Wald (2022) state that job satisfaction can represent how much an employee likes or dislikes their job. Eiliyana et al. (2019) stated that satisfaction feeling on job as the satisfaction stage for employees with their job. Meanwhile, Gul'eit al. (2018) state that a positive or favorable reaction from evaluating someone's work, work achievement, or work experience is called as a job satisfaction.

Quality Work of Life

Generally, work-life quality represents the employee's satisfaction with their work-life. This improves the connection of quality within employees and the working environment (Abdullah et al., 2021). Work life quality is how an employee's experience within an organization can meet critical the needs of theirs (Griffin and Moorhead). Work life's quality is determined by personal interpretation of one's work at work and the interaction of that body with the expectations of others. This differs from one individual to another depending on a Individual age, career level, position within the organization (Afroz, 2017).

Personality and Organizational Commitment

Research Heirath and Shamila (2018), Thiruvarasi and Kamaraj (2017), and Januariastuti (2017) found that personality brings good influence on the commitmet of an organization. As for the research, Darman et al. (2017) found that personality does not affect organizational commitment. However, several studies examining the effects of the Big 5 personalies model on organizational engagement have come to different results Researcher Farrukh et al. (2017) provide empirical evidence that extroversion, aggressiveness, and conscientiousness are positively associated with emotional attachment.

According to the the explanation above, the proposed hypotheses are: H1: Personality has a significant impact on organizational commitment

Job Satisfaction and Organizational Commitment

Job satisfaction are able to describe as an a percetual respond to work resulting from a comparison of actual results with required results (Buiteindach & Rothmann, 2009). Diana et al. (2022); Seieima et al.

(2021); Ashraf (2020); and Heifny (2020) proved that satisfaction feeling during working brings a good influence on organizational commitment. The study by Kösei and Kösei (2017); and Gangai and Agrawal (2015) obtained different results where job satisfaction did not affect job satisfaction.

According to the the explanation above, the proposed hypotheses are: H2: Job satisfaction brings an impactful effect on organizational commitment

Quality of Work Life and Organizational Commitment

Daxini and Yadav (2019) said that Quality of Work Life (QWL) is needed for the smooth functioning of all divisions. Diana et al. (2022); Risla and Ithreieis (2018); Daud et al. (2015); and Ramadhoan (2015) in their research found empirical evidence that the quality of work life brings positive influence on organizational commitment. Meanwhile, Batvandi and Ghazavi's (2017) and Priambodo's (2016) yielded different results, namely, work life's quality does not affect organizational commitment.

According to the explanation above, the study proposed a hypothesis: H3: The quality of work life has a significant effect on organizational commitment

Employee Personality and Performance

Indarti et al. (2017) showed that personality affects employee performance. The conclusion of this study are supported by the research of Yang et al. (2020), who obtained the result that personality brings good influence on the productivity of task employees (task performance) and contextual performance (contextual performance). As for the research, Darman et al. (2017) found that personality does not affect organizational commitment. In their research, Youshan and Hassan (2015) found empirical evidence that conscientiousness and aggressiveness have a positive and significant effect on employee performance.

According to the explanation above, the study proposed a hypothesis: H4: Personality significantly affects employee performance.

Job Satisfaction and Employee Performance

Job satisfaction becomes the most critical elements in knowing employee motivation, effectiveness, retention, and performance. This opinion is supported by the research results of Heindri (2019); Soomro and Shah (2019); Shaju and Subhashini (2017); Tabassum et al. (2016); which obtained empirical evidence that job satisfaction influence the workers's performance. As for research, Diana et al. (2022) obtained different results, namely, job satisfaction does not affect the performance of employees.

According to the explanation above, the study proposed a hypothesis: H5: Job satisfaction has a significant effect on employee performance

Quality of Work Life and Employee Performance

Singh and Maini (2020) stated that organization strives for a healthy, independent workforce and is ready to meet its goals in the current competitive scenario. This opinion is relevant with a reasearch result by Singh and Maini (2020), Rai and Tripathi (2015), and Ramadhoan (2015), who obtained empirical evidence that work life's quality affects the performance of employees. As for research, Diana et al. (2022) obtained different results: the quality of work life does not impact worker's performance.

According to the explanation above, the study proposed a hypothesis: H6: The quality of work life has a significant effect on employee performance

Organizational Commitment and Employee Performance

Van Steieinbeirgein and Eilleimeirs (2009) stated that commitment in organiation is presumed to effect nearly all behaviors that benefit the organization, such as worker's performance and citizenship behavior. In their research, Soomro and Shah (2019); Chein et al. (2006) found empirical evidence that organizational commitment positively affects employee performance. Study conducted by Sungu et al. (2019) shows that affective and normative commitments impact employee performance.

According to the explanation above, the study proposed a hypothesis: H7: Organizational commitment significantly affects employee performance.

Employee Personality and Performance-Mediated Organizational Commitment

Regarding social exchange theory, a reciprocal relationship exists between behavior and the environment. If employees are treated well and according to expectations by the organization, it will generate a commitment to employees to provide rewards with positive behavior that bring impact on boosting workers's performance in the future.

According to the explanation above, the study proposed a hypothesis: H8: Personality influences employee performance mediated by organizational commitment.

Job Satisfaction and Employee Performance Mediated Organizational Commitment

Employees will find it difficult to leave work because they are afraid of not getting a suitable job opportunity in another place that provides appropriate salary and benefits, so they will continue their career and work in the company until the company no longer needs them. In addition, the existence of high organizational commitment will encourage employees to work harder and try to advance the company. Employee satisfaction brings impact on boosting workers's performance in the future, both in terms of quantity and quality, the time of completion of work in accordance with the company's targets.

Based on the description above, the hypothesis proposed is: H9: Job satisfaction affects employee performance and is mediated by organizational commitment

Quality of Work Life and Employee Performance Mediated Organizational Commitment

The quality of work life refers to employee satisfaction with work life. QWL emphasizes the quality of the relation between workers and the work environment (Abdullah et al., 2021). Good quality of work life causes employees to feel that what they need at work has met their expectations. These efforts will have an impact on increasing the quality and quantity of work as well as a better time for job completion. Increasing the quality and quantity of work will have an impact on increasing the performance of employees.

Based on the above description, the hypothesis proposed is: H10: Quality of work life influences employee performance and is mediated by organizational commitment

METHOD

Population and sampling technique

All employees who are insurance agents who work at seven insurance companies that are licensed and registered with AAJI and OJK as well as having the best reputation according to the survey by Investor Magazine and Info bank Edition 2017 are the population in this research. The names of these insurance companies are PT. AIA Financial (AIA Life), PT. Allianz Life Indonesia, and PT. Axa Mandiri Financial Services, PT. BCA Insurance, PT. Asuransi Jiwa Manulifi Ind, PT. Prudential Life Assurance, General Insurance. The seven life insurance companies have 6,349 insurance agent employees spread across several operational branch offices in the Special Region of Yogyakarta and Central Java.

Ferdinand (2006: 48) provides guidelines for sampling in SEM research, one of these depends on the total of indicators utilized by all latent variables. This study has number of samples that is equal to the number of indicators multiplied by 5-10. When using a comparison of 5 (five) observation scales (Likert) for each objective parameter item in the research questionnaire statement, it's known that the recommended amount of samples is = 5 x 75 parameters of the research questionnaire item, that is, a total of 375 research samples.

The details of the sampling from each insurance company are carried out in a way that gives the same proportion for each population, meaning that for insurance companies that have a large number of employees, fewer will be taken. For more clear details, it is explained in table 1 below:

Table 1. Allocation of samples to seven insurance companies in Central Java and DIY

No	Company name	Agent Insurance in Central Java	Number of Samples	Agent Insurance in DIY	Number of Samples
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1.	AIA Financial (D/H Aig Life)	693	$(693/6349) \times 375 = 41$	365	$(365/6349) \times 375 = 22$
2.	Asuransi Allianz Life Indonesia	511	$(511/6349) \times 375 = 30$	232	$(232/6349) \times 375 = 14$
3.	Axa Mandiri Financial Services	617	$(617/6349) \times 375 = 36$	284	$(284/6349) \times 375 = 17$
4.	BCA Insurance	766	$(766/6349) \times 375 = 45$	421	$(421/6349) \times 375 = 25$
5.	Asuransi Jiwa Manulife Ind	452	$(452/6349) \times 375 = 27$	112	$(112/6349) \times 375 = 7$
6.	Prudential Life Assurance	722	$(722/6349) \times 375 = 43$	432	$(432/6349) \times 375 = 26$
7.	Generali Insurance	574	$(574/6349) \times 375 = 34$	168	$(168/6349) \times 375 = 10$
TOTAL			256	+	119 =
			= 375 sample		

Source: Indonesian Life Insurance Association 2021

Method of Collecting Data

The questionnaire became a data collection tool in this research. For insurance agents who can be reached, the questionnaire is given directly to them. In addition, a questionnaire was sent to them in softcopy via Google form for insurance agents who are far away.

Research Location

The location of research was carried out in seven branch offices and life insurance marketing offices that have been licensed and registered with the OJK operating in the DIY and Central Java regions. The researcher chose to take the said research location for reasons of domicile ties and the availability of relationships that could assist the process of gathering information and data in preparing this research.

Technique of Data analysis

The data in this research are processed by using the computational calculations of the SPSS program and SEM AMOS because these two programs offer rich statistical analysis capabilities and a data management system in a graphical environment with descriptive options and dialog boxes that are simple and easy to understand (Sugianto, 2007:31).

RESULT AND DISCUSSION

This study's data description includes response profiles and variable research data. In addition, the analysis of the data was also performed using structural equation modeling (SEM), which was used to prove the theory that had been compiled with empirical statements obtained from the research results. A hypothesis test was carried out after the SEM model fit was obtained.

Table 2. Description of Respondent Identity The following is a description of the response based on gender, age, education, status in the family, income, and years of service

Description	Amount	%
Gender		
Male	118	31.5
Female	257	68.5
Age		
≤ 25	44	11.7
26 - 35	65	17.3
36 - 45	175	46.7
46 - 55	68	18.1
> 55	23	6.1
Education		
Senior high school	147	39.2
Diploma	61	16.3
University	157	41.9
Postgraduate	10	2.7
Status in the family		
Married	276	73.6
Not married	88	23.5
Widow	9	2.4
Widower	2	0.5
Income		
< IDR 3.000.000	36	9.6
IDR 3.100.000-IDR 5.000.000	50	13.3
IDR 5.100.000-IDR7.000.000	133	35.4
> IDR 7.000.000	156	41.7
Years of service		
Under 2 years	25	6.7
2,1 to 5 years	46	12.3
5,1 to 10 years	44	11.7
Above 10 years	260	69.3

Based on Table 2, information was obtained that most of the respondent were female, with the total of 257 female respondents (68.5%). Insurance agents with the gender of women will be more flexible in dealing with consumers so that it is possible to influence consumers to participate in the insurance they market. Furthermore, from the table above, it can be said that most of respondents are between the ages of 36-45, or 175 total of respondents (46.7%), and the least are age > 55 years, namely 23 respondents (6.1%). If you look at these things, you can see that the insurance age in the central Java and Special Region of Yogyakarta areas is close to or entering the middle age of maturity. This shows a reasonably mature age, so their emotions are relatively more stable in dealing with different consumer characteristics. Meanwhile, based on education, most respondents were undergraduate educated, 157 respondents (41.9%), and the least were postrgraduate, namely 10 respondents (2.7%). This is caused by the great need for employment as an insurance agent, and an insurance agent who requires someone with

good knowledge of marketing and psychology and will usually be owned by someone with high education.

For descriptions based on status, the majority of respondents were married. 276 respondents (73.6%), and the least were widowers, namely 2 respondents (0.5%). Married employees will be relatively motivated in their work to achieve achievements and increase their career paths because they have family dependents. Most respondents had income (take home) of >Rp for information on respondents based on income. 7,000,000, namely 156 respondents (41.7%), and have a minor income (take home) of < IDR. 3,000,000, which is 36 respondents (9.6%). This shows that employment as an insurance agent in the central java and DIY regions promises higher income than the UMR in the central java and DIY regions. Moreover, based on the information, most respondents had more than 10 years working. Two hundred sixty respondents (69.3%), and the least had a working period of under 2 years, namely 25 respondents (6.7%). This shows that he has been working as an insurance agent in the central java and DIY regions for a long time, so he has experience carrying out this work.

Instrument Validity and Reliability Test

Checking the accuracy of measuring equipment or instrument used for the measurement and whether it is correct is the aims for the validity test. The test uses the product-moment correlation to determine the quality of the measuring instrument used. An item statement is considered valid if the correct item item-total correlation value is obtained, which is more than 0.3 (Sugiyono, 2010:142). Meanwhile, reliability tests were performed to ensure the consistency of the measurement instrument. In condition where the alpha value is above 0.6 means that this measuring device is reliable.

Table 3. Instrument Quality Test Results

Item	Corrected Item-Total Correlation	Alpha	Status
EP1	0.605	0.862	Valid
EP2	0.442		Valid
EP3	0.549		Valid
EP4	0.520		Valid
EP5	0.541		Valid
EP6	0.650		Valid
EP7	0.684		Valid
EP8	0.609		Valid
EP9	0.529		Valid
EP10	0.370		Valid
EP11	0.508		Valid
EP12	0.506		Valid
EP13	0.429		Valid
OC1	0.485	0.848	Valid
OC 2	0.537		Valid
OC 3	0.592		Valid
OC 4	0.537		Valid
OC 5	0.508		Valid

Item	Corrected Item- Total Correlation	Alpha	Status
OC 6	0.589		Valid
OC 7	0.642		Valid
OC 8	0.655		Valid
OC 9	0.487		Valid
OC 10	0.462		Valid
PS1	0.693	0.846	Valid
PS2	0.477		Valid
PS3	0.424		Valid
PS4	0.428		Valid
PS5	0.478		Valid
PS6	0.542		Valid
PS7	0.538		Valid
PS8	0.432		Valid
PS9	0.456		Valid
PS10	0.444		Valid
PS11	0.541		Valid
PS12	0.392		Valid
PS13	0.405		Valid
PS14	0.526		Valid
PS15	0.449		Valid
JS1	0.586	0.835	Valid
JS 2	0.681		Valid
JS 3	0.536		Valid
JS 4	0.411		Valid
JS 5	0.397		Valid
JS 6	0.395		Valid
JS 7	0.598		Valid
JS 8	0.467		Valid
JS 9	0.547		Valid
JS 10	0.628		Valid
QWL1	0.418	0.869	Valid
QWL2	0.460		Valid
QWL3	0.619		Valid
QWL4	0.478		Valid
QWL5	0.447		Valid
QWL6	0.492		Valid
QWL7	0.460		Valid
QWL8	0.628		Valid
QWL9	0.435		Valid
QWL10	0.498		Valid
QWL11	0.575		Valid
QWL12	0.544		Valid
QWL13	0.560		Valid
QWL14	0.697		Valid
QWL15	0.469		Valid

EP : Employee performance
 OC: Organizational Commitment

P : Personality
 JS : job satisfaction
 QWL: Quality of Work Life

Table 3 shows that all research instruments are declared valid because the correlation item-total correlation has a value above 0.3 and is declared reliable because the alpha value of each variable is above 0.6.

Structural Equation Modeling (SEM) Test Results

AMOS, structural path equation program, has the function to test the structural equation model shown in Figure 1. The main purpose of this model testing procedure is to check the causal structure of a hypothesized model on a set of observed data in order to determine the fit within the hypothetical model and the sample data (Byrne, 2001).

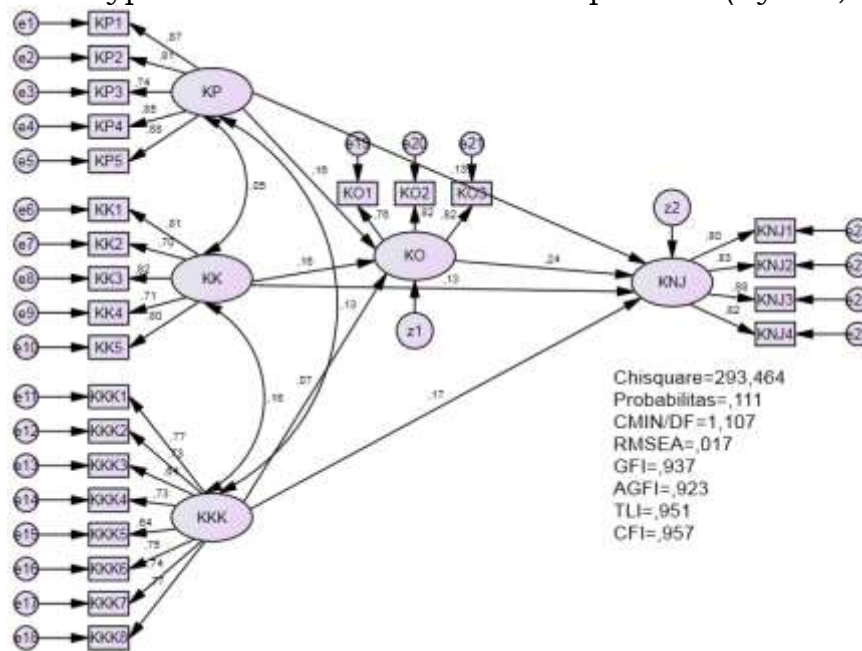


Figure 1. Structural Equation Modeling (SEM) Test Results

Assessing the Fit Criteria’s Goodness

Based on the identifiable model, a goodness-of-fit evaluation can be carried out to test whether the research model is fit. The table below shows the the results of the SEM model fit test:

Table 4. Results of SEM Model Fit Test (Goodness of Fit)

Indicator Goodness-of-fit	Recommendation Value	Results	Information
χ^2 -Chi Square		293.464	
χ^2 -Significance Probability	≥ 0.05	0.111	Good
Relatif χ^2 (CMIN/DF)	≤ 2.00	1.107	Good
RMSEA	≤ 0.08	0.017	Good
GFI	≥ 0.90	0.937	Good
AGFI	≥ 0.90	0.923	Good
TLI	≥ 0.90	0.951	Good
CFI	≥ 0.90	0.957	Good

Table 4 describes that the chi square score is 293.464 (p value of 0.111), it is included as a good category. The other goodness-of-fit indicators are also in the good category. Based on these facts, it can conclude that the SEM model is the appropriate model by eliminating outliers in the data.

Hypothesis Testing

The hypothesis testing using SEM's result can be seen in the following table:

Table 5. Summary of Hypothesis Testing Results

Ha	Hypothesis	Estimate	S.E.	C.R.	p
H ₁	Personality → Organizational Commitment	0.164	0.050	2.659	0.008
H ₂	job satisfaction → Organizational Commitment	0.157	0.070	2.419	0.016
H ₃	Quality of Work Life → Organizational Commitment	0.066	0.041	1.039	0.299
H ₄	Personality → Employee performance	0.135	0.043	2.369	0.018
H ₅	job satisfaction → Employee performance	0.126	0.061	2.105	0.035
H ₆	Quality of Work Life → Employee performance	0.165	0.035	2.827	0.005
H ₇	Organizational Commitment → Employee performance	0.240	0.060	3.822	0.000

Based on Table 5 above, hypothesis testing was carried out as follows:

1. First Hypothesis Testing

The results of the SEM analysis obtained a CR value of 2.659 and a p-value of 0.008. Based on the p-value <0.05, the first hypothesis can be accepted, and it can be concluded that personality significantly affects organizational commitment to insurance agent employees in the Special Region of Yogyakarta and Central Java.

2. Second Hypothesis Testing

The results of the SEM analysis obtained a CR value of 2.419 and a p-value of 0.016. Based on the p-value <0.05, the second hypothesis can be accepted, and it can be concluded that job satisfaction significantly affects organizational commitment among insurance agent employees in the Special Region of Yogyakarta and Central Java.

3. Testing the Third Hypothesis
The CR value of 1.039 and a p value=0.299 for the result of the SEM analysis test. According to the p value <0.05 as the base, the third hypothesis was declined as it was closed that the quality of work life had no effect on the organizational commitment of insurance agent workers in the Special Region of Yogyakarta and Central Java.
4. Testing the Fourth Hypothesis
The a CR value of 2.369 and a p value= 0.018 for the result of the SEM analysis test. According to the p value <0.05 as the base, the fourth hypothesis was accepted and concluded that personality has a significant effect on the performance of insurance agent workers in the DIY and Central Java.
5. Testing the Fifth Hypothesis
The CR value of 2.105 and a p-value of 0.035 for the result of the SEM analysis test. According to the p value <0.05 as the base, the fifth hypothesis were accepted and concluded that job satisfaction significantly affects the performance of insurance agent employees in the DIY and Central Java regions.
6. Testing the sixth Hypothesis
The CR value of 2.827 and a p-value of 0.005 for the result of the SEM analysis test. According to the p value <0.05 as the base, the sixth hypothesis can be accepted and concluded that the quality of work life significantly affects the performance of insurance agent employees in the DIY and Central Java regions.
7. Testing the Seventh Hypothesis
the CR value of 3.822 and a p-value of 0.000 for the result of the SEM analysis test. According to the p value <0.05 as the base, the seventh hypothesis can be accepted and concluded that organizational commitment significantly affects the performance of insurance agent employees in the Special Region of Yogyakarta and Central Java.
8. Testing the Eighth Hypothesis in this study is an organizational commitment to mediate the effect of personality on employee performance. The results of the Sobel Test can be described as follows:

Table 6. Results of the Sobel Test, The Effect of Personality on Employee Performance Mediated by Organizational Commitment

Unstandardized coefficient of IV -> Mediator (a):	0,132
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Standard error of IV -> Mediator (se a):	0.050	
Unstandardized coefficient of M->DV with IV in eqn (b):	0.227	
Standard error of M->DV with IV in eqn (se b):	0.060	
		Two-tailed p value
Sobel's z	2.1650	0.0304

Table 6 shows that Sobel's Z value is obtained at 2.1650 with a p=0.0304. according to the p-value <0.05, it was concluded that the eighth hypothesis was accepted, and it was concluded that organizational commitment mediates the effect of personality on the performance of insurance agent employees in the Special Region of Yogyakarta and Central Java.

9. Testing the Ninth Hypothesis in this study is an organizational commitment to mediate the effect of job satisfaction on employee performance. The results of the Sobel Test can be described as follows:

Table 7. Results of the Sobel Test. The Effect of Job Satisfaction on Employee Performance Mediated by Organizational Commitment

Unstandardized coefficient of IV -> Mediator (a):	0.168	
Standard error of IV -> Mediator (se a):	0.070	
Unstandardized coefficient of M->DV with IV in eqn (b):	0.227	
Standard error of M->DV with IV in eqn (se b):	0.060	
		Two-tailed p value
Sobel's z	2.0266	0.0427

Table 7. shows that Sobel's Z value is obtained at 2.0266 with a p=0.0427. according to the the p-value <0.05, it was concluded that the ninth hypothesis was accepted, and it was concluded that organizational commitment mediates the impact of job satisfaction on employee performance in insurance agents in the DIY and Central Java regions.

10. Tenth Hypothesis Testing The tenth hypothesis in this study is an organizational commitment to mediate the effect of the quality of work life on employee performance. The results of the Sobel Test can be described in the following tables.

Table 8. Results of the Sobel Test on the Role of Organizational Commitment Mediation on the Influence of Quality of Work Life on Employee Performance

Unstandardized coefficient of IV -> Mediator (a):	0.042	
Standard error of IV -> Mediator (se a):	0.041	
Unstandardized coefficient of M->DV with IV in eqn (b):	0.227	
Standard error of M->DV with IV in eqn (se b):	0.060	

		Two-tailed p value
Sobel's z	0.9888	0.3228

Table 8. shows that Sobel's Z value is obtained at 0.9888 with a p of 0.3228. Based on the p value > 0.05, it was concluded that the tenth hypothesis was rejected, and it was concluded that organizational commitment did not mediate the effect of the quality of work life on the performance of employees in insurance agents in the Special Region of Yogyakarta and Central Java.

Personality and Organizational Commitment

The result of the data analysis shows personality has a significant impact on organizational commitment of insurance-age employees in DIY and Central Java regions. This empirical fact is alight with the results with study conducted by Heirath and Shamila (2018), Thiruvvarasi and Kamaraj (2017), and Januariastuti (2017). The personality of an insurance agent employee will determine how employees associate and interact with other people, including superiors and co-workers. A good personality makes it easy for employees to get along and interact with superiors and co-workers. Employees will feel they belong and become an integral part of the organization so that their commitment increases.

Job Satisfaction and Organizational Commitment

Job satisfaction significantly impacts organizational commitment is the result of the research conducted. According to the data analysis of satisfaction with organizational commitment, it was proven that job satisfaction significantly influences organizational commitment in insurance agency employees in the DIY and Central Java regions. This empirical fact is alight with the study result Diana et al. (2022); Seieima et al. (2021); Ashraf (2020); and Heifny (2020). The effect of satisfaction on organizational commitment is shown based on social exchange theory; that is, in social relations, elements of rewards, sacrifices, and benefits influence each other (Umar, 2017). Dissatisfaction often happens to employees because of incompatibility with the organization. The existence of job dissatisfaction has implications for increased absenteeism, neglect of work behavior, increased turnover intention, and decreased loyalty to the organization. Decreasing loyalty also means that organizational commitment is decreasing.

Quality of Work Life and Organizational Commitment

Based on the results of data analysis using SEM to test the hypothetical effect of the quality of work life on organizational commitment, it was found that the quality of work life did not affect organizational commitment to insurance agency employees in the DIY and Central Java regions. This empirical fact is supported by the research results of Priambodo (2016). However, these results differ from the research of Diana et al. (2022); Risla and Ithreieis (2018); Daud et al. (2015); and Ramadhoan (2015) obtained the opposite result, where the

quality of work life has a positive effect on organizational commitment. The effect of the quality of work life on organizational commitment can also be seen from social exchange theory. Mighfar (2015) states that social exchange theory also sees a reciprocal relationship between behavior and the environment. This relationship has elements of reward, sacrifice (cost), and profit (profit). The belief that what is needed in the workplace has met expectations will increase organizational commitment. If you look at the results of the research, if you look at the estimated value, it is a positive sign; this indicates that the effect of the quality of work life on organizational commitment is a positive influence. However, this effect is not strong and is not statistically significant. In his research, Priambodo (2016) conducted interviews with respondents to find reasons for the insignificant effect of the work life's quality on organizational commitment. The results of the interviews found that the excellent work life's quality for some employees causes them to feel they are in a comfort zone, resulting in a lack of concern for the company. And causes increased absenteeism and work delays. This condition can also occur in some insurance agents in the DIY and Central Java regions, so it is the cause of the insignificant impact of the work life's quality on commitment to the organization.

Personality and Employee Performance

Based on the examination of data analysis using SEM to test the hypothesis of the influence of personality on workers performance, it was found that personality affects the performance of insurance agent employees in the DIY and Central Java regions. This empirical result is aligned by the research results of Indarti et al. (2017), which show that personality affects the performance of employees. The research results are also alight with the research results of Yang et al. (2020), which found that personality positively influence employee and contextual performance. As for the research, Darman et al. (2017) found that personality does not affect employee performance. Socioanalytic theory assumes that people must interact, that they use their identity to structure interactions (ideas are the general thoughts that people carry across situations), and that social skills increase the ability to express one's identity in different situational contexts (Hogan and Blicklei, 2018: 118). If you look at this theory, even though people are motivated to get along and progress, personality differences will affect their desire, ability, and success.

Job Satisfaction and Employee Performance

SEM test results indicate that job satisfaction influences the achievement of insurance agents in DIY and Central Java regions. This empirical result is supported by the research results of Heindri (2019); Soomro and Shah (2019); Shaju and Subhashini (2017); and Tabassum et al. (2016). As for research, Diana et al. (2022) obtained different results, namely, satisfaction feeling on work does not affect the performance of employees. Social exchange principle may be utilized to

study the impact of satisfaction on worker performance. Social exchange is characterized by a mutual investment so that employees agree to go beyond their duties in return for fair and proper treatment by the authority. In social exchange, employees are willing to engage in healthy behavior because they believe these efforts will eventually be rewarded (Colquitt et al., 2015: 226).

Quality of Work Life and Employee

Based on the results of data analysis using performance SEM testing the hypotheses about the impact of work-life quality on employee performance, it was found that work life's quality affected employee performance of insurance agency workers in the DIY and Central Java regions. This empirical result is supported by the research results of Singh and Maini (2020) and Ramadhoan (2015). As for research, Diana et al. (2022) obtained different results, namely, the work life's quality did not give any influences to the performance of employees. Empirical facts showing that the quality of work life affects employee performance support the opinion put forward by Beih and Rosie (2007), which states that there are similarities within the quality of work life and employee achievement because both are organization-based. Social exchange theory can be used to explain the effect of the quality of work life on employee performance. Referring to this theory, companies will try to meet employees' expectations and desires if their performance results are reasonable and will benefit the organization. The organization will improve the quality of work life with the hope that it will effect the performance of workers and generate profits for the organization.

Organizational Commitment and Employee Performance

According to the data analysis's result using SEM to test the hypothesis of the impact of organizational commitment on employee performance, it was found that organizational commitment influences the employee achievement of insurance agent company in the DIY and Central Java regions. The results of this study are supported by the results of Somro and Shah's research (2019), Siu (2003), and Chein et al. (2006). Study by Sungu et al. (2019) shows that affective and normative commitments impact employee performance. The research of Van Steieinbeirgein and Eilleimeirs (2009) shows that affective commitment significantly impacts employee performance. The impact of organizational commitment on employee achievement can be seen based on the social exchange theory, where there is a reciprocal relationship between behavior and the environment. This relationship has elements of reward, sacrifice (cost), and profit (Mighfar, 2015). Based on the social exchange theory, if employees are treated well and according to expectations by the organization, it will create a commitment in the employee to provide rewards with positive behavior that will positively develop the performance of his workers. Employees with high commitment in their organizational will try to reach organizational goals. These employees are

more partial to the organization, prioritizing the p of the organization compared to individual interests.

Organizational Commitment Mediates the Effect of Personality on Employee Performance

The SEM and Sobel test were used to examine the effect of personality on work performance mediated by the commitment of organizational. According to the examination results, it was found that organizational commitment became a mediating variable for the influence of personality on the quality of insurance agent employees in the DIY and Central Java regions. The results of this study can be explained using socio-analytic theory, namely that employees will be encouraged to communicate and cooperate with other group members to develop themselves. Being involved in other groups provides opportunities for employees to gain new knowledge and skills. This condition provides comfort to all members of the organization.

Organizational Commitment Mediates the Impact of Job Satisfaction on Employee Performance

In this research, SEM and Sobel's tests were used to determine the function of Commitment in the organization the effect of job satisfaction on employee performance's mediation. The result of the study indicates that organizational Commitment mediates effect of job satisfaction on the achievement of insurance agent employees in the DIY and Central Java regions. The impacts of job satisfaction on organizational Commitment and employee achievement can be explained from social exchange theory. Athar (2020) states that the theory of social exchange already been utilized to describe how organization implementation and practices various in supervising activities or generate work design ideas which allows employees to feel organizational support and trust them. As a result, employees balance their commitment in organization, resulting in worker improvement and achievement.

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

According to the data analysis's result using SEM and Sobel test to test the hypothesis that organizational Commitment mediates the impact work life's quality on employee achievement, it is found that organizational engagement does not convey the impact of work-life quality on employee performance insurance agent employees in the DIY and Central Java regions. This result means that the effect of the quality of work life on employee performance is a direct influence. Quality of work life is one of the most critical elements on influencing employee organizational behavior, including working environmental, relationship with directors or supervisor, perceptions of work, working situation, supports, and allowance (Diana et al., 2022). Regarding social exchange theory, employees will be encouraged to repay the company if satisfied.

This result is also related to the characteristics of insurance agents who work more outside the office with specific targets. The existence of satisfaction with work-life causes insurance agents to try to achieve and even exceed the company's targets.

CONCLUSION

This close that personality and job satisfaction are variables that determine an employee's commitment with the organization. The good personality of a workers will determine the commitment to the organization. Job satisfaction becomes a necessity that occurs in the organization. Satisfied employees tend to balance their commitment to the organization. The results of this study positively support those of previous studies and demonstrate the importance of employee personality development and always providing satisfaction to employees as an effort to increase organizational commitment.

Different results are obtained, namely work life's quality is not affected by commitment of the organization. These results explains that the improvement in the work life's quality is not always matched by an increase in organizational commitment. The results of this research do not positively support the results of previous research. The results of the study explain that personality, job satisfaction, quality of work life and work commitment bring an impact on employee achievement. This result indicated that the better personality, job satisfaction, quality of work life and commitment, the more employee's work will improve. This study's result is positively aligns with previous research findings, suggesting a balance between promoting employee individuality, increasing employee satisfaction, and creating a quality of work life and employee commitment. It shows the importance of taking action to improve employee performance.

The results of the study explain that the effect of personality and job satisfaction mediated by organizational commitment on employee performance is significant. This explains why the impact of personality and job satisfaction on employee performance is an indirect one, while an indirect-effects is coming from organizational commitment as a mediating variable. Meanwhile, the quality of work life brought about by organizational commitment gives a modest impact on employee performance. This means that the affect of work life's quality on the performance of employee is a direct influence.

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