

ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE, THE INFLUENCE OF THE JOB SATISFACTION, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, QUALITY OF WORK LIFE, AGAINST THE EMPLOYEE PERFORMANCE : A CASE STUDY : IN THE REGIONAL PUBLIC SERVICE WOMEN'S AND CHILDREN'S HOSPITAL OF ACEH PROVINCE.

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Abstract

This aim of this study the organizational commitment as an intervening variable, the influence of the job satisfaction, Organizational Citizenship Behavior, Quality of Work Life, against the employee performance : Case Study : In The Regional Public Service Women's and Children's Hospital of Aceh Province . The research population is all employees of 254 people, and total sample of 156. The data analysis method used is Structural Equation Modelling. The results showed Organizational Commitment able to mediated the affect of the job satisfaction, organizational citizenship behavior and quality of work life against the employee performance is partially. And the relationship the job satisfaction, organizational citizenship behavior and quality of work life have a significant of relationship on the organizational commitment and employee performance.

Keywords : *Job satisfaction, organizational citizenship behavior, quality of work life, organizational commitment, employee performance*

Women's and Children's Hospital of Aceh Province is an organization owned by the local government of Aceh that serves to provide health services to improve public health status. The sustainability of the hospital business is closely linked to its human resource capabilities, which can be observed through employee performance. There are many variables that affect employee performance. But in the research of hospital institutions, especially the performance of employees is closely influenced by job satisfaction variables, organizational citizenship behavior, quality of work life, and organizational commitment.

Dessler (2015) expressed his opinion that employee performance is the actual achievement of employees compared to the expected performance of employees. If the performance of employees increased, then the performance of employees will increase, and will affect the achievement of organizational goals that have been established. The increased performance of employees is predicted to be derived from organizational commitment, job satisfaction, organizational citizenship behavior and quality of work life.

Employees who are not yet committed to the organization will result in meaningless performance. Robbins and Judge (2011) state that commitment as a state in which an individual sided with the organization. The lack of commitment of the employee organization is indicative of employees still wanting to move and careers to other agencies, the low willingness to work hard, the low sense of responsibility, the low level of active engagement in the job, and the low pride of being a permanent employee.

Employee performance is also influenced by employee job satisfaction. Luthans (2006) argues that job satisfaction is the result of employees' perceptions of how well their work provides what is important. The lack of job satisfaction, due to the placement of employees, not yet in the field of work, the employees are often absent and absent get promoted periodically, the same as the employees who perform well and contribute to the organization, and other employees form their own groups, consider the group more powerful than other employees.

Organizational citizenship behavior also influence the performance of employees. Garay (2006) explains that the behavior of the citizens of the organization is the voluntary behavior of a worker to be willing to perform tasks or jobs outside of responsibility or obligation for the progress of the organization. There are some indications of low Organizational citizenship behavior, ie there are employees who do not want to improve their competence to make their work better and quality through self development and courses, employees still work as they are and do not give their best ability to work, and the nature of helping the employees also increasingly eroded by the increasingly prominent nature of the individualism of employees.

Bernadine & Russell (1998) revealed that the quality of work life as an individual's level of ability fulfills self-satisfaction while working for a company. Facts about the quality of working life are still many employees who already feel comfortable in his current position (comport zone), so there is no effort to improve his career through improving education level. In addition, the participation of employees is still low and only concerned with the part or unit of work alone. Communication between units is often inhibited so that service to the patient becomes slow and impressed the patient is abandoned.

Based on the problems presented above, this research has a purpose, namely: To analyze and know the relationship of job satisfaction, organizational citizenship behavior and quality of work life to organizational commitment and employee performance; To analyze and know the relationship of organizational commitment to employee performance; To find out whether organizational commitment mediates the relationship between job satisfaction, organizational citizenship behavior and quality of work life with employee performance at the Regional Public Service Agency (BLUD) of Women's and Children's Hospital of Aceh Province in the future.

Study Library, Concept Research Framework and Hypothesis.

1. Job satisfaction

In the opinion expressed by Luthans (2008) that job satisfaction is the result of workers' perceptions of how his work gives something that is considered important. Furthermore, Jackson & Mathis (2009) states that job satisfaction is a positive emotional state which is the result of an evaluation of one's work experience. Hasibuan (2013) that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance.

Robbins & Judge (2011) states that job satisfaction as a positive feeling about a person's work is the result of an evaluation of its characteristics. To measure job satisfaction in this study, the indicators used in this study, referring to the opinions of Robbins and Judge are: the work itself; payment / wages, promotion / promotion, supervision, and co-workers.

2. Organizational Citizenship Behavior

In the opinion of Enllen et al. (2001) that the Organizational Citizenship Behavior is a willingness to do the task beyond its basic task or willingness to do tasks outside the task or formal role that has been established without any formal request and reward from the organization. According to Organ et al. (2005) defines the behavior of organizational citizenship is the behavior of company employees aimed at improving the effectiveness of the company's performance without ignoring the goal of individual employee productivity.

Robbins and Judge (2008) define Organizational Citizenship Behavior as an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization. To measure Organizational Citizenship Behavior can use research

indicators, namely sportmanship; civic virtue; conscientiousness; altruism, and courtesy (Damayanti et al., 2013).

3. Quality of Work Life.

Bernadine & Russell (1998) that quality of work life refers to the level of satisfaction, motivation, involvement and commitment, individual experience with the appreciation of their working life. Dessler (2015) argues that Quality of Work Life means circumstances where employees can meet their important needs by working within the organization. According to Cascio (2003) in the Quality of Work Life theory, managers provide opportunities for employees to design their work , about what is needed in making a product or service so that they can work to be effective. Ivancevich (2007) says that Quality of Work Life is a somewhat general concept, referring to several aspects of the job experience.

According Dubrin (1994) Quality Of Work Life is related to the degree to which the full range of human needs is met. From some of the above opinions, then in this study there are seven indicators of Quality of Work Life according to Walton cited Zin (2004), among others: growth and development (growth and development), participation (partipation), the influence of the environment (physical environment) supervision, pay and benefits, social relevance and workplace integration.

4. Organizational Commitment.

Luthans (2006) defines organizational commitment as the degree to which employees identify themselves with the organization and its involvement in a particular organization. According to Nawab and Batty (2011), states the Organization's commitment can be defined as an affiliation of employees to the organization and involvement in it. In general there are three dimensions of commitment which are commitment commitment, affective commitment and normative commitment (Allen and Meyer, 1996; Karrench, 2003; Turner and Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006). Kondalkar (2007) defines organizational commitment as a strong desire to remain a member of a particular organization; willingness to exert a high level of effort on behalf of the organization; and a firm belief and acceptance of organizational values and goals.

Mathis and Jackson (2006) organizational commitment is the level of trust and acceptance of labor to the goals of the organization and has a desire to remain in the organization which is ultimately reflected in the statistics of absenteeism and outsourcing. This definition shows that employees' commitment to the organization is characterized by strong beliefs and acceptance of the organization's goals and values, and the willingness to give more effort to the organization and a strong drive to maintain membership within the organization.

According to Mowday and Steers (2002), the indicators of organizational commitment include: (1) Employee loyalty to the organization, (2), strong willingness of employees to the organization (3), Employee pride to the organization, (4), Engagement employees in every activity (5), Responsibilities of employees to each task.

5. Performance.

According to Ruky (2006) states that performance is a record of the results obtained from certain job functions or certain activities for a certain period of time. While Wibowo (2008) suggests that the performance of employees is the result of work that has a strong relationship with organizational strategic goals, customer satisfaction, and contribute to the economy. Shahzad et al. (2013), Employee's performance means the ability of employees to attain goals either personally or organizational by using resources efficiently and effectively.

To measure the performance of individual employees there are six indicators, namely according to Robbins (2008), namely: Quality of work measured from employee perceptions of the quality of work produced and tasks perfection to the skills and abilities of employees; The quantity of labor is the resulting amount expressed in terms such as number of units, number of completed activity cycles; Timeliness is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with output and maximizing the time available for other activities; The effectiveness of work is the level of use of organizational resources (energy, money,

technology, raw materials) maximized with the intention of increasing the yield of each unit in the use of resources; Independence is the level of an employee who will be able to perform its work function; Work commitment is a level where employees have a working commitment with the agency and the responsibility of employees to the office.

Conceptual Framework for Research and Hypothesis.

In this study, the variables in the search are the relationship of variables, between job satisfaction variable, organizational citizenship behavior (OCB), quality of work life, organizational commitment, and performance. Organizational commitment as intervening variable, While employee performance as dependent variable.

Job satisfaction and organizational commitment have interrelated relationships. If employee job satisfaction increases, it can affect the relationship to organizational commitment of employees to the organization as proposed by Robbins and Judge (2011). Job satisfaction is an emotional state felt by employees in looking at their work whether it is fun or unpleasant. When a job is considered fun there are two possibilities that can happen that the employee has a high commitment to the organization. Conversely, if a job is considered not / less fun will also appear the possibility that the employee is stagnant by trying to survive as much as to fight the unpleasant feeling or being apathetic / extreme thus decreasing the organizational commitment that he has.

Robbins and Judge's (2011) opinion has been proved by research conducted by Kristianto et al. (2013), Handayani and Hariyanti (2011), Setyanto et al. (2013), Harsono (2009), Salleh et al. (2015) and Igbeneghu & Popola (2011) and Shah et al. (2014) with the results of research explains that there is a relationship that affect each other between job satisfaction and organizational commitment.

In addition to job satisfaction, other variables that can affect the relationship of organizational commitment is Organizational Citizenship Behavior (OCB). According to Organ (1988) which presents the primary dimensions of Organizational Citizenship Behavior (OCB), among others: altruism, the behavior of helping other employees without any coercion on tasks that are closely related to organizational operations; and civic virtue, demonstrating voluntary participation and support for the functioning of the organization both professionally and socially.

Based on the Organizational Citizenship Behavior (OCB) dimension put forward by Organ (1988) it is concluded that the altruism dimension in which an employee will assist other employees for the benefit of the organization and with the Civic virtue dimension in which an employee participates voluntarily and supports organizational functions. This employee behavior will make employees loyal to the organization that will ultimately affect the organization's commitment.

Organ Opinions (1988) is evidenced by several research results such as Junaidi et al. (2015), Pradhitya (2013), Sari (2013), Hasani and Sheikhesmaeili (2013), Gnanyudam and Dharmasiri (2007) with the conclusion of his research that the behavior of organizational citizens affects organizational commitment.

In addition to job satisfaction and Organizational Citizenship Behavior (OCB), then another variable that can also affect organizational commitment is the quality of work life or Quality of Work Life (QWL). The better quality of work life in an organization will affect the commitment of its employees in accordance with the research conducted by Fields and Thacker (1992) shows that the successful implementation of the quality of work program as a whole has a positive impact on workers' commitment both to the company and the union.

The above opinion is supported by research conducted by Farjad and Varnous (2013), Immani and Witjaksono (2014), Princess (2014), Crhisienty (2015), Parvar et al. (2013) and Taleghani et al. (2014) and Afsar (2014) with the conclusion of his research shows that the quality of working life affects the commitment of employee organizations.

When employees in the organization have a good sense of job satisfaction, it affects employee performance as revealed by Robbins and Judge (2011) states. When the productivity and overall job satisfaction data are collected for the organization, we find that organizations with more satisfied

employees tend to be more effective when compared to organizations that have less satisfied employees.

Robbins's opinion and Judge (2008) also supported the results of research Kristianto et al. (2013), Handayani and Hariyanti (2011), Harsono (2009), Indriyani and Christologus (2013), Sutjitra (2015), Hosmani et al. (2014), Yvonne et al. (2014) and Jave et al. (2014) with the results of his research shows that job satisfaction affects the performance of employees.

With the increase in employee behavior shown through the Organizational Citizenship Behavior (OCB), it will also impact on the performance of employees, in accordance with the opinion of Bateman & Organ in Steers, Porter, Bigley (1996) stating that Organizational Citizenship Behavior (OCB) is a helpful attitude demonstrated by members of the organization, which are constructive, valued by the company but not directly related to individual productivity. In order to achieve optimal performance, it is demanded that employees' behavior is in line with the organization's expectations of good behavior as revealed by Kreitner and Kinicki (2004) that this expected performance or role is often based on organizational citizenship behavior or OCB.

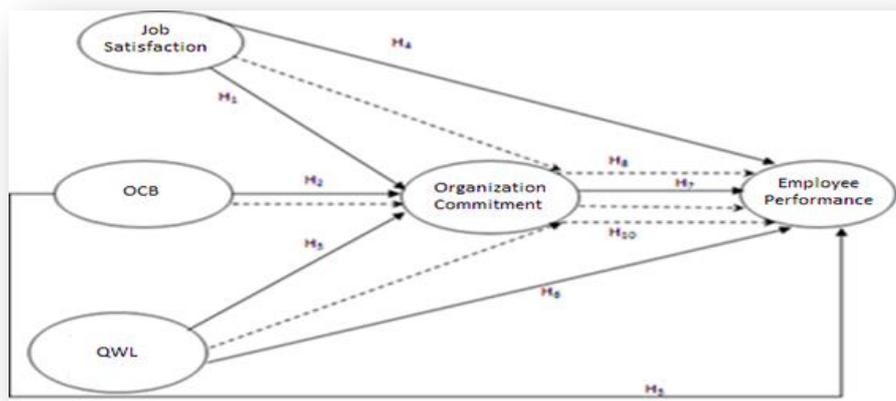
Bateman & Organ Opinions in Steers, Porters, Bigley (1996) and Deery and Iverson (2005) and Krietner and Kinichi (2004) are supported by several conclusions from research conducted by Junaidi et al. (2015), Artiningsih and Rashid (2013), Ticoalu (2013), Purnami (2013), Sukmawati et al. (2013), Al-Mahasneh (2015), Asiedu et al. (2014) and Subejo et al. (2013) with the results of his research shows that the behavior of the citizens of the organization affect the performance of employees.

Quality of work life in an organization will also affect employee performance. If the quality of working life is better within the organization, then the productivity or performance will also increase, as expressed by Kondalkar (2007) that the quality of working life refers to the high level of satisfaction of an employee based on job design. Quality of work life is measured by factors such as job involvement, job satisfaction, competence, work performance and productivity.

Kondalkar's opinion (2007) is supported by research conducted by Afrizal (2012), Husnawati (2006), Aketch et al. (2012), Coculova & Svetozarovora (2014) and Hosmani, at.al (2014) who concluded that the quality of work life affects performance.

When the commitment of employee organizations getting better, it will affect and also affect its performance. A committed person will be more easily directed than a committed person. This is because there are still doubts in him. In accordance with the results of studies from Greenberg and Baron (1993) that highly committed employees are more stable and more productive employees and ultimately more profitable for the company. Meanwhile, according to Widodo (2011) who expressed the opinion of Deery and Iverson (2005), that commitment affects the performance.

The results of studies from Greenberg and Baron (1993) and Deery and Iverson's (2005) opinion were supported by several studies conducted by Junaidi et. al. (2015), Nasril (2013), Ticoalu (2013, Harsono (2009), Madhuri et al. (2014), Subejo et al. (2013), Asiedu et al. (2014) and showed results that there was a significant influence between commitment and performance of employees. From several explanations of the theories and research results presented above, the conceptual framework of research and hypothesis can be in the picture below:



Conceptual Framework and Hypotheses Framework

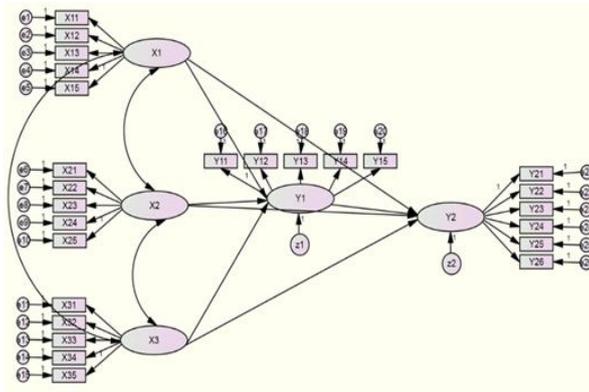
Research Method, SEM Analysis And Intervening

1. Population and Sample

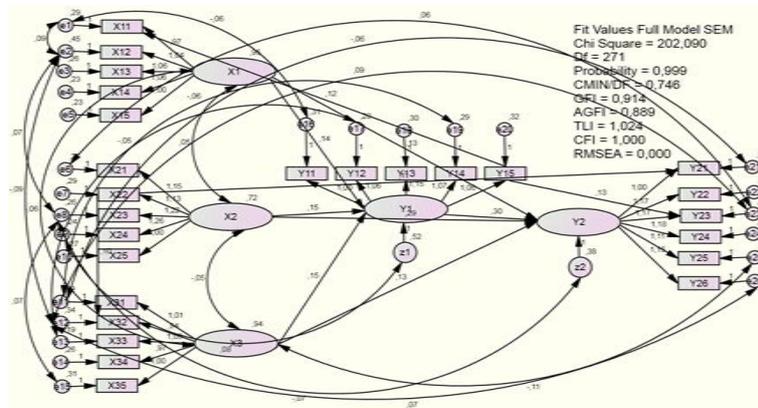
The population in this study covers all permanent employees on BLUD Women’s and Children’s Hospital Aceh Province, amounting to 254 employees. In this study the number of indicators used are 26 (twenty-six) indicator. Referring to the opinion of Hair et al. in Ferdinand (2005) above, then the required sample size in this study is $24 \times 6 = 156$ samples.

2. Data SEM Analysis.

Once the data is the result of questionnaires to questions have been collected, the data will be analyzed and processed by the data analysis method called the method of analysis of SEM (Structural Equation Modelling) by using tools such as application software AMOS. The flowchart Research can be described as follows:



Based on the results of the data processed through the help of software Amos obtained the following results:



Full Model Research after being modified.

Criteria Goodness of Fit Index Modification Research Model Full generated as presented in the following table :

Goodness of fit indexes	Cut Off Value	Result	Model Evaluation
X ² Chi-Square Statistik	Df, $\alpha=0,05$	202,090	Good
RMSEA	=0,08	0,000	Good
GFI	=0,90	0,914	Good
AGFI	=0,90	0,889	Marginal
CMIN/DF	=2,00	0,746	Good
TLI	=0,90	1,024	Good

CFI	=0,90	1,000	Good
Probability	=0,05	0,999	Good

The test results SEM assumptions include: Sample Size Test, Normality Data Test, Outlier Data Test, Multicollinearity and Singularity Test, Construct Test and Variance Extracted been met.

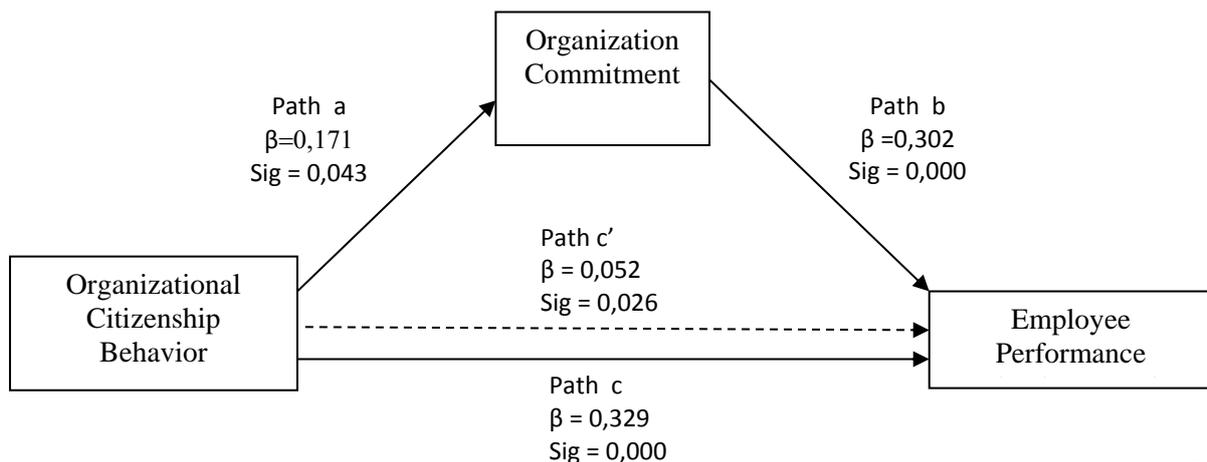
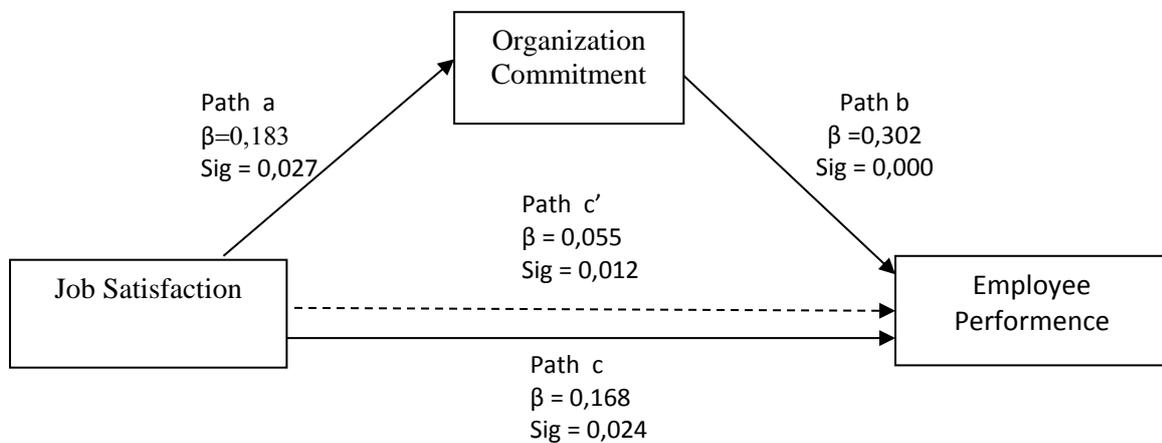
3. Hypothesis Testing.

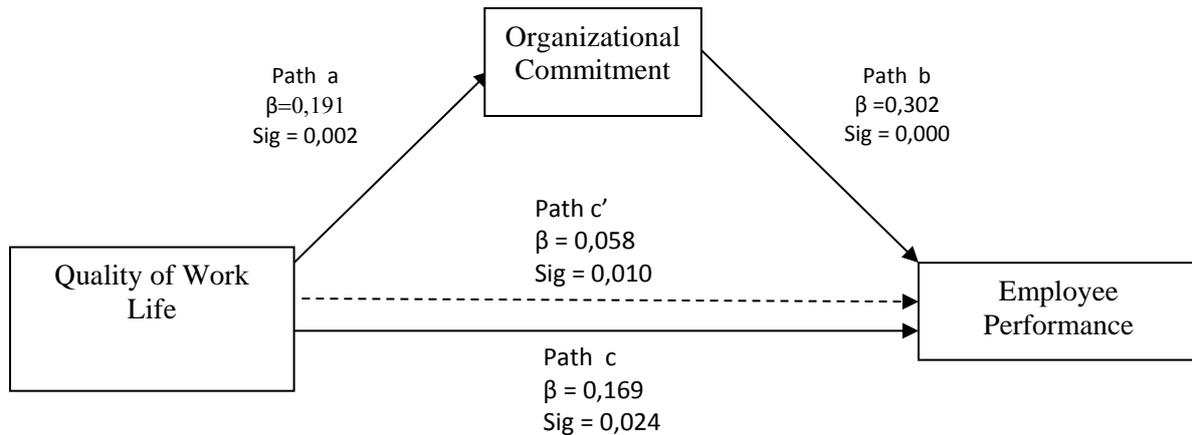
Testing the hypothesis of this study is done by looking at the value of Critical Ratio (CR) of a causal relationship with a significance level of P (Probability) from the processing of SEM as in the following table:

Standardized Variable Weights Regression Research :

Variable	<--	Variable	Estimate	S.E	C.R	P
Organization Commitment	<--	Job Satisfaction	0,183	0,064	2,213	0,027
Organization Commitment	<--	OCB	0,171	0,075	2,027	0,043
Organization Commitment	<--	QWL	0,191	0,064	2,332	0,020
Employee Performance	<--	Job Satisfaction	0,168	0,057	2,255	0,024
Employee Performance	<--	OCB	0,329	0,071	4,109	***
Employee Performance	<--	QWL	0,169	0,058	2,264	0,024
Employee Performance	<--	Organization commitment	0,302	0,081	3,685	***

4. Testing Variabel Intervening.





5. Hypothesis Testing.

Hypothesis 1 proposed in this study is job satisfaction has an influence on organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 2.213 with a significance level P (Probability) of 0.027. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that job satisfaction has a significant relationship to changes in organizational commitment of employees.

Hypothesis 2 proposed in this study is Organizational Citizenship Behavior has an influence on organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 2.027 with a significance level P (Probability) of 0.043. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that organizational citizenship behavior has a significant relationship to changes in organizational commitment.

Hypothesis 3 proposed in this study is the quality of work life has an influence on organizational commitment. Based on the results of data processing known CR value (Critical Ratio) produced is 2.332 with a significance level P (Probability) of 0.043. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that the quality of working life has a significant relationship to changes in organizational commitment.

Hypothesis 4 proposed in this study is job satisfaction has an effect on employee performance. Based on the results of data processing known CR value (Critical Ratio) produced is 2.255 with a significance level P (Probability) of 0.024. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that job satisfaction has a significant relationship to changes in employee performance.

Hypothesis 5 proposed in this study is Organizational Citizenship Behavior has an influence on employee performance. Based on the results of data processing known CR value (Critical Ratio) produced is 4.109 with a significance level P (Probability) of 0.000. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that Organizational Citizenship Behavior has a significant relationship to changes in employee performance.

Hypothesis 6 proposed in this study is the quality of working life has an influence on employee performance. Based on the results of data processing known CR value (Critical Ratio) produced is 2.264 with a significance level P (Probability) of 0.024. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that the quality of working life has a significant relationship to changes in employee performance.

Hypothesis 7 proposed in this study is organizational commitment has a significant relationship to employee performance. Based on the results of data processing known CR value (Critical Ratio)

produced is 3.685 with a significance level P (Probability) of 0.000. This value meets the CR value requirement (Critical Ratio) greater than 2,000 and the P value (Probability) is less than 0.05. This means that organizational commitment has a significant relationship to changes in employee performance.

Hypothesis 8 proposed in this research is job satisfaction has a significant relationship with employee performance through organizational commitment as intervening variable. The result of test calculation through Baron and Kenny method using Sobel test calculators, then obtained probability value of 0,026 (one-tailed probability). Because exogenous variables are also able to influence endogenous variables significantly without intervening variable ($p = 0,000$), whereas indirect effect is also significant, which means partial mediation. Thus the commitment of the organization is able to mediate the significant relationship between job satisfaction and employee performance.

Hypothesis 9 proposed in this study is organizational commitment mediate the significant relationship between organizational citizenship behavior and employee performance. The result of calculation using Baron & Kenny method of Sobel test calculators, then obtained probability value of 0.026 (one-tailed probability). Because exogenous variables are also able to influence endogenous variables significantly without intervening variable ($p = 0,000$), whereas indirect effect is also significant, meaning the effect of mediation is partial. Thus, organizational commitment is able to mediate the significant relationship between organizational citizenship behavior and employee performance.

Hypothesis 10 proposed in this study is the quality of work life has a significant relationship with employee performance through organizational commitment as intervening variable. Based on the calculation using Baron & Kenny method with the help of Sobel test calculators, we get probability value of 0.012 (one-tailed probability). Because the exogenous variable is also able to influence the endogenous variable significantly without intervening variable ($p = 0,024$), whereas the indirect effect is also significant, meaning the effect of mediation is partial mediation. Thus the commitment of the organization is able to mediate the significant relationship between quality of work life on employee performance.

Analisis Relationships between Variables Research.

1. The Relationship Between Job Satisfaction And Organizational Commitment.

The results of the study explain that changes in organizational commitment have a significant relationship with job satisfaction. The better the employee job satisfaction, it can increase the commitment of employee organizations. The results of this study have reinforced the theory put forward by Robbins and Judge (2011), and the results of previous research conducted by Kristianto et al. (2013), Handayani and Hariyanti (2011), Setyanto et al. (2013), Harsono (2009), Salleh et al. (2015) and Igbeneghu & Popola (2011) and Shah et al. (2014) with the results of his research explains that job satisfaction has a significant relationship influence organizational commitment.

2. Relationship Between Organizational Citizenship Behavior And Organizational Commitment

The results of this study explain that changes in organizational commitment have a relationship to the organizational citizenship behavior. The better the organizational citizenship behavior, it will be able to increase organizational commitment. The results of this study have supported the theory proposed by Organ (1988) and previous research conducted by Junaidi et al. (2015), Pradhiptya (2013), Sari (2013), Hasani and Sheikhesmaeili (2013), Gnanyudam and Dharmasiri (2007) with the conclusion of his research that a significant influence relationship between Organizational Citizenship Behavior with organizational commitment, where the behavior of these employees will making employees loyal to the organization that will ultimately affect its organizational commitment.

3. Relationship Between Quality of Work Life And Organizational Commitment

The results of this study explain that changes in organizational commitment have a significant influence relationship with quality of work life. The better the quality of working life in an organization, it can increase the commitment of employee organizations. The results of this study are in accordance with the opinions or theories put forward by Bernadine & Russell (1998), and reinforce

research conducted by Farjad and Varnous (2013), Immani and Witjaksono (2014), Princess (2014), Crhisienty (2015), Parvar et al. (2013) and Taleghani et al. (2014) and Afsar (2014).

4. Relationship between Job Satisfaction and Employee Performance

The results of this study explain that the change in performance has a significant influence relationship with job satisfaction. The better the job satisfaction, it can improve employee performance. The results of this study are in accordance with the theories put forward by Robbins and Judge (2011), and reinforce the results of research conducted by Kristianto et al. (2013), Handayani and Hariyanti (2011), Harsono (2009), Indriyani and Christologus (2013), Sutjitra (2015), Hosmani et al. (2014), Yvonne et al. (2014) and Jave et al. (2014).

5. Relationship between Organizational Citizenship Behavior And Employee Performance

The results of this study explain that changes in employee performance have significant influence relationship with Organizational Citizenship Behavior. The better Organizational Citizenship Behavior, then it can improve employee performance. This result is in accordance with the theory put forward by Bateman & Organ in Steers, Porter, Bigley (1996) that Organizational Citizenship Behavior (OCB) is a helpful attitude shown by members of the organization, which is constructive, valued by the company but not directly related to individual productivity, and also strengthen research conducted by Junaidi et al. (2015), Ticoalu (2013), Purnami (2013), Sukmawati et al. (2013), Al-Mahasneh (2015), Asiedu et al. (2014) and Subejo et al. (2013).

6. The Effect of Quality of Work Life on Employee Performance.

The results of this study explain that changes in employee performance has a significant relationship with the quality of work life. The better the quality of working life, it can improve employee performance. The results of this study have been in accordance with the opinion of Kondalkar (2007) that the quality of work life refers to the high level of satisfaction of an employee based on job design. The results of this study also strengthen research conducted by Artiningsih and Rashid (2013), Afrizal (2012), Husnawati (2006), Aketch et al. (2012), Coculova & Svetozarovora (2014) and Hosmani, A.P., Bindurani.R, Sahmbhusankar (2014).

7. The Effect of Organizational Commitment On Employee Performance.

The results of this study explain that changes in employee performance has a significant influence relationship with organizational commitment. The better the organization's commitment can improve the performance of employees. The results of this study support research conducted by Handayani and Hariyanti (2011), Chandraningtyas et al. (2012), Harsono (2009) and Indriyani and Chistologus (2010) show the result that organizational commitment as intervening variable is able to mediate the effect of job satisfaction on employee performance.

8. Organizational Commitment to Mediate Relationship between Job Satisfaction and Employee Performance.

The relationship of indirect effect of job satisfaction on the performance of employees through organizational commitment, where the commitment of the organization acts as a partial mediation between job satisfaction variable and employee performance. This illustrates that job satisfaction can affect changes in employee performance indirectly through organizational commitment. Thus the improvement of employee performance will be more effectively done by increasing job satisfaction through organizational commitment. The results of this study strengthen research conducted by Handayani and Hariyanti (2011), Chandraningtyas et al. (2012), Harsono (2009) and Indriyani and Chistologus (2010).

9. Organizational Commitment to Mediate Relationship Between Organizational Citizenship Behavior And Employee Performance.

The relationship of indirect influence of organizational citizenship behavior with employee performance, where organizational commitment acts as partial mediation. The results of the research explain that organizational citizenship behavior can influence the change of employee performance indirectly through organizational commitment. The results of the study explain that the improvement of employee performance is more effectively done by first increasing the organizational citizenship

behavior through mediation organizational commitment. The results of this study strengthen research conducted by Junaidi et al. (2015), Maulani et al. (2015), and Sari (2013).

10. Organizational Commitment to Mediate Relationship between Quality of Work Life and Employee Performance.

The relationship of indirect influence between the quality of work life and employee performance, where the commitment of the organization acts as a partial mediation between the variable quality of working life with the performance of employees. The results of research explain that the improvement of employee performance is more effectively done by first improve the quality of work life through mediation organizational commitment. The results of this study strengthen research conducted by Husnawati (2006), Noviana (2014) and Indaswari (2014).

Implications Research Results.

From the results of research, analysis and discussion, it can be produced some implications of research results are:

1. Theoretical Implications.

The results of the study explain that there is influence of job satisfaction, organizational citizenship behavior, quality of work life to organizational commitment and to employee performance. This study adds empirical evidence to the efficacy of explaining the effect of these variables on organizational commitment and employee performance, so as to enrich the treasury of the theory of human resources

The results of this study indicate that organizational commitment mediation effect in partial mediation on the influence of job satisfaction, organizational citizenship behavior and quality of work life on employee performance. The results of this study will add empirical evidence to the ability of the theory of human resources to explain the relationship in these variables, and can be used as a reference or scientific literature in the field of management science and can serve as a reference in research with the same variable.

2. Implications Practically.

Respondents perceive the lowest on the indicator of job satisfaction that is very pleasant co-workers. Elements of leadership must know the relationship between employees, if the employee relationship is not good then it will have an impact on performance. It is necessary to increase the sense of togetherness of employees so that the emergence of mutual respect for colleagues, the emergence of a sense of team work by providing outbound training to all employees, sports together or recreation together.

Respondents perceive the lowest on organizational citizenship behavior indicators that employees have a sense of responsibility to improve the quality of their work. Elements of the leadership should seek to monitor the results of their work continuously through small meetings in each section / unit, looking at the workload and also see the competence.

Respondents perceive the lowest on the indicators of quality of working life that Employees are given opportunities in career development and Participation of employees in achieving organizational goals is good. Elements of leadership must provide the same opportunity for employees in filling positions one of them through job posting. Elements of leadership must also know how far the participation of employees in achieving organizational goals. Is the low partisan participation in achieving organizational goals one of them is due to the same promotion between employees who work well with employees who are often absent. For that element of leadership in order to make the assessment to be fair and fair.

Respondents perceive the lowest on organizational citizenship behavior indicators that employees have the willingness and hard work to improve organizational performance and employees are always involved in achieving organizational goals. Leadership elements must constantly monitor the performance results of employees in order to improve organizational performance. Elements of the leadership continuously appealed to employees to improve competence through self development.

Leadership elements also need to conduct two-way dialogue so that employees feel involved in achieving organizational goals.

Respondents perceive the lowest on employee performance indicators that Employees have utilized (effectiveness) resources that exist in the organization for performance improvement needs to get attention. Have employees not yet fully utilized existing resources due to their limited competence. Thus the leadership element seeks to improve the competence of employees through short training in using resources owned by the organization.

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