

The Effects Of Work Life Quality, Work Motivation And Organizational Commitment On Employee Performance In Population And Civil Registration Agency Southeast Sulawesi Province

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Abstract— This research aims to determine and analyze the effects of work life quality, work motivation and organizational commitment on the employee performance in Population and Civil Registration Agency, Southeast Sulawesi Province. These research samples were all employees in Population and Civil Registration Agency, Southeast Sulawesi Province, namely there were 47 people. This research used multiple linear regression analysis. Results of the research show that: (1) work life quality, work motivation and organizational commitment have positive and significant effects on the employee performance in Population and Civil Registration Agency, Southeast Sulawesi Province (2) quality of working life has positive and significant effects on the employee performance in Population and Civil Registration Agency, Southeast Sulawesi Province, (3) work motivation has positive and significant effects on the employee performance in Population and Civil Registration Agency, Southeast Sulawesi Province, (4) organizational commitment have positive and significant effects on the employee performance in Population and Civil Registration Agency, Southeast Sulawesi Province.

Index Terms— Work Life Quality, Work Motivation, Organizational Commitment and Performance

1 INTRODUCTION

Performance evaluation is a process of examining and understanding the level of work achievement owned by an employee in carrying out his or her tasks. The level of employee performance depends on any factors which have direct or indirect effects on the employees. The first factor having effects on employee performance is work life quality. One of the quality of working life goals is to improve employee performance to the work. Thus, to determine the expected work life quality, it can give an illustration on the level of employee satisfaction. Conducive work situation will create conducive quality of working life in order to achieve organizational goals. Quality of working life is greatly related to the interest of group of people in the organization.

Quality of working life is a concept covering considered quality (in the sense of the employees) from all aspects of their membership of the organization. The considered issues by an individual in an organization are not only related to the economic interest, but also to any interest related to personal and social values of the individual so it covers personal satisfaction and psychological satisfaction. All of these satisfaction factors will lead to the concept of quality of working life (Wahtini, 2002).

The second factor having effects on the employee performance is work motivation. Parinussa (2011). If a management targets each employee to give positive contribution to the achievement of company goals, then motivation has an im-

portant role. By the motivation, employees will show high level of spirit in carrying out their tasks. Without motivation, employees will not have ability to carry out their tasks based on the standards, even exceeding the standards since there is no realization of work motivation.

Related to some aforementioned description on the motivation, it can be seen in details the definition of the motivation. There are some definitions related to the motivation; (Herlina, 2018) stated that motivation is a self-drive related to the level, direction and persistence-consistence of efforts taken by a person in working. Robbins (2008:63) defined motivation as a willingness to give high level of efforts to achieve organizational goals as conditioned by the ability of the efforts in meeting some individual needs. Work motivation is a stimulation of desire and power of moving leading to one spirit in working since there is a fulfillment of his or her needs. And Luthans (2006:124) stated that motivation is a process starting from deficiency of physiology or psychology moving behavior or drive which is addressed to achieve goals or obtain incentive.

The third factor giving effects on employee performance is organizational commitment. The organizational commitment in this research is defined as positive attitude toward the organizational which is realized as a strong feeling to be a part of the organization including emotional, continuous and normative commitment. Steers and Porter defined commitment in

Rasman (2017) as a relative strength of member identification in an organization and employee participation in an organization.

Based on the results of preliminary observations made by the author, it was found that the quality of working life, work motivation, organizational commitment and employee performance at the Department of Population and Civil Registration of Southeast Sulawesi Province were not fully as expected. It can be identified that low level of employee performance is caused by the service that takes a very long time because the leadership does not provide delegation to their subordinates, causing employees to lack initiative when carrying out services, there are still employees in providing services to the community with poor communication, lack of flexibility in employees in carrying out services due to lack of training and lack of education that employees have in carrying out services.

Based on the theoretical studies and empirical phenomena above, the author is interested in conducting a research that aims to determine and analyze the effects of quality of working life, work motivation and organizational commitment on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province.

2 LITERATURE REVIEW

2.1 Concept of Quality of Working Life

Bernardinand Joicein Rasman (2017) stated that quality of working life is an individual level having satisfaction with his or her important need such as need for being free in which they work in a company. By this definition, quality of working life can be determined by employee sense of feeling to his or her role in each organization. Such role means as a part or participation from shared agreement and decision. According to Wayne in Usman (2009), quality of working life is an overall program including many needs and desires. When employees obtain reward improvement and fulfillment of needs then they will have more motivation to improve work spirit. Then, employee expectation can be well-adjusted to the organizational goals. In this study, the measurement of quality of working life is adopted by the theory of Riggio (2000) and results of a research by Stefanus Kaihatu & Wahyu Astjarjo (2007) stating that quality of working life can be measured by three dimensions namely compensation, work design and employee participants.

2.2 Concept of Work Motivation

Motivation is a process starting from human needs and creating emptiness in a person (Chukwuma & Obiefuna, 2014). Motivation is a process in which there is a need to encourage someone to carry out a series of activities in order to achieve certain goals. If the goals are successfully achieved, the goals will fulfill these needs (Munandar, 2010). Steers & Porter (in Miftahun and Sugiyanto, 2010) argued that work motivation is an effort leading to behavior, fostering behavior, and maintaining or sustaining behavior in accordance with organizational work environment. Work motivation is a basic human need, motivation that can meet the expected basic needs, so that if there is a need for the success of an activity. Highly mo-

tivated employees will do their best to do their job appropriately.

The indicators used in measuring motivation in this study refer to Hasibuan's opinion in Muslimin (2019), namely: (a) The need for achievement is the attitude of employees in carrying out tasks appropriately by having expectations of achievement rewards; (b) The need for affiliation is the attitude of employees in carrying out working relationships with partners or outside parties in order to achieve maximum performance; and (c) The need for power is the attitude of employees in carrying out their duties responsibly and being able to apply the job to others.

2.3 Concept of Organizational Commitment

Organizational commitment is one of the psychological conditions forms having characteristic of relationship between organization and employees or it can be defined how organizations can give effects on the employees in remaining in the organization; the effects are divided into three parts namely emotional commitment, sustainable commitment and normative commitment (Zurnali C. 2010: 127). The organizational commitment according to Luthansin Tamrin (2020) is a strong desire to remain a member of an organization, the desire to work hard in accordance with organizational desires, certain beliefs, and acceptance of values as well as organizational goals. In other words, this is an attitude that reflects employee loyalty to the organization and the sustainability process, as well as the concern of organizational members for the organization and its success and continuous progress. According to Mathis and Jackson in Tamrin (2020), organizational commitment is the level to which employees believe and accept organizational goals and a desire to remain in the organization.

The indicators used to measure employee commitment using Meyer and Allen's theory in Junawar (2017) which defined three forms of organizational commitment, namely: (a). Affective commitment is a form of emotional attachment, self-identification, and employee involvement in an organization. (b) Normative commitment shows an employee's feeling of responsibility to remain in the company and (c) Continuance commitment is defined as one strong desire to continue working for the organization, because he cannot do anything else. This type of commitment relates to an approach in which employees will consider any pros and cons if employees stay or leave the organization.

2.4 Concept of Employee Performance

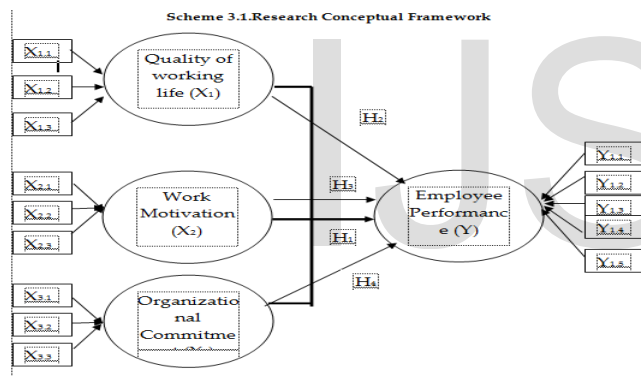
According to Mohamad Mahsun (2016: 25), performance is a description of the level of implementation of activities or plans or policies that achieve organizational goals, objectives, mission and vision in organizational strategic planning. According to Mangkunegara (2015: 67), employee performance is the result of the quality and quantity of work performed by employees in accordance with the tasks assigned to them. According to Hasibuan (2017: 87), performance evaluation evaluates the ratio of actual work results to the quality and quantity standards set by each employee. Establishing policies means whether to promote, reduce, and / or improve services. According to Mangkunegara (2015: 69), employee performance

evaluation is a process in which company leaders carry out systematic evaluations of employee performance based on the work assigned to them. The indicators of employee performance according to Mangkunegara (2015: 68) are as follows: quality of work, quantity of work, discipline, timeliness and interpersonal impact.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on a theoretical study and the results of previous research, the researcher developed a conceptual framework that will examine several variables, namely quality of working life (X1), work motivation (X2), organizational commitment (X3) and employee performance variables (Y). This study will analyze the effects of quality of working life, work motivation and organizational commitment on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. The conceptual framework in this study is built based on the problem formulation, research objectives, theoretical studies, and results of previous research as a basis for formulating hypotheses. Based on the explanation above, the conceptual framework in this study is as presented in Scheme 3.1. as the following:



Information:

- = Partial Effects
- = Simultaneous Effects

3.2 Research Hypotheses

Based on the problem formulation, research objectives, theoretical studies and empirical studies, the research hypotheses are as the following:

1. Quality of working life, work motivation and organizational commitment have positive and significant effects on employee performance at Population and Civil Registration Agency, Southeast Sulawesi Province.
2. Quality of working life has positive and significant effects on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province.
3. Work motivation has positive and significant effects on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province.
4. Organizational commitment has positive and significant effects on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province.

4 RESEARCH METHOD

Based on the nature of the problems from the objectives to be achieved, this research is an explanatory study. An explanatory study generally aims to describe the position of the variables under study and the relationship and effects between one variable and another (Sugiono, 2001). The research location is at the Population and Civil Registration Agency, Southeast Sulawesi Province which is located at Ahmad Yani Street Number 45 Kendari City. Duration of the study was 3 months with details of time: in the first month, the researcher provided questionnaires. In the second month, the researcher collected the questionnaires that had been filled in by the respondents and in the third month, the researcher processed the data by the assistance of SPSS Software. This study used census method in determining the number of samples which the number of samples was the same as the total population, namely 47 employees at the Population and Civil Registration Agency, Southeast Sulawesi Province, not including the leaders of the Population and Civil Registration Agency, Southeast Sulawesi Province. All populations were used as the respondents because the population was small.

The types of data collected in this study were: (a) Qualitative data, namely data in the form of respondents' perceptions on the quality of work life, work motivation, organizational commitment and employee performance. (b) Quantitative data, namely data in the form of numbers such as the age of the respondent, years of service, gender and level of education. While the data sources collected in this study were (a) Primary data, namely data from the Population and Civil Registration Agency, Southeast Sulawesi Province which was selected as the respondents through questionnaires and (b) Secondary Data was data sourced from the Population and Civil Registration Agency, Southeast Sulawesi Province in the form of published reports, namely history, organizational structure, job descriptions and employee data.

The data analysis used is multiple linear regression. The multiple linear regression equation model is as the following:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n + e \text{ (J. Supranto, 2009)}$$

Which:

Y = Dependent variables

β_0 = Constanta

X_1, \dots, X_n = the-i (i = 1, 2, 3, ..., n) Independent variable

β_1, \dots, β_n = Regression coefficient of each Variable X_1 (i = 1, 2, 3, ..., n)

e = Error level

from the equation, it can apply in this research as the following:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Which:

Y = Employee Performance Variable

β_1 = X_1 Regression Coefficient

X_1 = Quality of Working life Variable

β_2 = X_2 Regression Coefficient

X_2 = Work Motivation Variable

β_3 = X_3 Regression Coefficient

X_3 = Organizational Commitment Variable

e = error factor

β_0 = Constanta
(assumption = 0)

4 EQUATIONS

5.1 Analysis Results

The results of multiple linear regression analysis in this study can be seen in table 5.1. as follows:

Dependent Variables (X)	Regression Coefficient	Significance	Information
Quality of Working life (X ₁)	0,553	0,000	Significant
Work Motivation (X ₂)	0,260	0,002	Significant
Organizational Commitment (X ₃)	0,231	0,003	Significant
R Square = 0,914			N = 47 $\alpha = 0,05$
R = 0,956			
Significance = 0,000			
Error standard = 3,275			

Source: Processed Primary Data 2021

Based on the results of multiple linear regression analysis in table 5.9, the resulting regression model as an explanatory model of the effects of the quality of working life, work motivation and organizational commitment on the employee performance at Population and Civil Registration Agency, Southeast Sulawesi Province can be stated as follows:

$$Y = 0,553 X_1 + 0,260 X_2 + 0,231 X_3 + 3,275$$

Based on the multiple linear regression equation above, it can determine that:

- 1 The regression coefficient for the quality of working life variable (X₁) is 0.553, indicating that there is a positive effects of the quality of working life on employee performance with the assumption that other factors (work motivation and organizational commitment) are considered constant (Ceteris Paribus).
- 2 The regression coefficient for the work motivation variable (X₂) is 0.260, indicating that there is a positive effect of work motivation on employee performance with the assumption that other factors (quality of work life and organizational commitment) are considered constant (Ceteris Paribus).
- 3 The regression coefficient for the organizational commitment variable (X₃) is 0.231, indicating that there is a positive effect of organizational commitment on employee performance with the assumption that other factors (quality of working life and work motivation) are considered constant (Ceteris Paribus).

5.2 Research Results

5.2.1 Effects of Quality of Working Life on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing positive and significant effects of the quality of working life on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that the quality of working life will improve employee performance in the Popu-

lation and Civil Registration Agency, Southeast Sulawesi Province.

Results of this research are supported by an opinion given by Asgari, Taleghani, and Abadikhah (2012) stating that the quality of working life is seen as an approach to improve performance and it is seen as an important part of more excellence culture, particularly in harmonizing employees and organization. Such harmony is related to the employee willingness and organizational goals to be achieved, if there is a harmony between both issues, the employees will have a sense of involvement and willingness to continuously work in the Population and Civil Registration Agency, Southeast Sulawesi Province. There is also another opinion which is also in line with this research result namely Riyono (2012) stating that quality of working life is reflected through organizational culture having orientation to the balance of employee productivity and welfare.

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5.2.3 Effects of Work Motivation on Employee Performance

Based on the results of partial regression model testing, it can be seen that work motivation has a positive and significant effect on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This can be interpreted that higher level of work motivation will lead to higher employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This is very logical, because employees assume that their needs are in accordance with what they get as an employee. The existence of motivation is caused by a need and therefore, the action is directed towards achieving certain goals. When the goal has been achieved, satisfaction will be achieved and it tends to be

repeated, so that it is stronger and more stable.

By the encouraging employee work spirit, it is expected that the employees will be motivated so they will give the best efforts to achieve the desired goals. One performance or achievement depends on one motivation to complete his or her work. Higher level of one motivation in doing any work will lead to higher level of her or his performance. Vice versa, lower one motivation will lead to lower level of work performance.

Results of this study are in line with an opinion expressed by Gibson (in Yurizal, 2017), stating individual performance is influenced by motivation, ability, and work environment factors. Motivation factor has a direct relationship with individual employee performance. Meanwhile, individual ability factors and work environment have an indirect relationship with performance. The existence of these two factors will give effects on employee work motivation. By such position and relationship, it is very strategic if the development of individual employee performance starts from increasing work motivation.

5.2.4 Effects of Organizational Commitment on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing a positive and significant effect of the organizational commitment on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that the organizational commitment will improve employee performance.

Results of this study are in line with an opinion expressed by Zurnali C (2010: 127) stating that organizational commitment is a form of psychological condition that characterizes the relationship between employees and the organization or means that it can give effects whether employees will stay in the organization, this effect is divided into three parts, namely emotional commitment, ongoing commitment and normative commitment.

In addition, results of this study are in line with an opinion expressed by Luthans in Tamrin (2020) stating that organizational commitment is a strong desire to remain a member of an organization, the desire to work hard in accordance with organizational desires, certain beliefs, and acceptance of values as well as organizational goals. In other words, this is an attitude that reflects employee loyalty to the organization and the sustainability process, as well as the concern of organizational members for the organization and its success and continuous progress. According to Mathis and Jackson in Tamrin (2020), organizational commitment is the level to which employees believe and accept organizational goals and a desire to remain in the organization.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

Based on the results of research findings, problem formulation, research objectives, research hypotheses, data analysis results and discussion of the research results, it can be stated that the conclusions of this study are as follows:

1. Quality of working life, work motivation and organizational commitment have positive and significant effects on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that better quality of working life, work motivation and organizational commitment will lead to higher employee performance.
2. Quality of working life has a positive and significant effect on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that better quality of working life will lead to higher employee performance.
3. Work motivation has a positive and significant effect on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that better work motivation will lead to higher employee performance.
4. Organizational commitment has a positive and significant effect on employee performance at the Population and Civil Registration Agency, Southeast Sulawesi Province. This shows that better organizational commitment will lead to higher employee performance.

6.2 Recommendations

Based on the results of data analysis, discussion and conclusions of this study, the recommendations are:

1. It is necessary for leaders at the Population and Civil Registration Agency, Southeast Sulawesi Province to continuously improve the quality of working life, especially the work design indicator because based on the mean score obtained from the research results, it indicates that the job design indicator has a small role or contribution out of the three indicators of quality of working life variable.
2. It is necessary for leaders at the Population and Civil Registration Agency, Southeast Sulawesi Province to continuously improve work motivation, especially indicator of affiliation needs because based on the mean score obtained from the research results, it indicates that the indicator of affiliation needs has a small role or contribution out of the three indicators of work motivation variables.
3. It is necessary for leaders at the Population and Civil Registration Agency, Southeast Sulawesi Province to continuously improve organizational commitment, especially the indicator of affective commitment because based on the mean score obtained from the research results, it indicates that the indicator of affective commitment has a small role or contribution out of the three indicators of organizational commitment variables.
4. It is necessary for leaders at the Population and Civil Registration Agency, Southeast Sulawesi Province to continuously improve employee performance, especially the indicator of interpersonal impact because based on the mean score obtained from the research results, it indicates that the indicator of interpersonal impact has a small role or contribution out of the five indicators of employee performance variables.
5. As a reference material for future researchers, it is ex-

pected to take more variables than previous research; it can add work environment and work involvement variables; it can also add the objects under study.

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