



The Effect of Work Motivation and Quality of Work Life on Organizational Commitment and Performance of Employees at the Department of Industry and Trade in Bali Province

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Abstract:

This study aims to determine the effect of Work Motivation and Quality Of Work Life (QWL) on Organizational Commitment and Employee Performance at the Bali Province Industry and Trade Office. This research was conducted at the Department of Industry and Trade of the Province of Bali with the number of samples used as many as 80 people using the saturated sampling method or total sampling. Collecting data using a questionnaire. All data obtained from the distribution of questionnaires are suitable for use, then analyzed using Structural Equation Modeling (SEM) based on variants known as Partial Least Square (PLS) analysis. The results show that (1) Work Motivation has a significant and positive effect on Employee Performance, (2) Quality of Work Life (QWL) has a positive and significant effect on Employee Performance, (3) Work Motivation has a positive and significant effect on Organizational Commitment, (4) Quality of Work Life (QWL) has a positive and significant effect on Organizational Commitment, (5) Organizational Commitment has a positive and significant effect on Employee Performance.

Keywords:

work motivation; quality of work life (qwl); organizational commitment and employee performance

I. Introduction

Organization is a formal, structured and coordinated union system of groups of people who understand in achieving certain goals (Hasibuan, 2013). In order to realize the goals of the organization, every leader will require his employees to work optimally. The problem that arises today is how an organization is able to create quality human resources and have high performance so that organizational goals can be achieved.

Public organizations such as the Bali Province Industry and Trade Office as one of the organizations that have the task and function of carrying out government affairs in the Trade and Industry sector which is the regional authority and deconcentration authority as well as assistance tasks given by the Government. In carrying out this task, the Bali Provincial Office of Industry and Trade has the function of formulating and implementing policies in the trade and industry sector in the Bali Provincial government. For this reason, the results of the Bali Province Industry and Trade Office are of high quality in the Trade and Industry Sector.

As assets and elements of the organization All elements of resources will not work without being handled by human resources who are the main movers of the organization.

Without being supported by good or high performance from the apparatus, an organization will experience difficulties in the implementation process. The professionalism of employees works to realize the improvement of human resources in a regional apparatus which is also known as the State Civil Apparatus (ASN). The government has carried out many activities to empower the State Civil Apparatus (ASN) so that they have optimal capabilities and performance in national efforts. This is also explained in Government Regulation Number 43 of 1999 concerning the main points of employment which in its explanation states that the administration of government and national is highly dependent on the perfection of the state apparatus, especially the State Civil Apparatus (ASN). Efficient and effective utilization of employees can be seen from the high level of productivity, depending on employee performance.

Employee performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their authority and responsibility, in the context of achieving the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 2010). Employee performance is an indicator of the success of the organization. Organizations must be able to create high employee performance to be able to maintain survival and achieve sustainable competitive advantage. Organizational success in growing employee job satisfaction will have an impact on the performance produced by employees (Shaju and Subhashoi, 2017).

Basically, improving employee performance is not only needed by private institutions but also becomes one of the goals for government agencies. ASN, which is domiciled as an element of the state apparatus, is tasked with providing services to the community in a professional, honest, fair, and equitable manner in carrying out state, government and development tasks, which are expected to be able to improve their performance to be more optimal and productive. The high demands of the public on the government to be able to continue to improve its performance indirectly provide impetus for the government to create policies that can affect the performance of ASN such as the issuance of PP No. 53 of 2010, and Law (UU) No. 8 of 2004 concerning employment and civil servant discipline.

Based on the Report on the Evaluation Results of the Implementation of Government Agency Accountability (SAKIP) at the Bali Province Industry and Trade Office, which evaluates the Performance Report of the Bali Provincial Industry and Trade Agency Government Agencies through 5 (five) components which include: Performance Planning, Performance Measurement; Performance Reporting; Performance Evaluation, and Performance Achievement/Achieving Goals/Organizational Performance. The evaluation results are stated in the form of values with a range from 0 to 100. In 2016 based on the results of the Evaluation Results Report (LHE) of the Bali Provincial Industry and Trade Office, the score was 82.59 with details of the evaluation value on the Organizational Performance component of 17, 34. When compared with the acquisition of the Government Agency Accountability Implementation Evaluation Report (SAKIP) in 2020, which was 83.04 with details of the evaluation value on the Organizational Performance component of 16.34, it can be said that there was a decrease in the value of the evaluation results on Organizational Performance.

According to Omollo, 2015 work motivation is the key to the success of an organization to maintain effective work continuity and help the organization to survive. Motivation is finding needs within employees and helping to achieve them in a smooth process. Motivating staff leads to the expansion of their skills to meet the demands of the

organization. A leader must have a responsibility to know the individual needs of his employees and place them side by side with the needs of the organization. The only way to make employees happy to work hard is to motivate them. When spoken in terms of employee motivation, it can simply be interpreted as "Employee motivation is a reflection of the level of energy, commitment, and creativity that employees in an organization bring to their work. Attractive salary is also a valuable tool and plays an important role in increasing employee performance. employee performance and also increase the productivity of an organization. High employee motivation will have a positive impact on the company and will affect the creation of organizational commitment. Meanwhile, according to Dewi 2021 stated that work motivation has no significant effect on employee performance while organizational commitment has a significant effect on employee performance, as well as according to Rantesalu, 2016 stated that work motivation has a negative and insignificant effect on employee performance.

Another factor that can affect employee performance is related to employee psychology, so the organization as an interested party in maintaining the commitment of its employees must also be able to always maintain the work environment in the organization, as comfortable as possible so as to make employees feel at home and comfortable carrying out their functions and completing their responsibilities. nicely. In this case, the creation of a quality work environment which is commonly called Quality of Work Life (QWL) or quality of work life can be done by organizations as an effort to maintain the psychological stabilization of its workers (Rokhman, 2013). This is also in line with previous research by Hosmani, et al (2014), Rabiul (2014), Balcescu (2016), Acheampong (2016) and Suyantiningsih (2018) which revealed that Quality of Work Life (QWL) significantly positively affects employee performance. However, several studies related to Quality of Work Life (QWL) got the opposite result, namely Arifin, N (2012). The results showed that Quality of Work Life (QWL) had an effect but not significantly on employee performance. This is also supported by Rethinem & Ismail (2008) which states that Quality of Work Life (QWL) has a negative effect on employee performance. Based on the description related to Quality of Work Life (QWL) with employee performance.

Organizational commitment is defined by the level of individual identification and attachment to the organization he/she enters, where the characteristics of organizational commitment include one's loyalty to the organization, willingness to use business on behalf of the organization, compatibility between one's goals and the goals of the organization Andini (2006). There are several studies that support organizational commitment with employee performance. One of the studies conducted by Syauta and Setiawan (2012) proved that organizational commitment has a significant effect on employee performance. The same thing was also found by Iqbal (2014) which stated that the organizational commitment variable had a positive and significant effect on employee performance. Another study by Zefeiti, Musabah & Mohamad (2017) found that there was a unidirectional effect between organizational commitment and employee performance. Supported by research Asharini & Irham (2018) found that there is a positive influence between organizational commitment on employee performance.

However, other research on the relationship between organizational commitment and employee performance showed negative results, different results were obtained from Firnanti's research (2013 Muthuveloo and Rose (2005), Murtidan (2012), Noor (2012) showed

organizational commitment had no effect on employee performance. the description that there is a difference in the results between the relationship of organizational commitment and employee performance, so further research is needed to examine the relationship. Based on the research gap and the above phenomenon and considering work motivation and Quality Of Work Life (QWL) which affect employee commitment and performance as the moderating variable, the researchers are interested in conducting research on "The Influence of Work Motivation and Quality of Work Life on Organizational Commitment and Employee Performance at the Bali Provincial Industry and Trade Office".

II. Review of Literature

The Grand Theory used for this research is work motivation according to Riduwan, Quality of Work Life according to Cascio, organizational commitment according to Robbins, and employee performance according to Mathis and Jackson. The theory underlies the variables of this research, namely work motivation, Quality of Work Life organizational commitment and employee performance. The explanation of each theory is as follows.

2.1 Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievements achieved by someone. The definition of performance is the quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Razak et al., 2018: 69). Understanding performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization (Moheriono, 2010:60).

According to Mangkunegara (2013: 67) the term performance comes from job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of performance (achievement) is the result of work in quality, quantity, and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Hasibuan (2013) argues that performance is a result of work achieved in a person in carrying out the tasks assigned to him based on experience skills and sincerity and time. Meanwhile, according to Moheriono (2012) which states that performance is a result of work obtained from the level of achievement of implementation in accordance with the vision and mission imposed in the company. The indicators used include: effectiveness, efficiency, quality, timeliness, productivity, and safety.

According to Wibowo (2007:7) performance comes from the notion of performance. There is also a definition of performance as the result of work or work performance. However, actually performance has a broader meaning, not just the results of work, but including how the work process takes place. Thus, performance is about doing the job and the results achieved from that work. Performance is about what is done and how to do it.

Tangkilian (2005:178) defines performance as a condition related to the success of the organization in carrying out its mission which can be measured by the level of productivity, service quality, responsiveness, responsibility, and accountability. According to Mathis and Jackson (2006), suggests that employee performance is the result of work achieved by a person in carrying out his daily work in accordance with his authority and responsibility.

Based on some of the understandings that have been described, it can be summarized that employee performance is the result or work performance of a process or activity of an employee in carrying out his duties and functions in accordance with his responsibilities in order to achieve the goals of the vision and mission of the organization.

The indicators used in this study adopt the theory of Mathis and Jackson (2006) which consists of 5 indicators, including quantity of work, quality of work, punctuality, attendance and ability to cooperate with colleagues.

2.2 Work Motivation

Motivation is a concept used to describe the existence of impulses that arise from an individual which ultimately moves or directs the behavior of the individual concerned (Tohardi, 2008: 334).

Meanwhile, according to Mangkunegara, (2010:61) states that motivation is formed from the attitude of employees in dealing with work situations in the company (situation). Motivation is a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance. Mangkunegara, (2010: 76) Work motivation is a process that begins with a need in a person stimulated by something that is outside of him and then towards a goal or goal. Therefore, leaders must motivate by satisfying the needs of employees so that employees can devote their abilities, skills and expertise to the work for which they are responsible, which in turn can produce work that is in accordance with organizational goals. So, work motivation is a condition that encourages or raises the morale of an employee to achieve company goals. The indicators used in this study adopt the theory of work motivation according to Riduwan, (2012: 66) namely self-actualization, appreciation, social needs, security needs and physical needs.

2.3 Quality of Work Life (QWL)

Quality of Work Life (QWL) is described by Siagian (2007) as a systematic effort in organizational life through a way in which employees are given the opportunity to play a role in determining the way they work and the contribution they make to the organization in order to achieve its goals and objectives. According to Mangkuprawira (2009), Quality of Work Life (QWL) is the level of satisfaction, motivation, involvement and experience of individual commitment regarding their life at work. According to Cascio (2003), Quality of Work Life (QWL) is one of the important goals in meeting the needs and desires of employees. Cascio (2003) says that Quality of Work Life (QWL) can be defined as employees' perceptions of their mental and physical well-being at work.

From some of the definitions above, it can be said that Quality of Work Life (QWL) is the employee's perception of the organizational environment in which they work, where the

organization seeks to provide compatibility between employees, technology, work and the environment by developing a comfortable and conducive work environment, so that create a balance between their life and work.

The indicators used in this study adopt the theory according to Cascio (2003) Quality of Work Life (QWL) is the fulfillment of physical and psychological needs with nine Quality of Work Life (QWL) indicators consisting of employee involvement, career development, problem solving, communication, welfare, job security, work environment safety, balanced compensation, and a sense of pride in the institution. The components can be seen as follows:

- 1) Employee involvement (Employee participation). According to Siagian (2007), employee involvement is an increase in the participation of employees in the decision-making process regarding their work and their relationship with the organization. Thus, it is not only the employee's sense of responsibility that is increased, but what is actually expected to happen is the emergence of a sense of belonging to the organization. Establish a quality improvement team, establish an employee engagement team, and hold employee participation meetings.
- 2) Career development. According to Rivai (2009), career is a series of positions occupied by a person during the course of his age. Career development is a way for an organization to support or enter a changing world. This career development is necessary for promotion, to ensure the right people will be available to meet changing staffing requirements and increase the diversity of the workforce and give employees more realistic job expectations. In order for employees to remain productive, it is necessary to have career development and training programs that support the tasks and emotional needs of employees at each stage (exploration, enforcement, mid-career and advanced career). According to Notoatmodjo (2009) training is a form of educational process with the intention of gaining work experience which will eventually lead to behavioral changes. Meanwhile, according to the judge (1996) training is also to reduce the gap between the skills or abilities of officers with the demands of their duties and to achieve the efficiency and effectiveness of the work of officers in achieving the work targets that have been set.
- 3) Problem solving (Conflict resolution). A dispute or struggle between two parties which is characterized by openly showing hostility and intentionally interfering with the achievement of the objectives of the opposing party. The distractions may include active attempts or passive resistance. Within certain limits, conflicts can occur naturally in organizations so that management needs to manage conflicts so that conflicts do not go out of bounds. The negative consequences of conflict mainly lie in, for example: the breakdown of communication, ties and cooperation. As a result, all production activities will be disrupted because there will be a waste of time and energy to win conflicts, the individuals involved will experience stress and frustration which in turn will reduce job satisfaction. However, if there is no conflict at all, the organization can become impatient in dealing with its constantly changing environment, so that reasonable changes will actually reduce discomfort because individuals resist change. So conflict is still needed as long as it is kept under control so that conflict remains one of the important sources of motivation to develop renewal of various methods. Problem solving can be done by opening a formal channel to submit a complaint or problem.

- 4) Communication (Communication). Maintaining relationships with employees requires effective communication. Regardless of the size of an organization, maintaining continuous communication is a must. Through communication, various matters concerning organizational life are conveyed by one party to another (Siagian, 2007).
- 5) Welfare (Wellness). The welfare of workers is one of the goals to be achieved in the business world, both entrepreneurs, workers themselves and government agencies whose main task is to manage human resources and other parties from private institutions (Barthos, 2004). Workers whose welfare is poor, not only cause discouragement but their productivity will decrease. Furthermore, they are not interested, apathetic in doing their work and their loyalty to the company will be reduced as well.
- 6) A sense of security towards work (Job security). Safety in doing a job is characterized by the existence of perfection in the work environment, work tools, work materials that are controlled by a good management system. Several observations show that a sense of security in carrying out their duties is still a dream for all Barthos workers (2004). In the environment of a company/organization, every and all employees need a sense of security or guarantee of the continuity of their work. For this reason, companies/organizations need to try to avoid temporary layoffs of employees, make them permanent employees by having regular duties and having regular programs in providing opportunities for employees to resign, especially through pension arrangements Hendrawati (2011). A sense of security towards work (job security) in a good quality of work life, for example, permanent employee status and having a career path.
- 7) Safety of the work environment (Save environment). The company established a safety committee, emergency team, and safety program. According to Hariandja (2002), the company's obligations in improving work safety consist of: maintaining a safe and healthy workplace for workers, complying with all work standards and requirements, recording all accidents that occur related to work safety.
- 8) Balanced compensation (Equitable compensation). Compensation is not only important for employees, but also important for the organization itself. Because compensation programs are a reflection of the organization's efforts to maintain human resources. If the organization does not pay good attention to compensation, it is not impossible that the organization will gradually lose high-quality human resources. This means having to spend more money to find new workers or train existing staff to replace employees who leave (Notoatmodjo, 2009).
- 9) A sense of pride in the institution (Pride). According to Cascio (2003), a sense of pride in the institution can be implemented by strengthening the identity and image of the organization, increasing community participation and increasing awareness of the environment. Appreciation and a positive image from the community towards an institution can increase the sense of pride for the employees who work at the institution. A sense of pride in the organization can be created by the organization to its employees by providing opportunities to improve a positive image for the organization in order to achieve the vision, mission and goals of the organization. Organizational image is a very important capital for organizational growth and development. Thus, a good reputation for an organization is the responsibility of every employee to continue to maintain a positive image by providing maximum service to the community Ilyas (2002).

2.4 Organizational Commitment

Mathins and Jackson (2006:122) suggest that organizational commitment is the degree to which an employee believes in and accepts organizational goals and wishes to stay with the organization. With the commitment of a local government, he will have an attitude of loyalty and desire to achieve his organizational goals well.

Luthans (2006) states that organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization and certain beliefs as well as acceptance of the values and goals of the organization. From this understanding, it can be interpreted that organizational commitment is an attitude that shows one's loyalty to an organization and also an ongoing process in which a person expresses his concern for the organization.

According to Robbins (2008:69) in organizational behavior, organizational commitment is a component of behavior. Organizational commitment is a condition in which an employee sided with an organization and its goals, and intends to maintain its membership. A person's high involvement in a job means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual.

According to Sutrisno (2010: 292) organizational commitment is a high effort for the organization and a certain belief in the acceptance of organizational values. Commitment to the organization also discusses employee closeness reflecting the strength of employee involvement and loyalty to the organization.

Based on several definitions that have been described, it can be summarized that organizational commitment is the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization. Commitment is a more concrete form of loyalty that can be seen from the extent to which employees devote attention to ideas and responsibilities. In this study, the indicator of organizational commitment uses Robbins's (2008) theory which consists of 3 indicators, namely affective commitment, continuance commitment and normative commitment.

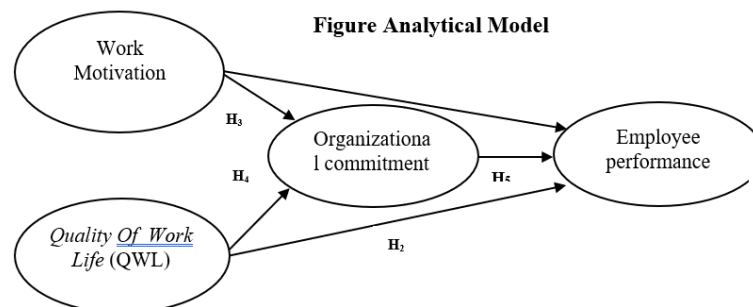


Figure 1. Analytical Model

III. Research Methods

This research was conducted at the Department of Industry and Trade of the Province of Bali with the variable approach used is work motivation, Quality of Work Life organizational commitment and employee performance. This study uses a survey method, namely obtaining a sample from the population by using a questionnaire as a means of collecting data from respondents, in other words the sampling method is saturated.

The exogenous variables in this study consisted of work motivation (X1) and Quality of Work Life (X2), while the endogenous variables were organizational commitment (Y1) and employee performance (Y2). Variable measurement is a qualification process in the form of an effort to include measurements on a material by using various limits and formulas. To be able to measure the variables in this study using a Likert scale. Likert scale is a scale used to measure responses from respondents regarding the object of research.

The results of this study were analyzed by Partial Least Square (PLS) which is a variant-based structural equation analysis (SEM) which can simultaneously test the test model as well as test the structural model.

The measurement model is used to test the validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models). Furthermore, Ghozali (2014) explains that PLS is an analytical method that is soft modeling because it does not assume the data must be with a certain scale measurement, which means the number of samples is small (under 100 samples). There are several reasons why PLS is used in a study. In this study the reasons are: 1. PLS (Partial Least Square) is a method of data analysis based on a sample that does not have to be large, namely the number of samples is less than 100 that can be analyzed, and the distribution.

IV. Discussion

The results of the study indicate that work motivation and employees have a large or very significant direction as seen from the significance of 0.000 with a coefficient of 0.405. On the variable Quality of Work Life and employees have a very significant effect of 0.000 with a coefficient of 0.263. On work motivation and organizational commitment have a very significant effect of 0.000 with a coefficient of 0.561. Quality of Work Life and organizational commitment have a very significant effect of 0.000 with a coefficient of 0.337. On organizational commitment and employee performance with a coefficient of 0.300 is very significant at 0.000. The following is the analysis table:

Table 1. Direct Effect Hypothesis Testing Results

No	Relationship between variables	Patch coefficient (Bootstrapping)	T-Statistics	Sig	Information
1	Work motivation (X ₁) → Employee performance (Y ₂)	0,405	3,964	0,000	H1 received

2	<i>Quality of Work Life</i> (X ₂) → Employee performance (Y ₂)	0,263	3,063	0,002	H2 received
3	Work motivation (X ₁) → Organizational commitment (Y ₁)	0,561	5,762	0,000	H3 received
4	<i>Quality of Work Life</i> → Organizational commitment (Y ₁)	0,337	3,110	0,002	H4 received
5	Organizational commitment → Employee performance (Y ₂)	0,300	3,143	0,002	H5 received

4.1 Mediation Variable Check

In the following examination, the mediating role of Organizational Commitment (Y₁) variable on the indirect effect of Work Motivation (X₁) and Quality of Work Life (X₂) on Employee Performance (Y₂) will be examined. The examination of the indirect effect in this study can be presented the results of the analysis in Table 2

Table 2. Recapitulation of Mediation Variable Test Results

No	Variable relationship	Effect				Information
		(A)	(B)	(C)	(D)	
1	Work motivation (X ₁) → Employee performance (Y ₂)	0,405 (Sig)	0,573 (Sig)	0,561 (Sig)	0,300 (Sig)	<i>Partial Mediation</i>
2	<i>Quality of Work Life</i> (X ₂) → Employee performance (Y ₂)	0,263 (Sig)	0,366 (Sig)	0,337 (Sig)	0,300 (Sig)	<i>Partial Mediation</i>

Description: Significance (Sig) = T statistic > 1.96 at = 5%

Source: 2022 data processing results

4.2 The Effect of Work Motivation on Employee Performance

The results of statistical data analysis on a coefficient value of 0.405 with a t-statistics value of 3.964. The value of t-statistics is below the critical value of 1.96 and the value of sig < 0.05, so that the hypothesis is accepted. This shows that work motivation has a positive and significant effect on employee performance so that the analysis of this research model shows that appropriate work motivation will lead to good employee performance. Strong work motivation is needed to improve employee performance which in turn will also affect the overall performance of the organization.

Work Motivation (X₁) is a form of behavior used by the leadership of the Bali Province Industry and Trade Office in directing and guiding employees in an effort to achieve common goals. From the results of research on work motivation the need for security (X_{1.4}) obtained the best factor weight, which is 0.847, then followed by Reward Work Motivation

(X1.2), Self-actualization Work Motivation (X1.1), and Social Needs Work Motivation (X1 .3) and Work Motivation of physical needs (X1.5) with a weight factor of 0.805. These results indicate that work motivation oriented to the need for security has the most important role in work motivation. Furthermore, it can be interpreted that the suitability of Work Motivation at the Bali Provincial Industry and Trade Office tends to be reflected in Work Motivation oriented to the need for security, this is not in accordance with reality, employees are more responsive to Reward oriented Work Motivation which is shown in the best average gain (4.20).

Thus, employees at the Bali Province Industry and Trade Office assess the leadership in carrying out its functions in order to achieve maximum employee performance by applying Work Motivation oriented to the need for security. These findings provide important guidance for leaders at the Bali Provincial Industry and Trade Office to apply Work Motivation oriented to the need for security so that maximum employee performance can be achieved.

The results of research conducted by Darmayanti, et al (2013) found that work motivation has a significant effect on employee performance. Febriyani (2015) states that the influence of motivation on employee performance is at a strong level or has a positive influence, which shows that if the influence of motivation is high/goes well, then employee performance will be high as well. Likewise, the results of Dewi's research (2021) prove that work motivation has a positive and significant effect on employee performance.

4.3 Effect of Quality of Work Life on Employee Performance

Quality of Work Life has a positive and significant effect on employee performance. These results can be seen in the coefficient value of 0.263 with a t-statistics value of 3.063. The value of t-statistics is below the critical value of 1.96 and the value of sig <0.05. Based on this, hypothesis 2 is declared accepted. The relationship of Quality of Work Life to employee performance is an encouragement that gets an effort to carry out or play a need or goal called Quality of Work Life that can improve employee performance.

Quality of Work Life (X1) is a basic factor that employees have to carry out a job or task based on knowledge, understanding, attendance, values, attitudes and interests that directly affect the performance of the Bali Provincial Industry and Trade Office. Quality of Work Life problem solving (X2.3) obtained the best factor weight, which was 0.828, then followed by career development needs (X2.2), job security (X2.6), welfare (X2.5), pride towards institutions (X2.9), work environment safety (X2.7), communication (X2.4), balanced compensation (X2.8), employee involvement (X2.1) with a weight factor of 0.797. These results indicate that problem solving is the most important role in Quality of Work Life. Furthermore, it can be interpreted that the Quality of Work Life of employees at the Bali Province Industry and Trade Office tends to be reflected in their subordinates, this is not in accordance with the reality that employees are more responsive to welfare which is indicated by the best average score (4.16).

Thus, employees at the Bali Province Department of Industry and Trade assess that the Quality of Work Life of employees is determined by the need for problem solving in order to achieve maximum employee performance. This finding provides important clues for leaders to pay attention to solving problems of subordinates to be important to achieve maximum employee performance without ignoring subordinates (self-concept).

This study is in line with previous research conducted by Acheampong and Augustine (2016) which stated that Quality of Work Life had a positive and significant effect on employee performance. Balcescu, Nicolae (2016) with the research title: The Influence of Quality of Work Life on Work Performance states that Quality of Work Life has a positive and significant effect on employee performance. It is the same with the research conducted by Rabiul (2014) with the title Quality of Work Life and employee Performance, antecedent and Outcome of work Performance.

4.4 The Effect of Work Motivation on Organizational Commitment

Work motivation has a positive and significant effect on organizational commitment. These results can be seen in the coefficient value of 0.561 with a t-statistics value of 5.762. The t-statistics value is above the value of 1.96 and the value of sig <0.05. Based on this, the hypothesis is declared accepted. Thus, the higher the work motivation, the better the organizational commitment so that its role needs to be increased.

The results of this study are in line with the research of Purnama and Sunuharjo (2016), entitled The effect of work motivation on organizational commitment and employee performance. That work motivation has a positive and significant effect on organizational commitment. The results of research by Hanafi and Sanosra (2019) with the research title Effect of Work Motivation, Organizational Climate on Organizational Commitment and Employee Performance found that work motivation has a positive and significant effect on organizational commitment. Likewise, the results of Dewi's research (2021) prove that work motivation has a positive and significant effect on employee performance.

4.5 The Effect of Quality of Work Life on Organizational Commitment

These results can be seen in the coefficient value of 0.337 with a t-statistics value of 3.110. The t-statistics value is above the value of 1.96 and the value of sig <0.05. Based on this, the hypothesis is declared accepted. Quality of Work Life has a positive and significant effect on employee performance. The relationship of Quality of Work Life to employee performance is an encouragement that gets an effort to carry out or play a need or goal called Quality of Work Life that can improve employee performance. This study is in line with previous research conducted by Acheampong and Augustine (2016) which stated that Quality of Work Life had a positive and significant effect on employee performance. Balcescu, Nicolae (2016) with the research title: The Influence of Quality of Work Life on Work Performance states that Quality of Work Life has a positive and significant effect on employee performance. The same is true of research conducted by Rabiul (2014) with the title Quality of Work Life and employee Performance, antecedent and Outcome of work Performance. which states that the Quality of Work Life variable has a positive and significant effect on employee performance.

4.6 The Effect of Organizational Commitment on Employee Performance

The results of statistical data analysis can be seen in the coefficient value of 0.300 with a t-statistics value of 3.143. The value of t-statistics is below the value of 1.96 and the value of sig <0.05. Based on this, the hypothesis is accepted and shows that organizational commitment has a positive and significant effect on employee performance so that the analysis of this research model shows that good organizational commitment will lead to good employee performance.

Research conducted by Zefeiti, et al (2017) with the research title The Influence of Organizational Commitment on Public Employees Work Performance which states that Organizational Commitment has a positive and significant effect on employee performance. Similarly, research conducted by Dewi (2021) also proves that work motivation has a positive and significant effect on employee performance. Likewise, organizational commitment has a positive and significant effect on employee performance.

V. Conclusion

Based on the results of the analysis of the discussion on work motivation, Quality of Work Life, Organizational Commitment and Employee Performance as described previously, this study can be concluded as follows:

1. Work motivation has a positive effect on employee performance, this indicates that the better the work motivation, the better the employee performance. Vice versa, the less good the implementation of work motivation, the less employee performance.
2. Quality of Work Life has a positive effect on employee performance, this indicates that the better the quality of work life, the better employee performance. Vice versa, the lower the Quality of Work Life, the lower the Employee Performance.
3. Work Motivation has a positive and significant effect on Organizational Commitment, this indicates that the more appropriate the implementation of Work Motivation, the better the Organizational Commitment. Vice versa, the less appropriate the work motivation, the lower the organizational commitment.
4. Quality of Work Life has a positive effect on Organizational Commitment, this indicates that the better the Quality of Work Life of employees, the better the Organizational Commitment. Vice versa, the lower the Quality of Work Life, the lower the Organizational Commitment.
5. Organizational Commitment has a positive effect on employee performance, this indicates that the better the Organizational Commitment, the better the employee's performance. Vice versa, the lower the organizational commitment, the lower the employee's performance.
6. In the Quality of Work Life variable, it is known that employee involvement has the lowest average, for that employees are expected to increase participation that supports work so as to create a sense of belonging to the organization.
7. The contribution of this research is intended for employees of the industry and trade office to increase work motivation
8. further research can develop variables and research methods.

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