

EFFECT OF QUALITY OF WORK LIFE AND WORK STRESS ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLES AT THE BRANCH OFFICES OF PT. BANK WEST JAVA AND BANTEN. TBK IN SUMATERA.

Volume: 2

Number: 2

Page: 172 – 180

¹Reza Hardian PRATAMA, ²Rr ERLINA, ³Habibullah JIMAD

¹Postgraduate Student, Faculty of Economics and Business, Lampung University, Indonesia

^{2,3}Lecturer, Faculty of Economics and Business, Lampung University, Indonesia

Corresponding author: Reza Hardian Pratama

E-mail: RezaHardtama@gmail.com

Article History:

Received: 2021-06-28

Revised: 2021-07-13

Accepted: 2021-07-22

Abstract:

The decrease in performance in this study is caused by employee work stress which is influenced directly or indirectly. In the second and fourth hypotheses, we can see the influence of quality of work-life and work stress on employee performance through organizational commitment as an intervention. This research aims to find out what causes employee performance to decrease. Variable the case study is the employees of PT. Bank West Java and Banten Tbk in Sumatra branches covering Lampung, South Sumatra, Medan and Batam. This research uses quantitative research. This study uses primary data obtained by distributing questionnaires directly via google form at Bank Jawa Barat and Banten. The data obtained were then processed using the Smart PLS analysis tool. The population in this study were Bank Jawa Barat and Banten employees totaling 189 people. The sampling technique is a saturated sample or total sampling of 119 respondents. The results of this study are that quality of life has a significant positive effect on employee performance, work stress has a significant negative impact then, the quality of work-life through organizational commitment has a significant impact on employee performance, work stress has a significant negative effect on employee performance through organizational commitment as an intervention variable.

Keywords: Quality of Work Life, Work Stress, Organizational Commitment, Employee Performance.

Cite this as: PRATAMA, R.H., ERLINA, Rr., JIMAD, H. (2022) "Effect of Quality of Work Life and Work Stress on Employee Performance Through Organizational Commitments as intervening Variables at the Branch Offices of PT. Bank West Java and Banten. Tbk in Sumatera." International Journal of Environmental, Sustainability, and Social Sciences, 2 (2), 172 – 180.



INTRODUCTION

One of the ways that companies take to improve the performance of their employees is to improve the quality of work-life, work stress and organizational commitment to these employees. One of the problems PT Bank Jawa Barat and Banten faced at this time is that the performance has not been maximized. Employee performance is an essential part of a company. Therefore the company needs to pay attention to the needs of employees at work so that later, employee performance will increase or become better. Performance reflects how well an employee fulfills the requirements of a job. Factors that affect employee performance are Quality of Work Life, Work Stress, and Organizational Commitment. According to Priansa (2014), performance is the level of success of employees in completing their work. One factor that affects employee performance is the quality of work-life and employee work stress. In this study, employee performance is influenced by the quality of work-life where the quality of work-life is to explain the definition of quality of work-life as a program that is effective in improving working conditions from the employee's point of view and greater organizational effectiveness from the manager's point of view (Parvar et al., 2015).

Stress can affect employee performance. Yuen et al. (2013) stated a negative influence between work stress and employee performance. Sandiartha & Suwandana (2020) stated a significant positive relationship between job stress and employee performance. Stress is a dynamic condition in which an individual is expected to have opportunities, demands, or resources related to what is required by the individual. The results are seen as uncertain and essential. Stress itself is not necessarily bad. Although it is usually discussed negatively, stress also has positive values. From an organizational point of view, management may not care when employees experience low to medium stress levels (Robbins & Judge, in (Kurniaty, 2008)., 2020). Besides, work stress that affects employee performance is an organizational commitment as an intervening variable. Organizational commitment is a reference for employees to keep working and have high performance in carrying out employee performance in the organization or company.

Commitment has an important role, especially in a person's performance when working. It is due to the commitment that becomes a reference and encouragement that makes them more responsible for their obligations (Berberoglu & Secim, 2015). In line with the above statement, when it is associated with the problems indicated at PT. Banks of West Java and Banten, both in terms of employee performance and quality of work-life, show that the lack of a sense of belonging, both the organization to its employees and vice versa, the lack of organizational commitment. The lack of organizational commitment is one of the causes of employee performance at PT Bank Jawa Barat and Banten. Several aspects affect employee performance, namely the quality of work-life, work stress, and commitment. From some of the explanations above, it is interesting to take the title of this research. "The Influence of Quality of Work Life and Work Stress on Employee Performance Through Organizational Commitment as an Intervening Variable at PT. Bank BJB Tbk. In Sumatra."

Employee Performance. Understanding Employee Performance, Employee performance is a result achieved by workers in their work according to specific criteria that apply to a particular job. So employee performance is essential for every organization/company. (Bernadin & Russell in the journal Pratiwi & Sulistiyani, 2021) State that employee performance is a record of production results in certain job functions or activities over a particular time. According to (Dessler, in the journal (Pratiwi & Sulistiyani, 2021) stated that employee performance (work performance) is the actual achievement of employees compared to the performance that can also be used to show company outputs, tools, and management functions (production, marketing, finance) or the output of an employee. Performance is the result of a job that has a close relationship with the organization's main goals, customer satisfaction, and contribution to the economy.

Quality Of Work Life. The quality of work-life must be considered in an organization/company to create a safe and satisfying work environment for employees so that the goals of the organization/company can be achieved optimally. According to Siagian (2004), Quality of Work Life is a form of philosophy applied by management in managing organizations in general and human resources in particular. As a philosophy, QWL is a management perspective on people, work and organization. According to Cascio in the journal (Pratiwi & Sulistiyani, 2021), there are two views about the meaning of the quality of work life. First, the quality of work-life is the conditions and practices in the organization (e.g., policies on promotion, democratic supervision, employee involvement, safe working conditions). Second, the quality of work-life is the perception of employees that they are safe, feel satisfied, and have the opportunity to grow and develop like humans. In addition, according to Cascio in the journal (Pratiwi & Sulistiyani, 2021), simple QWL theory involves and provides opportunities for workers to make decisions about their work and workplace design and what they need to make the most effective product or service.

Work Stress. In the work environment, stress factors affect performance. Stress has different effects. Stress is a response that a person has to the situation he experiences and has a negative impact. So stress is something that the company or organization must consider. Here is the definition of stress from some experts. According to Luthans (2006), job stress is an adaptive response to external situations that produce organizational members' physical, psychological, and behavioral deviations. Robbins (2007) defines job stress as a dynamic condition in which a person

is confronted with opportunities, obstacles or demands related to what he wants and for which his success is uncertain. Siagian (1995) defines stress as a condition of tension that affects one's emotions, thoughts and physical condition. From some of the definitions above, the researcher can conclude that stress is a condition or response that a person has to situations that are not following what is desired around him. So the company must be able to cope with the stress on every employee.

Commitment Organizations. Robbins & Judge (2016) define organizational commitment as a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Mathis & Jackson (2009), organizational commitment is how employees believe and accept organizational goals and desire to stay with the organization. Allen & Meyer define organizational commitment as a psychological construct characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue membership in the organization (Luthans, 2006). Meanwhile, according to Lincoln Sopiah (2008), organizational commitment includes members' pride, the loyalty of members, and members' willingness to the organization.

Thinking Framework and Hypotheses. The research conducted consisted of independent variables and dependent variables where the independent variable or independent variable (X) is the quality of work-life and work stress. At the same time, the dependent variable or the dependent variable (Y) is performance. Organizational commitment as an intervening variable (M). for the research hypothesis is as follows:

H1: Quality of work life has a significant positive effect on employee performance

H2: Work stress has a significant negative effect on employee performance

H3: Quality of work life has a significant positive effect on organizational commitment

H4: Work stress has a significant negative effect on organizational commitment

H5: Quality of Work Life has a significant positive effect, and work stress has a significant negative effect on employee performance through organizational commitment as an intervening variable

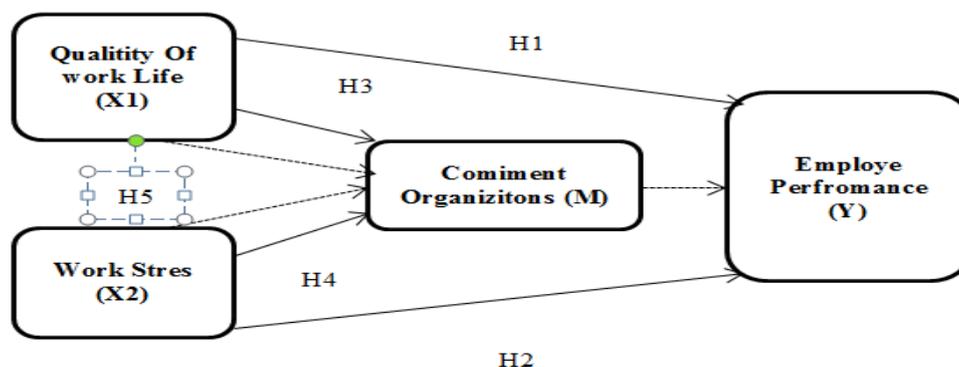


Figure 1. Conceptual Model

METHODS

The research was conducted at PT. Bank West Java, Banten Tbk and Sumatra Area, which consists of cash branch offices in 4 provinces, namely Lampung, Medan, South Sumatra, and Batam. In this study, the independent variables were Quality of Work Life (X1) and Work Stress (X2). The dependent variable is employee performance (Y). Furthermore, the intervening variable is Organizational Commitment (M). The research uses quantitative and qualitative data approaches and uses a Likert scale to measure attitudes, opinions, influences and perceptions of a person or group of people about social phenomena (Sugiyono, 2016). Determination of the sample is done by the purposive sampling method with the method of selecting the sample to determine the model because of certain considerations. So the sample is not taken at random but is determined by the researcher himself. The sample is part of the number and characteristics

possessed by the population (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), it is suggested that the minimum sample size is 5-10 observations for each estimated parameter. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model – Partial Least Square (SEM-PLS) method. According to Noor (2014), SEM is a statistical technique used to build and test statistical models, usually in the form of causal models.

In this study, descriptive statistical data analysis and Partial Least Square SEM are used, which is an analysis used to develop or predict an existing theory. The descriptive method was used to obtain a complete and precise description of the research objectives. In this case, a Likert scale of 5. Data analysis is used Partial Least Square SEM. A study is used to develop or predict an existing theory. Analysis of the measurement model (Outer Model) includes convergent validity, discriminant validity, and reliability tests. And the analysis of the Structural Model (Inner Model) and a discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the SmartPLS v.3.2.9 application.

RESULT AND DISCUSSION

Descriptive Statistics. Researchers will use descriptive analysis techniques to obtain information about the characteristics of respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from an object of research can be described and understood properly. The discussion on the characteristics of respondents in this study will show several aspects of respondents, such as gender, age, education level, monthly income and work placement. Descriptive data on the number of men with a frequency of 50 and a percentage of 42%, and women 69 and 58%, in the age category under 24 there are 9, 25 -29 that is 92, 30-34 that is 14, age 35 -39 is 2, age 40 -44, namely 1, the last education of employees is diploma 17, bachelor 100, and master two people, income from Rp. 2,100,000 – Rp. 7,000,000, and Rp. 7,100,000 – Rp 12,000,000 i.e. 3 and Rp 12,100,000 – Rp. 17,000,000, which is three and above Rp. 17,000,000, which is one person, Placement based on the Sumatran region, namely Lampung 28 people, South Sumatra 36, Medan 27 people and Batam 28 people.

Table 1. Characteristics of Respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Male	50	42%
	Female	69	58%
Age	<24	9	7.6%
	25 - 29	92	78.1%
	30 - 34	14	11.8%
	35 - 39	2	1.7%
	40 - 44	1	0.8%
Education	Diploma	17	14%
	Bachelors	100	84%
	Masters	2	1.7%
	< Rp. 2.000.000	0	0
Income per month	Rp 2.100.000 – Rp7.000.000	99	85.7%
	Rp7.100.000 – Rp12.000.000	13	10.9%
	Rp12.100.000 – Rp17.000.000	3	2.5%
	>Rp 17.000.000	1	0.8%
Job Placement	Lampung	28	23.5%
	Sumatera Selatan	36	30.3%
	Medan	27	22.7%
	Batam	28	23.5%

Measurement model. This study implemented covariance-based Structural Equation Modeling (CB-SEM) to test the proposed research model using Smart PLS software. The

measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater be 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 predicted values show that all the values fulfill the criteria of recommended values.

Table 2. Measurement model

Construct Name	Items	Factor loadings	Cronbach's Alpha	C R	AVE
QWL	QWL22	0,785	0.84	0.879	0.550
	QWL20	0,764			
	QWL38	0,735			
	QWL24	0,677			
	SK16	0,756			
SK	SK21	0,700	0.77	0.848	0.546
	SK24	0,743			
	SK20	0,742			
	SK17	0,712			
	KO14	0,798			
KO	KO7	0,741	0.72	0.830	0.528
	KO3	0,735			
	KO15	0,695			
KK	KO4	0,656	0.79	0.857	0.511
	KK9	0,775			
	KK2	0,737			
	KK5	0,735			
	KK10	0,698			
	KK14	0,694			
	KK1	0,689			
	KK6	0,669			

Structure model. After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3, and H4 were all supported in this study.

Table 3. Direct Relationship

Constructs	Hypothesis	Path coefficient	t-value	Results
Quality of work life has a significant positive effect on employee performance.	H1	0,075	6,675	Supported
Work stress has a significant negative effect on employee performance	H2	0,087	4,430	Not Supported
Quality of work life has a significant positive effect on organizational commitment.	H3	0,077	1,449	Supported
work stress has a significant negative effect on organizational commitment	H4	0,118	0,643	Not Supported

Explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables in terms of the strength and

direction of the relationship. Regarding path estimation and t-value.

Table 4. Intervening Impacts

Constructs	Hypothesis	Path coefficient	t-value	Results
Quality of Work Life has a significant positive effect, and work stress has a significant negative impact on employee performance through organizational commitment as an intervening variable.	H5	0,041	2,182	Supported
		0,034	1,352	Not Supported

The first hypothesis in this study proves that the quality of work-life has a positive and significant effect on employee performance. Based on the results obtained, the Quality of Work Life proves to have a significant positive impact on employee performance, so this hypothesis is accepted. The quality of work-life of employees is further improved, and the performance of employees will also increase, and vice versa. If the implications of the quality of employees' work-life are low, the performance of employees will decrease (Setiyadi et al., 2016). Quality of work life has a positive and significant influence on performance. The higher the quality of work-Life, the higher the employee performance will be (Pasaribu & Indrawati, 2016). The quality of work-life has a significant effect on employee performance. The higher the quality of work-life, the higher the employee performance (Lastu, 1829).

The second hypothesis in this study proves that work stress has a negative and significant effect on employee performance. Work stress proves no significant negative effect on employee performance based on the results obtained, so this hypothesis is not accepted. Job stress partially has a negative effect on employee performance, meaning that the higher the level of work stress the employee will have a negative effect on increasing employee performance (Putra et al., 2016).

The third hypothesis in this study proves that the Quality of Work Life has a positive and significant effect on Organizational Commitment (Ceven et al., 2009). Based on the results obtained, Quality of Work Life proves a significant positive effect on Organizational Commitment, so this hypothesis is accepted. The quality of work-life affects organizational commitment, which means the higher it is (Sudiq & Wijayanti, 2020).

Furthermore, the fourth hypothesis in this study proves that work stress has a negative and significant effect on organizational commitment. Based on the results obtained, work stress proves a significant negative effect on organizational commitment, so this hypothesis is not accepted. Work stress has a negative and significant effect on organizational commitment. It shows that the higher the work stress experienced by employees, the lower the organizational commitment (Ariawan & Sriathi, 2017).

The fifth hypothesis, namely the indirect effect, namely the effect of the quality of work-life on employee performance through organizational commitment, which is significantly positive, can be seen in the results of Specific Indirect effect tests. The higher the quality of work-life through organizational commitment, the more employee performance will increase and make employee commitment to the organization (Noviana & Rijanti, 2014). The high quality of work-life through organizational commitment will improve employee performance (Putra & Dewi, 2020).

The effect of work stress on employee performance through significant negative organizational commitment can be seen in the table of results of the Specific Indirect effect tests. The higher the work stress, the lower the employee's performance through organizational commitment and the lower employees' commitment (Novita, 2016).

CONCLUSION.

Based on the results of the discussion that has been described previously, several conclusions will be presented;

1. Quality of work-life has a significant positive effect on employee performance. It can be interpreted that the quality of work-life affects employee performance at PT. Bank of West Java and Banten Tbk.
2. Work stress has a significant negative effect on employee performance. Reducing work stress will improve employee performance.
3. Quality of Work-Life has a significant positive effect on organizational commitment, which means that a high quality of work-life will increase employee commitment.
4. Work stress has a significant negative effect on Organizational Commitment. It can be interpreted that reduced work stress will increase organizational commitment.
5. Quality of work-life through a significant positive organizational commitment to employee performance can mean high quality of life will affect performance through organizational commitment. However, work stress through significant negative organizational commitment means that reduced work stress will improve employee performance through commitment organization.

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