



WORK ENGAGEMENT AS MEDIATOR BETWEEN QUALITY WORK OF LIFE AND ORGANIZATIONAL COMMITMENT IN PT. XYZ

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Abstract

This research was conducted to find out the role of work engagement as a mediator between the quality of work life and organizational commitment. Participants in this study were 400 employees who worked at PT XYZ (One of the biggest Manufacture in Indonesia). In the implementation of the research conducted the dissemination of measuring tools of work quality, work engagement, and organizational commitment. The technique used to analyze the main data is to use regression analysis techniques using SPSS version 24.00. Based on the results of data processing it is known that the variables of work engagement and quality of work life simultaneously affect the variables of organizational commitment with coefficient of determination 0.541. Furthermore, it is known that work engagements variables can mediate the relationship between quality of work life variables and organizational commitments

Keywords: *Organization Commitment, Quality of work life, Work engagement*

Abstrak

Penelitian ini dilakukan untuk mengetahui peran work engagement sebagai mediator antara kualitas kehidupan kerja dan komitmen organisasi. Partisipan dalam penelitian ini adalah 400 karyawan yang bekerja di PT XYZ (Salah satu Manufaktur terbesar di Indonesia). Dalam pelaksanaan penelitian dilakukan sosialisasi alat ukur kualitas kerja, keterikatan kerja, dan komitmen organisasi. Teknik yang digunakan untuk menganalisis data utama adalah dengan menggunakan teknik analisis regresi dengan bantuan program SPSS versi 24.00. Berdasarkan hasil pengolahan data diketahui bahwa variabel work engagement dan kualitas kehidupan kerja secara simultan berpengaruh terhadap variabel komitmen organisasi dengan koefisien determinasi 0,541. Selanjutnya diketahui bahwa variabel work engagement dapat memediasi hubungan antara variabel kualitas kehidupan kerja dengan komitmen organisasi

Kata kunci: Komitmen Organisasi, Kualitas kehidupan kerja, Keterikatan kerja



Introduction

Every company will try to get qualified and competitive employees. This is because the higher the quality of employees in a company, the higher the performance of the company (Luthans, 2008). Some studies conclude the characteristics of qualified employees can be seen in several aspects. On the performance aspect, a qualified employee has an engagement to his work with full awareness to finish the job with passion and dedication (Wall and Pienarr, 2013; Fearon, Mclaughlin and Morris, 2013). Another aspect that can be seen is the organizational commitment of employees, highly committed employees tend to have better attendance list records, longer working periods, as well as low levels of self-avoidance of tasks given by the company (Simon and Buitendach, 2013).

When viewed from the point of view of employees as human beings, employees not only expect rewards for the services they provide to the company, but also expect certain qualities of treatment in the workplace (Panda, 2013; Gupta and Hyde, 2013; Das V and Vijayalakshmi Ch, 2013). This statement is in line with the concept of quality of work life (QWL). Some studies describe the relationship of quality of work life with employee commitment. In the study explained the quality of work life and organizational commitment have a positive relationship that ranges from 0.172 to 0.483 (Farjad and Varnous, 2013). Some research goes on to see how much of an influence quality of work life has on organizational commitments. The research provides results there is a significant influence on the quality of work life in a company with organizational commitment (Herawati, 2014; Geldenhuys, Taba, and Venter, 2014; Beukes and Botha, 2013; Van Der Berg and Martins, 2013). This proves that a company condition that is reflected in the quality of work life influences the employee's organizational commitment to a company.

On the other hand, organizational commitment to a company is not only influenced by the state of the company, but also the condition of its employees (Herawati, 2014; Simon and Buitendach, 2013). The condition can be explained in the concept of job resources (Job Resources) which is the main thing in supporting employees can have a work engagement (Hakanen, Schaufeli, and Ahola, 2008). This can be seen in several studies that provide positive relationships between employee work engagement and organizational commitment. The value of the relationship was 0.63 (Simon and Buitendach, 2013). Another study that examined the influence of such connectedness (Biswas and Bhatnagar, 2013) which gave a standard result of regression coefficient of 0.82 with an estimated regression of 6.72 at a level of significance of 99 percent. This gives the assumption that aspects of work engagement will have a greater influence on the organizational commitment of employees to a company.

It is explained in some studies that the quality of working life conditions have a positive relationship as well as a significant influence on work engagement (Das V and Vijayalakshmi, 2013; Panda, 2013). This gives an opinion if the work engagement can be seen as an environmental state that can be created working environment conditions (Hakanen, Schaufeli, and Ahola, 2008). Thus it seems that a model of relationship between organizational commitment variables, work engagement, and quality of work life, where the engagement of work is assumed to be a mediator between the quality of work life and employee commitment. The hypothetical model will be empirically tested on one of the companies engaged in manufacturing.

PT XYZ is one of the manufacturing companies established in 1951. The company's core business includes the



development, manufacture and sale of radial tires, bias tires, motorcycle tires, inner tires, flaps and tap rims. In the results of the diagnostic organization, found concerns over the scope of work of employees. This is apparent in the absence of explanation of work targets, assessment of work that has not been compiled, creation of work descriptions. These concerns can result in quality of working life (Panda, 2013; Das V and Vijayalakshmi, 2013) of PT XYZ, but in reality the commitment of PT XYZ employees is quite good. Based on these dynamics, it seems that it is necessary to further examine how the explanation of the organizational commitment dynamics of PT XYZ employees with the quality of working life condition of PT XYZ and at the same time assess the role of work engagement as a mediator to increase organizational commitment. The goal that researchers want to achieve in this study is to find out how the condition of work engagement in employees serves as a mediator between the quality of work life and organizational commitment

Methodology

The characteristics of respondents in this study were employees and employees who worked at PT XYZ. There are several considerations in the selection of characteristics of respondents. Working period is the main consideration in this study. Based on employee data of PT XYZ as of August 2014, the distribution of employees with a working period ranging from 3 years old is stretched from 30-55 years. The design of the research conducted in this study is to use non-experimental with regression techniques that are to see the influence of a variable on 2 other variables without changing the circumstances or changing the treatment of the variables studied.

Sampling techniques used are using purposive sampling techniques, the reason for sampling is because employees

are divided into 2 working areas (Head Office and Factory). With a population of 14,419 people based on calculations on the krecjie table with a degree of significance of 5 percent, the number of samples that can be taken is 400 people. Based on these results, the number of Head Office employees who will be a sample of 12 people or about 3 percent of the sample and the number of factory employees as many as 388 people or about 97 percent.

The place of implementation of this research was conducted at PT XYZ. The measuring instrument that will be used in this study is to use primary data collection, namely questionnaires. The overall scale of measurement used is the result of adaptations that have been developed by the Research and Measurement Section of the Faculty of Psychology, Tarumanagara University. The questionnaire consists of 4 sections, consisting of demographic data of respondents, variable scale of work life quality, work engagement, and organizational commitment. Respondent demographic data consists of the identity of respondent, such as name (initials), age, gender, last education, type of occupation, and tenure. The assessment system on all three scales is in the form of a Likert scale.

On the scale of quality of work life in this study measured using the scale of work quality of work life consisting of 9 dimensions and 72 points of statement. The scale is an adaptation of the work quality questionnaire adapted and developed by the Research and Measurement Department of Tarumanagara University, but in the social relevance dimension (which has not been drawn) replaced with the supervisory dimension. Respondents were asked to evaluate the statements in the questionnaire based on conditions in the work environment. Respondents provide evaluation by cross-marking alternative evaluation options. On the scale of work engagement measured using Utrecht

Work Engagement Scale (UWES) consists of 3 dimensions and 17 statement items. Respondents are asked to respond to the statements in the questionnaire based on the circumstances experienced by the respondent while working. Respondents responded by cross-marking alternative options. All items are positive items that describe indicators of each dimension. On the scale of organizational commitment in this study measured using the organizational commitment scale consists of 3 dimensions (6 points each), is an adaptation of the Organizational Commitment Scale developed by Meyer and Allen (1997). Respondents were asked to respond to the statements in the questionnaire based on what he or she felt at the company he worked for. Respondents responded by cross-examining alternative options.

The results of validity and reliability tests on the quality of work life scale on all items meet the criteria that have been required before. The value of reliability in each dimension ranges from 0.851–0.972, while the validity value of each item ranges from 0.503–0.907. The results of validity and reliability tests on the scale of work engagement on all items meet the required criteria. The value of reliability in each dimension ranges from 0.965–0.972, while the validity value of each item ranges from 0.772–0.943. The results of the organizational commitment validity and reliability test on all items meet the pre-required criteria. The value of reliability in each dimension ranges from 0.944–0.957, while the validity value of each item ranges from 0.766– 0.915.

Test the Influence of Work Engagement as Mediator between Quality of Work Life and Organizational Commitment

Based on the data obtained, an influence tests between the variables of work engagement, the quality of work life and organizational commitment. From the test

results obtained multiple linear regression models are organizational commitment = $31.91 + 0.29$ quality of working life + 0.437 work engagement. Coefficient of determination 0.541 which means that the influence of variable work engagement and quality of work life is 54.1% and the remaining 45.9% is influenced by other variables outside this research model. In addition, it can be seen that the calculated F value of 236,374 with a significance of 0.000, because the value of significance is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that the work engagement and quality of work life simultaneously (together) affect the variables of organizational commitment.

Table 1. Regression model influence Work Engagement and Quality Work of Life to Organizational Commitment

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.544	.541	11,312
a. Predictors: (Constant), WE, QWL				
b. Dependent Variable: OC				
WE = Work Engagement				
QWL = Quality Work of Life				
OC = Organizational Commitment				

The influence of variable quality of work life can be seen the significance value of 0.030 and the standardized coefficient value of 0.098. Seen significance value is less than 0.05, it can be concluded that the variable quality of work life has a significant effect on organizational commitment. While in the variable working engagement can be seen the value of significance of 0.000 and the value of standardized coefficient of 0.669. Seen significance value is smaller than 0.01, it can be concluded that the variable of work engagement has a significant effect on organizational commitment. Based on the description of the influence of variable quality of work life and work engagement with organizational commitment, it can be continued testing phase two to see the

role of work engagement as a mediator between the quality of work life and organizational commitment. Based on the t significance test that has been conducted obtained a signification value of 0.000 and the value of standardized coefficient of 0.660. Seen significance value is less than 0.01, it can be concluded that the variable quality of work life has a significant effect on work engagement. To find out the significance of the effect of indirect effect can be used statistical z formula developed by Sobel (1982, in Latan and Temalagi, 2013), whereby by processing each coefficient path value of each stage of the test. The calculation results in a coefficient of Z of 20.4795 (greater than 1.96), so it can be concluded that the indirect effect is significant. This confirms that work engagement can mediate the relationship between quality of work life and organizational commitment. This condition can be described in the table and image below.

Table 2 Standardized Coefficients Work Engagement and Quality Work of Life to Organizational Commitment

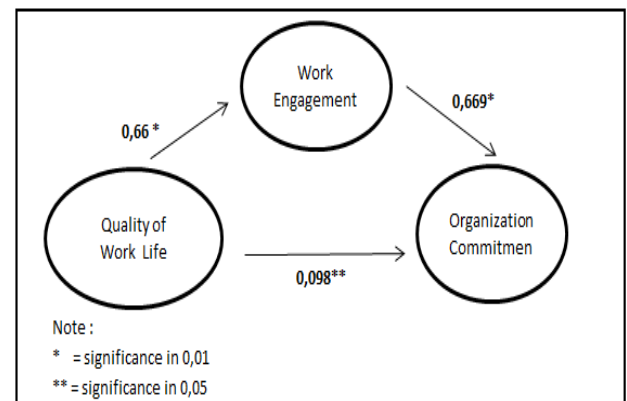
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	31,9	2,071		15,4	,000
QWL	15			07	
WE	,029	,013	,098	2,18	,031
	,437	,029	,669	14,8	,000
				13	

a. Dependent Variable: OC

Table 3 Standardized Coefficients Quality Work of Life to Work Engagement

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
(Constnt)	-		-,587	,558
QWL	2,065			
	,298	,017	,660	,000

a. Dependent Variable: WE



Picture 1: Mediation relationship model

The main data calculation results are in line with several previous studies (Herawati, 2014; Geldenhuys, Taba, and Venter, 2014; Beukes and Botha, 2013; Van Der Berg and Martins, 2013; Biswas and Bhatnagar, 2013) stated that the quality of work life and work engagement can have an influence on organizational commitments. Furthermore, the results of the calculation of each coefficient path in the liniear regression test provide the result that the influence of work life quality with organizational commitment is directly lower compared to the work attachment as a mediator between the quality of work life and organizational commitment. The results of this study explain that the quality of work life conditions applied by a company will be effective in increasing employee commitment by paying attention to things that can bring about work engagement to employees.

Field data showed in work engagement variables that respondents tended to perceive dedication dimensions better than vigor and absorption dimensions. This is in line with the company's condition that emphasizes dedication to employees who have worked for decades as role models for other employees. On the variable organizational commitment field data describes the research respondents have the highest mean value on the dimension



of continuance commitment. This is explained on two principles of investment terms and alternatives. In addition, employees develop alternatives that direct them to stay afloat with the company.

In the analysis of additional data obtained some supporting calculations that showed significant differences in the diversity of respondents' backgrounds (gender, age, education level, job suitability, marital status, working hours, and working period). The results of the gender difference test showed significant differences between men and women in the occupational engagement variable and the affective commitment dimension to the organizational commitment variable, where the woman had a higher mean on the work engagement variable and the affective commitment dimension. This is in line with Simon and Buitendach research (2013) and Biswas and Bhatnagar (2013) which explains that women tend to have an interest in their work and emotional engagement to an organization.

In addition, the test results differed in age grouping, showing the age group 45-65 years have a higher mean value on the quality of work life variables. This explains that in the age range or at the age of 45-65 years, respondents have accepted all the consequences of organizational conditions (Dessler, 2008), so it tends to perceive the quality of work life well. In addition, different test results in age grouping showed significant differences in the 25-30 age group, which had a higher mean value in the work engagement variable. At this time according to Dessler (2008) is a trial stage, where at this stage the individual tends to try all possible jobs that can be suitable and suitable for him, so that he finds a job that suits him. In this study respondent with the age group 25-30 years, but the majority of the group is 30 years so there is a tendency in the transition to stabilization stage, where respondents at that time have determined

the type of work that is appropriate for him and will show the behavior of work engagement (Waal and Pienaar, 2013).

This is in line with the grouping of working periods in respondents, found the results of calculations on the grouping of working periods that respondents with a working period of 16-20 years have a higher mean value on the variable quality of work life, while respondents with a working period of 21-33 years have a high mean value on the variable of work engagement, the dimension of affective commitment and normative commitment to organizational commitment variables. This condition can be explained based on the poses of commitment formation in a person who at that time is at the stage of commitment during later career. Respondents at this stage have clearly denied matters related to their career and future goals. This can be explained how at this stage respondents have good work engagement behavior (Geldenhuis, Taba, and Venter, 2014). In addition, the factors that influence in this stage are things related to investment to continue to commit to achieve the company's goals, this is related to the commitment that exists in the group of respondents with the working period. The engagement of emotions and norms (positive commitment) to remain part of a high-ranking organization (Geldenhuis, Taba, and Venter, 2014).

Based on the grouping of education levels in the research respondents, it was obtained that the diploma level of education has a high mean value on the variable work engagement. On the variable work engagement in line with the research of Beukes and Botha (2013) which resulted in the calculation of vocational education or diploma level has a good work engagement because of the specific skills they have learned and in accordance with their application in the work environment.



Based on the marital status of the test results differed in the respondents research showed a significant difference in the quality of work life variables, affective commitment dimensions to organizational commitment variables. It was found that the group of respondents who were married had a high mean value compared to the group of unmarried respondents on the variables of quality of work life, affective commitment dimension to organizational commitment variables. The results of this different test there are several similarities and differences in previous studies. In contrast to previous research on the quality of work life variables, in the research of Lok Cheung and Kum Tang (2009) explained that a person who has a family or married tends to have more demands in his work life, thus affecting his perception of the quality of work life in the company. Further explained this is apparent when married employees tend to have conflicts when the demands on the quality of their work life are not met. Another point that is in line with previous research is in terms of organizational commitment, especially affective commitment. As explained in biswas and Bhatnagar research (2013), employees who have settled and experienced a change in status in their working period tend to have closeness or emotional engagement (affective commitment) to remain part of the company.

Based on the system of working hours, the test results showed a difference in the quality of work life variables, where the group of respondents with a non-shift work system had a higher mean value than the group of respondents with a shift work system on the quality of work life variables. The results of the different tests in this study are in line with das V and Vijayalakshmi (2013) research which stated that respondents with shift work systems tend to have low quality of working life

due to consideration of different work systems in general. Employees with shift work system have low quality of work life time due to work and holiday time arrangements and other things related to compensation policy if they have to work long shifts.

Table 4 Recapitulation significant differences in the diversity of respondents' backgrounds

Aspect	QWL	WE	OC		
			Aff*	Cont**	Norm***
Gender		Women	Women		
Age	45-65	25-30			
Education	Diploma	Diploma	Diploma		Diploma
Marital Status	Married	Married	Married		Married
Work Period	16-20	21-33	21-33		21-33

*Aff= Affection

**Cont = Continuace

***Norm = Normative

Conclusion

Based on the analysis of the main data on the influence of the role of work engagement variables as mediators between the quality of work life and commitment to the respondents of research, the results were obtained that the variables of work engagement and the quality of work life simultaneously (together) affect the variables of organizational commitment. Furthermore, the calculations result that the variable of work engagement can mediate the relationship between the quality of work life variables and organizational commitments. Referring to the understanding that work engagement is something that can be formed by the environment (state), so that the quality of work life can be designed by the company to bring about work engagement its employees. This is in line with the results of research that work attachment can increase organizational commitment, or in other words can mediate the quality of work life in the company and the organizational commitment of employees.



Field data shows that respondents tend to perceive the quality of work life tends to be sufficient only in the social integration dimension. Where in that dimension emphasizes the relationship between employees and co-workers and companies. Employees have a good relationship and can work with colleagues and superiors, and have an attachment with the company. This seems to be important and good value by research respondents, due to the working environment of PT XYZ that pays attention to kinship and attachment, among others, considering the beginning of the establishment of the company that has reached the age of 60 years is a family company.



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