

# Effect Quality of Work Life And Organizational Commitment Towards Work Satisfaction In Increasing Public Service Performance (A Study Of License Of Founding Building Service In Makassar City)

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## Abstract

This research is intended to analyze the effect of quality of work life, organizational commitment towards work satisfaction in increasing public service performance at Spatial Planning and Building and Licensing Administration Office in Makassar City. It also analyzes the direct and indirect effect of quality of work life and organizational commitment towards public service performance. The research respondents are the officials of Spatial Planning and Building and Licensing Administration Office in Makassar City.

The research type is survey research using the data of "cross sectional" towards the variables studied by using quantitative analysis. The research population is the officials of Spatial Planning and Building and Licensing Administration Office in Makassar City consisting of 200 officials. The research sample is drawn by proportionate stratified random sampling. The data collected by questionnaire are analyzed by using Structural Equation Modeling (SEM).

The research results indicate that 1) quality of work life has insignificant effect towards public service performance and work satisfaction, but it has important correlation with organizational commitment. 2) organizational commitment has indirect effect on the performance of public service, but influence indirectly through work satisfaction. 3) quality of work life and organizational commitment have insignificant effect towards public service performance but both can give direct contribution towards through work performance.

**Key words:** quality of work life, organizational commitment, work satisfaction, public service

## 1. Introduction

Bureaucracy thinks to be in a position of authority as a director rather than a tutor that arises a tendency to see citizens as passive objects in public service. Effective services facilitate the course of the development process, especially when associated with the obligation to pay attention the principles of good governance (Principles of Good Governance). With the regional autonomy, local authorities became more widely than before decentralization. However, local government is expected to implement the regional autonomy with responsible based on its function to provide superior service to community. In particular, public administration activities focused on management aspects as the public policy implementation. It means that public administration is more concerned with activities of public service management and provision of public goods. On the other hand, general perception that public service is the management of public affairs because it covers all activities the public managers conduct.

This phenomena can be explained by tracing the cultural perspective that this aspect seems to perform convincing contribution of improving the organizational performance to achieve the objectives of the organization. Any organization is interested in achieving best performance by a series of system prevailing in the organization. Human Resource Management is one of the key factors to get the best performance, because in addition to dealing with skills and expertise, Human Resource Management is also obliged to build employees' behavior to get the best performance.

Quality of work life (QWL) refers to the level of satisfaction, motivation, involvement and commitment of individual experience with an appreciation of their work life (Bernadine & Russell, 1998). Further revealed by Bernadine & Russell (1998) revealed that quality of work life can be interpreted as the level of individual that be able to meet self satisfaction when working for a company.

Allen and Meyer (1990) define organizational commitment as a concept of three dimensions: affective, normative and continuous commitments. Affective commitment is the extent to which an employee is emotionally attached, to know and be involved in the organization. Continuous commitment is an assessment of costs in developing the organization. Normative commitment is the extent to which a person is psychologically involved as an employee of an organization with their feelings of loyalty, affection, warmth, ownership, pride and pleasure.

The difference between this study with previous studies is the quality of work life and organizational commitment is independent variable and job satisfaction an intervening variable, while previous studies put the quality of work life as independent variables and organizational commitment and job satisfaction as intervening variable. The advantages of this study that the quality of work life together with the organizational commitment will affect the job satisfaction and the weakness is only looking at the relationship between quality of work life and organizational commitment.

## 2. Theoretical Review

**2.1 Theory of Work Life Quality.** Two views on the meaning of quality of work life: the first reveals the quality of work life is a number of circumstances and practices of organizational goals: job enrichment, democratic supervision, involvement of workers and safe working conditions. The second claims quality of work life is perceptions of employees to feel safe, relatively satisfied and have opportunity to grow and develop (Wayne, 1992 in Noor Arifin, 1999). The concept of quality of work life reveals the importance to respect human beings in work environment.

Paradigm of quality of work life (QWL) focuses on issues such as motivation, employee engagement and job satisfaction. QWL generally try to grow on the employee the security, fairness, pride, family democracy, ownership, autonomy, responsibility and flexibility (Muchiri & Darokah, 2001:4). Paradigm of QWL works well if the company is in a growing stage and the adults in their life cycle, or when the company is in a healthy condition.

Quality of work life refers to the influence of overall employment situation towards an individual (Jewell & Siegell, 1990). To describe the influence of the quality of work life towards individuals, Jewell & Siegel (1990) describes the concept of quality of work life with negative indicators, ie two symptoms of low QWL: marked by levels of boredom (boredom) and loss of working motivation (burnout). In his writing, Jewell and Siegell (1990) cited the results of research conducted by Smith (1953) that one characteristic of boredom is day dreaming at work.

In contrast, Umstot (1988) states that there are five five criteria for a good QWL, namely (1) satisfaction and fairness of compensation, (2) opportunities to use and develop people potential, (3) social integration at workplace, (4) constitutionalism in work organization, (5) the relationship between work and life.

**2.2 Theory of Organizational Commitment.** A high organizational commitment demonstrates the high levels of partisanship of an employee towards the organization for which he/she works (Eaton, et al, 1992; Prapti et al, 2004). Several researches have proven that commitment to work significantly influences work outcomes, such as the desire to move to other works, performance, job satisfaction and absenteeism (Cohen, 1999). Commitment can be defined in two different ways. The first proposed by Porter (1985) saying that commitment is a strong recognition and engagement of a person in a particular organization. The second proposed by Becker (1960) describes commitment as the tendency to be bound in a consistent line of activity because it considers the cost of implementing the others.

Research results that describe the relationship between reward with organizational commitment and employee performance is still relatively limited (Luthans, Coaul and Dowd, 1985 in Gibson et al., 1996). Three attitudes involved in creating organizational commitment: (1) identification of organizational goals, (2) involvement in organizational tasks, and (3) loyalty to organization (Mowday, Porter and Steers, 1982, in Gibson et, al). Some research results show evidence that the lack of commitment will reduce the effectiveness of the organization (Buchanan, 1975 in Gibson et al. 1996).

**2.3 Job Satisfaction Theory.** With regard to job satisfaction, some experts restrict the definition of employee job satisfaction. Among others is Louis A. Allen cited by As'ad (1998: 103) tells the importance of human aspect in running industry that however the perfect of the plans, organization, monitoring and research of the

organization, they all are meaningless if the employees cannot carry out their duties very well, and the company will not achieve as much as the actual results that can be achieved.

Related to the relevant aspects of job satisfaction, Keitner and Inicki (2003) suggests some relevant aspects of job satisfaction consisting of job satisfaction, payment, promotion, and supervisors. Meanwhile, job satisfaction is also relevant with achievement assessment. It means that job satisfaction is satisfaction with every treatment they receive at work, including satisfaction with job evaluation, selection, provision of facilities and allowances, incentives or dismissal.

Strauss and Sayless cited by Handoko (2003: 196) suggests that job satisfaction is also important for self-actualization. Employees who do not obtain satisfaction will never attain psychological maturity, and in turn will become frustrated. Such employees would often daydream, less motivated, tired and bored, emotionally unstable, often absent and carry out things unrelated to their specific job. Meanwhile, satisfied employees usually have better attendance records and better turnover, less active in union activities of employees, and sometimes perform better work performance than the employees who do not get job satisfaction. Hence job satisfaction is of significant importance for the employees and the company, especially as it creates a positive situation in the work environment in the office.

Staruss and Sayles in Handoko (2003) states that job satisfaction is important for self-actualization because the unsatisfied employees is difficult to achieve psychological maturity, and in turn will be frustrated. Job satisfaction also becomes a feedback of performance that can generate appreciation and perception towards reward which at last gives job satisfaction. Robbins (1996) states that job satisfaction is determined by (1) work type, (2) Colleagues, (3) allowance, (4) respect and fair treatment, (5) job security, (6) opportunity to suggest ideas, (7) wages, (8) recognition of working performance, and (9) opportunity to develop.

According to Luthans (2002), there are at least three dimensions that can be accepted regarding job satisfaction; (1) job satisfaction as an emotional response to the work situation, (2) job satisfaction as a response towards that reward that creates a feeling of disappointment (negative) and pleasure (positive) to employment and (3) job satisfaction associated with some other attitudes.

High job satisfaction will certainly appoint employees to a better position, including their position and financial rewards, and the organization itself would be more useful as a satisfied worker is a productive worker. The reasons is the satisfied workers tend to be more involved in the work and would always be productive (Vecchio 2000).

**2.4 Theory of Public Service.** Theoretically, the government bureaucracy has three main functions, namely service function, development function and general government function (Osborne, 1996; LAN, 2007).

- a. Service function, associated with the organization unit of government which deal directly with the public. Its main function, to provide services directly to the public.
- b. Development function, associated with organization unit of government that carry out one specific task of construction sector. The main function is the developmental function and adaptive function.
- c. General government function, associated with a series of governmental organizations activities that carry out general administration duties (regulation), including the creation and maintenance of peace and order. Its function is more closely related to the regulation function.

According to Kristiadi (Rahmat, 2009) an ideal public service has at least some basic principles, namely:

1. The services must pay attention to the needs of society and service system performed by other parties who have the aspect of service satisfaction to society.
2. The more increasingly service and society demand is also given attention. When bureaucracy spurs to increase demand, then the service should not be applied backwards.
3. Services should be evaluated. Not only the success but also the failure of implementation of the applied service system. The success achieved should be optimally informed to the public to get wider support from the public.
4. The service which does not directly deal with the needs of society should be placed in the middle of a service system, not lined it up at the front.
5. Service with less attention to people's satisfaction has actually specified value of satisfaction.

## 2.5 Public Service Performance

Marzuki (2006:237) stated that "Performance is a result where people or resources and specific working environment produce outcomes based on quality levels and standards that have been set apart." Another opinion expressed by Mahsun (2006: 25) that "Performance is an overview of achievement level of the implementation of an activity/program/policy in achieving the target, goal, vision and mission of organization

stated in the strategic planning of a organization. The term performance is frequently used to refer to achievement or success level of individuals or groups".

Savas in Waluyo (2007:127) suggests that, in the public sector, government service terminology is defined as the delivery of service by government agency using its own employees . Similar argument stated by Kumiawan (in Pasolong, 2007: 128) that public service is the provision of services to the needs of others or community who have an interest in the organization in accordance with the basic rules and procedures.

### 3. Hypothesis Testing

The hypothesis is tested by examining the path coefficients in structural equation models. Table 1 is a test of the hypothesis by looking at the p value, if the p value is less than 0.05 then there is a significant relationship between the variables.

Table 1. Hypothesis Testing

Independent Variabel	Dependent Variabel	Part Coefisient Direct Effect			Part Coefisient Indirect Effect		
		Standardize	P-value	Notes	Intervening Variabel	Standar Dize	Notes
Quality of Work Life	Work Satisfaction	0.168	0.524	Unsignificant			
Organizational Commitment	Work Satisfaction	0.714	0.009	Significant			
Quality of Work Life	Public Service Performance	-0.372	0.165	Unsignificant	Job satisfaction	0.152	Unsignificant
Organizational Commitment	Public Service Performance	0.429	0.136	Unsignificant	Job satisfaction	0.645	Significant
Job satisfaction	Public Service Performance	0.903	<0.001	Significant			

Of the overall model of the five hypothesized paths, there are three paths that are not significant and the other two paths are significant.

The table 1 shows that there is a significant influence pathways and not significant. Thus the hypothesis:

1. Job satisfaction has a positive and significant effect on the performance of public services at the Department of Spatial Planning and the Building and Licensing Administration Office of Makassar
2. Organizational commitment has positive and significant effect on employee job satisfaction and Building Department of Spatial Planning and Licensing Administration Office of Makassar
3. Organizational commitment has indirect significant effect on the performance of public services through Job Satisfaction.

Supported by empirical data and accepted.

For the hypothesis:

1. Quality of work life has directly positive and significant effect on the performance of public services in the Department of Spatial Planning and the Building and Licensing Administration Office of Makassar.
2. Organizational commitment has directly positive and significant effect on the performance of public services at the Department of Spatial Planning and the Building and Licensing Administration Office of Makassar.
3. Quality of work life has positive and significant effect on the job satisfaction of the employees at the Department of Spatial Planning and the Building and Licensing Administration Office of Makassar.
4. Quality of work life has indirectly significant effect on the performance of public services through the job satisfaction of the employees at the department.

The Spatial Planning and Building and Licensing Administration Office in Makassar. No supported by empirical data and rejected.

### 4. Population and Sample

**4.1 Population.** This research takes as the research object the existing civil servants in the Department of Spatial Planning and the Building and Licensing Services Office in Makassar City. In this case all employees are

required to have a high performance in carrying out their duties so as to provide optimum service, efficiently, and effectively to the public.

In this study population is the employees of the Department of Spatial Planning and the Building and Licensing Administration Office in Makassar City consisting of 200 people (data in 2012).

**4.2 Sample.** The sample of this research is the entire population, namely all employees in Spatial Planning and Building and Licensing Administration Office in Makassar City consisting of 200 people. The research method used in this research is census method where the entire population becomes the research sample. Because the number of samples based on the opinion of Singgih Santoso (2009:71) that the total sample of 200 is generally accepted as a representative sample in SEM analysis.

## 5. Research Result

### 5.1 Quality of Work Life

The result of CFA test of quality of work life variables towards the overall models covering: growth and development (X1.1), participation (x1.2), innovative rewards (X1.3) and work environment (X1.4) is presented in table 2 below.

Table 2. The Estimation result of Standardized Loading Factor for Variable of Quality of Work Life (X1)

Indicators	Estimation	P_values	Means	Deviation Standards	
				Min	Max
X1.1	0.642	Fix	4.01	0.000	2.31
X1.2	0.714	<0.001	3.70	0.000	2.31
X1.3	0.659	<0.001	3.86	0.000	2.31
X1.4	0.720	<0.001	4.00	0.000	2.31

The table 2 above shows that the estimation of Loading factor for quality of work life variable (X1) is the largest given to indicator X1.4 (= 0.720), but estimation of means of the indicators from variable of quality of work life factor (X1), the largest is given by the indicator X1.1 (= 4.01).

Loading factor ( $\lambda$ ), the indicator variable measurement of quality of work life in table 2 shows the test results of indicator variable measurement model of quality of work life of each indicators that describe the construct, especially the latent variables (unobserved variable), so that all the indicators included in subsequent test.

### 5.2 Organizational Commitment

To find out the variable that can be used as an indicator of organizational commitment can be observed from the value of loading factor or coefficient lambda ( $\lambda$ ) and its level of significance, which reflect each variable as an indicator of organizational commitment. Summary of estimated value of Standardized Loading Factor and means estimation of indicator for variable of organizational commitment factor (X2) is presented in table 3.

Table 3. Estimation Results of Standardized Loading Factor for Organizational Commitment Variable (X2)

Indicators	Estimation	P_values	Means	Standard of Deviation	
				Min	Max
X2.1	0.828	Fix	3.87	0.000	2.31
X2.2	0.675	<0.001	3.89	0.000	2.31
X2.3	0.697	<0.001	3.88	0.000	2.31

The table 3 above shows that for estimation of Loading factor for variable of organizational commitment factor (X2), the largest is given to indicator X2.1 (= 0.828), but for the means estimation of the variable of organizational commitment factor (X2), the largest is given by the indicator X2.2 (= 3.89).

### 5.3 Job Satisfaction

Summary of estimated value of Standardized Loading factor and means estimation of indicator for job satisfaction factor variable (Y1) is presented in table 4.

Table 4. Estimation Results of Standardized Loading Factor for Job Satisfaction Variable (Y1)

Indicator	Estimation	P_value	Means	Standard of Deviation	
				Min	Max
Y1.1	0.609	Fix	3.98	0.000	2.31
Y1.2	0.722	<0.001	3.80	0.000	2.31
Y1.3	0.735	<0.001	3.90	0.000	2.31
Y1.4	0.780	<0.001	3.90	0.000	2.31

Table 4 above shows that the estimation result of loading factor for variable of job satisfaction factor (Y1) is given for the largest to indicator of Y1.4 (= 0.780), but the means estimation of indicators of job satisfaction factor variable (Y1) is given for the largest by the indicator of Y1.1 (= 3,98).

Loading factor ( $\lambda$ ) of variable measurement of job satisfaction indicator in table 4 presents the test result of measurement model of job satisfaction indicator variable of each indicator that denotes the construct, especially the latent variable (unobserved variable), that all indicators included in subsequent test.

#### 5.4 Public Service Performance

Summary of estimated value of standardized loading factor and means estimation of indicator of the variable of public service performance factor (Y2) is presented in table 5.

Table 5. Estimation Results of Standardized Loading Factor for Variable of Public Service Performance Factor (Y2)

Indicator	Estimation	P_value	Means	Standard of Deviation	
				Min	Max
Y2.1	0.764	Fix	3.94	0.000	2.31
Y2.2	0.838	<0.001	3.90	0.000	2.31
Y2.3	0.750	<0.001	3.86	0.000	2.31
Y2.4	0.622	<0.001	4.01	0.000	2.31

Table 5 above shows that the estimation result of loading factor for variable of public service performance factor (Y2) is given for the largest to the indicator of Y2.2 (= 0.838) but means estimation of the indicator of the variable of public service performance factor (Y2) is for the largest given by Y2.4 indicator (= 4,01).

Loading factor ( $\lambda$ ) of variable measurement of the variables of performance of public services indicator in table 5 shows the test results of the measurement model of the variable of public service performance indicator of each indicator that describes the construct, especially the latent variables (unobserved variable), so that all indicators included in subsequent testing.

#### 5.5 Research Findings

The findings of research on the effect of quality of work life and organizational Commitment towards job satisfaction in improving public service performance are as follows:

1. Quality of work life has insignificant effect towards job satisfaction.
2. Organizational commitment has significant influence towards job satisfaction.
3. Quality of work life has insignificant effect towards public service performance
4. Organizational commitment has insignificant effect towards public service performance
5. Job satisfaction has significant effect towards public service performance
6. Quality of work life has insignificant effect towards public service performance through job satisfaction.
7. Organizational commitment has significant effect towards public service performance through job satisfaction.

#### 5.6 Limitations of Research

1. Assessing service performance conducted by employees as respondent. The respondents were employees at all levels with the same standard of performance assessment. In fact, the performance assessment criteria differs from one employee to another, so the questions in questionnaire become less precise.

2. Getting back the whole questionnaires from respondents needs long time and be an obstacle for data processing. 25 out of 225 sheets of questionnaires distributed to selected respondents were not eligible to be processed as some questions that must be completed in alternate respondent sought a replacement. This happens due to respondents not understanding the meaning of the questions in the questionnaire.

## 6. Conclusion

1. Quality of Work Life has no direct effect towards public services performance and job satisfaction, but it has an important correlation to organizational commitment.
2. Organizational commitment has no direct effect towards public services performance, but it has indirect effect through job satisfaction.
3. Quality of work life and organizational commitment have no direct effect towards public service performance but both can give significant contribution through job satisfaction.

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