

The Role of Quality of Work Life and Job Satisfaction in Mediating the Influence of Organizational Justice on Employee Commitment

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Abstract: This study aims to determine the role of quality of work life and job satisfaction in mediating the influence of organizational justice on employee commitment at the UPTD Puskesmas Dawan II, Klungkung Regency. The population used in this study was 69 employees, the sample in this study was 69 employees. The data analysis technique used was Partial Least Square (PLS) using Smart PLS 4.0.9 software. The results of this study indicate that organizational justice has a positive and significant direct effect on employee commitment. Organizational justice has a positive and significant direct effect on the quality of work life. Organizational justice has a positive and significant direct effect on job satisfaction. The quality of work life has a positive and significant direct effect on employee commitment. Job satisfaction has a positive and significant direct effect on employee commitment. The quality of work life is able to partially mediate the effect of organizational justice on employee commitment. Job satisfaction is able to partially mediate the effect of organizational justice on employee commitment. It is recommended that employees are able to increase their self-confidence, and the company must be able to regulate employee working hours to suit the company's expectations, job satisfaction as one of the considerations in efforts to increase employee commitment.

Keywords: Employee Commitment, Job Satisfaction, Organizational Justice, Quality of Work Life

A. Introduction

Human resource management (HRM) is a process that involves various aspects of managing employees, laborers, managers, and other workers to support organizational activities in order to achieve predetermined goals (Aruldoss et al., 2021).

Improving employee commitment is very important to ensure the sustainability of quality services at the Health Center. Employee commitment includes interest in the goals, values, and objectives of the organization, as well as a willingness to work for the benefit of the organization (Fatima et al., 2020). This increase in commitment is influenced

by various factors, including organizational justice, quality of work life, and job satisfaction (Gori et al., 2020).

In the context of health services, increasing employee commitment is very important to ensure the continuity of quality services at the Health Center. Employee commitment, which includes interest in the goals, values, and objectives of the organization, and a willingness to make efforts for the benefit of the organization, is a key factor in organizational success (Sumarsi & Rizal, 2022). This increase in commitment is influenced by various factors, including organizational justice, quality of work life, and job satisfaction (Mulang, 2022).

Organizational justice, namely employee perceptions of fair treatment in the workplace, has been shown to influence employee commitment. Research shows that organizational justice has a positive effect on employee commitment (Aggarwal et al., 2022). However, some studies show conflicting results, such as the negative effect of organizational justice on employee commitment (Jufrizen & Kandhita, 2021).

Employees who feel they are treated fairly tend to have a higher commitment to the organization. Organizational justice is the employee's perception of fair treatment in the decision-making process and distribution of results (Koyuncu & Demirhan, 2021). Employees who feel fair in this process tend to show higher performance, better work attitudes, and lower stress levels. Organizational justice is one of the important factors that influence employee commitment. Employees who feel fair in the organization are more likely to remain part of the organization and have a higher commitment (Ahmad & Raja, 2021). If employees feel unfair, their commitment will decrease. Research shows that organizational commitment has a negative effect on turnover intentions, namely committed employees are more likely to stay in the organization and not look for other jobs (Rahman & Karim, 2022).

In the context of health services, increasing employee commitment is essential to ensure the continuity of quality services. Organizational justice can increase employee commitment by ensuring that every employee is treated fairly and transparently (Riadiono et al., 2024). Organizational justice is an important factor influencing employee commitment, and proper implementation can increase employee commitment in the organization, including in the health service sector (Djunaidi & Jaya, 2024).

In addition, the quality of work life, which involves comfortable working conditions and pleasant work experiences, also plays an important role in increasing employee commitment. Comfortable working conditions such as a healthy working environment, adequate facilities, and good work equipment can increase employee comfort and satisfaction. This can affect employee commitment because employees who feel

comfortable will be more likely to stay working and contribute positively. A pleasant work experience can be obtained through effective training, constructive feedback, and opportunities for career development. Employees who feel stimulated and educated will be more likely to have a higher commitment to the organization (Joko et al., 2024).

Quality of work life is one of the important factors that influence employee commitment. Employees who feel comfortable and stimulated in the work environment will be more likely to have higher commitment (Mohammadi et al., 2022). Good quality of work life can increase job satisfaction, reduce stress levels, and increase employee motivation, which can have a positive impact on employee performance and commitment (Nanjundeswaraswamy, 2023). In the context of health services, increasing employee commitment is very important to ensure the continuity of quality services. A comfortable quality of work life and a pleasant work experience can increase employee commitment by ensuring that each employee is given a supportive and adequate work environment. The quality of work life which includes comfortable working conditions and a pleasant work experience does play an important role in increasing employee commitment, especially in the context of health services.

Studies show that the quality of work life has a positive effect on employee commitment (Pathardikar et al., 2023), although there are some conflicting results (AlMazrouei & Zacca, 2021). Job satisfaction, which is a positive feeling towards work, also affects employee commitment. Employees who are satisfied with their jobs tend to show high enthusiasm and commitment to the organization (Jehanzeb & Mohanty, 2020). However, some studies show a negative effect of job satisfaction on employee commitment (Ashutosh, 2020). In UPTD Puskesmas Dawan II, there was a decrease in employee commitment as seen from the increase in the number of employee complaints and absences. In the context of health care, increasing job satisfaction can increase employee commitment. This can be done by paying attention to and increasing salary satisfaction, promotions, communication between superiors and subordinates, and establishing harmonious relationships between co-workers.

The high absence and complaints indicate that employees are less committed and their performance is still far from expectations. Based on this background, the formulation of the research problem includes: does organizational justice affect employee commitment; does organizational justice affect the quality of work life; does organizational justice affect job satisfaction; does quality of work life affect employee commitment; does job satisfaction affect employee commitment; does quality of work life affect job satisfaction; does organizational justice affect employee commitment with quality of work life as a mediating variable; and does organizational justice affect employee commitment with job satisfaction as a mediating variable.

Based on the formulation of the problem explained, organizational justice has a positive effect on employee commitment. Employees who feel treated fairly tend to have a higher commitment to the organization. Research shows that organizational justice can increase employee commitment by ensuring that each employee is treated fairly and transparently. A comfortable quality of work life and a pleasant work experience also play an important role in increasing employee commitment. Employees who feel comfortable and stimulated in the work environment will be more likely to have a higher commitment. Positive influence on employee commitment. Satisfied employees are more committed and loyal because psychologically they feel more cared for by the company. A good quality of work life can increase job satisfaction, which in turn can increase employee commitment. High job satisfaction can be seen from the positive attitude of employees towards work and the work environment. Organizational justice can affect employee commitment through the quality of work life and job satisfaction as mediating variables. Employees who feel fair in the organization will be more likely to have a higher commitment, which can then increase job satisfaction and the quality of work life.

B. Methods

This study uses a quantitative approach. The population in this study were all employees at the UPTD Puskesmas Dawan II, Klungkung Regency, totaling 69 employees. The sample selection method used in this study is the saturated sample method (Sugiyono, 2017). The saturated sample determination technique where all employees are sampled. The number of samples in this study was 69 employees.

In this study, inferential analysis was carried out using Smart PLS to test the measurement and structural models of the 54 collected questionnaires. This method applies Structural Equation Modeling (SEM) based on variance with Partial Least Square (PLS), in accordance with the characteristics of the recursive model and latent variable indicators that are formative, reflective, or mixed. PLS divides the analysis into two parts: a structural model (inner model) that shows the relationship between latent variables, and a measurement model (outer model) that assesses the validity and reliability of the indicators. The steps in PLS analysis include developing a theory-based model, creating a flowchart, evaluating goodness of fit, and testing convergent and discriminant validity, and reliability. The model is evaluated with R-square to see how well the model explains the dependent variable and Q-square to assess its predictive relevance.

The steps in this study using a quantitative approach are as follows: Selection of the population of all employees at the UPTD Puskesmas Dawan II Klungkung Regency totaling 69 employees. The sample uses a saturated sample method, all samples are used, so that the number of samples is 69 employees. Data were collected using a questionnaire. In this study, 54 questionnaires were successfully collected from respondents. Inferential

analysis was carried out using Smart PLS to test the measurement model and structural model. Assesses the validity and reliability of latent variable indicators. Tests the relationship between latent variables in a recursive model and latent variable indicators that can be formative, reflective, or mixed.

C. Results and Discussion

Dawan District, Klungkung Regency, Bali, has an area of 37.38 km² with a population of 35,054 people and consists of 12 villages. This district has two health centers, namely UPTD Dawan Health Center I and II. UPTD Dawan Health Center II is located in Gunaksa Village, and serves five villages with 21 hamlets, equipped with various health facilities and medical personnel. In the study, the instruments used were tested for validity and reliability. The results of the validity test showed that all statement items in the research instrument were valid with a correlation coefficient above 0.30. The reliability test showed a Cronbach Alpha value above 0.60, indicating that the instrument was reliable. Descriptive analysis showed that the characteristics of the respondents consisted of 56% women and 44% men. The majority of respondents were aged 26-35 years (47.8%), had a diploma education (59.4%), and had worked for 6-10 years (33.3%). This shows the dominance of women in the health sector, with productive age and diploma education being more common in UPTD Puskesmas Dawan II. The results of the study indicate that organizational justice has a positive and significant influence on employee commitment in UPTD Puskesmas Dawan II, Klungkung Regency. The higher the level of organizational justice, the higher the employee commitment. This finding emphasizes the importance of management to pay attention to organizational justice in increasing employee commitment. This study is in line with various previous studies stating that organizational justice can increase employee commitment. In addition, the study also found that organizational justice has a positive and significant effect on the quality of work life. In other words, better justice in the organization has the potential to improve the quality of employee work life. This finding suggests that management should focus on improving organizational justice to improve the quality of work life. This result is consistent with studies suggesting that organizational justice has a positive impact on the quality of work life. The results of this study can be seen in Figure 1, Figure 2, and Table 1 below.:

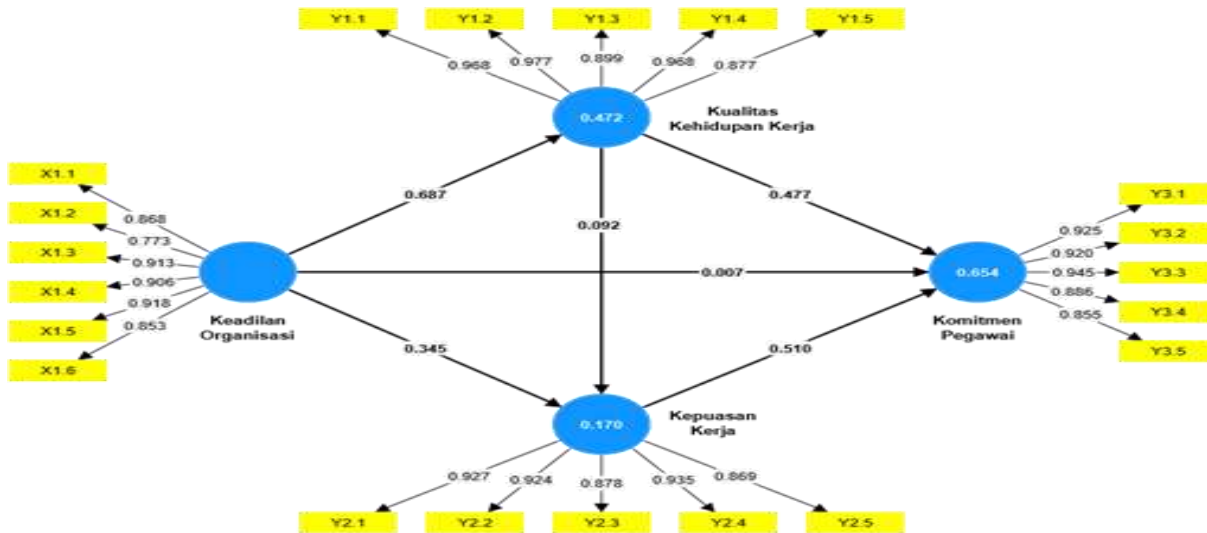


Figure 1. Outer Loading and Path Analysis Estimation Results

Female Dominance and Diploma Education in the Health Sector

Demographic data shows that the majority of respondents are women (56%) and are of productive age, between 26-35 years. Most employees also have a diploma education (59.4%) and have worked for 6-10 years. The dominance of women in the health sector is in line with the general trend in Indonesia, where health professions are often dominated by women. The dominant diploma education also shows that medical personnel at the Dawan II Health Center UPTD have qualifications that are relevant to health tasks.

Validity and Reliability of Research Instruments

The results of the validity and reliability tests indicate that the instruments used in this study are quite strong. The correlation coefficient above 0.30 indicates that the items in the questionnaire have a fairly high correlation with the concept being measured, while the Cronbach Alpha value above 0.60 indicates that the instrument can be relied on to measure the variables studied consistently.

The Influence of Organizational Justice on Employee Commitment

The results of the study indicate that organizational justice has a positive and significant influence on employee commitment. This means that when employees feel that they are treated fairly in terms of resource distribution, procedures, and interactions in the workplace, they tend to show a higher level of commitment to the organization. This is consistent with existing theories and previous research findings that indicate that organizational justice is a key factor in building employee commitment.

Organizational Justice and Quality of Work Life

In addition to influencing commitment, this study also found that organizational justice contributes significantly to improving the quality of work life. Good quality of work life includes employees' feelings about their well-being at work, including aspects such as job satisfaction, work-life balance, and job security. Thus, fairness in job distribution, decision-making, and interpersonal interactions play an important role in creating a work environment that supports employee well-being.

Practical Implications

For the management of UPTD Puskesmas Dawan II, this finding confirms the importance of paying attention to organizational justice as a strategy to improve employee commitment and quality of work life. Management should focus on implementing fair and transparent policies in all operational aspects, including performance appraisal, task distribution, and internal communication. Thus, the organization can create a more positive and productive work environment. Overall, this study provides empirical evidence supporting the importance of organizational justice in improving employee commitment and quality of work life in the health sector, especially in the UPTD Puskesmas Dawan II environment. This finding is also consistent with previous studies that underline the important role of organizational justice in the context of human resource management.

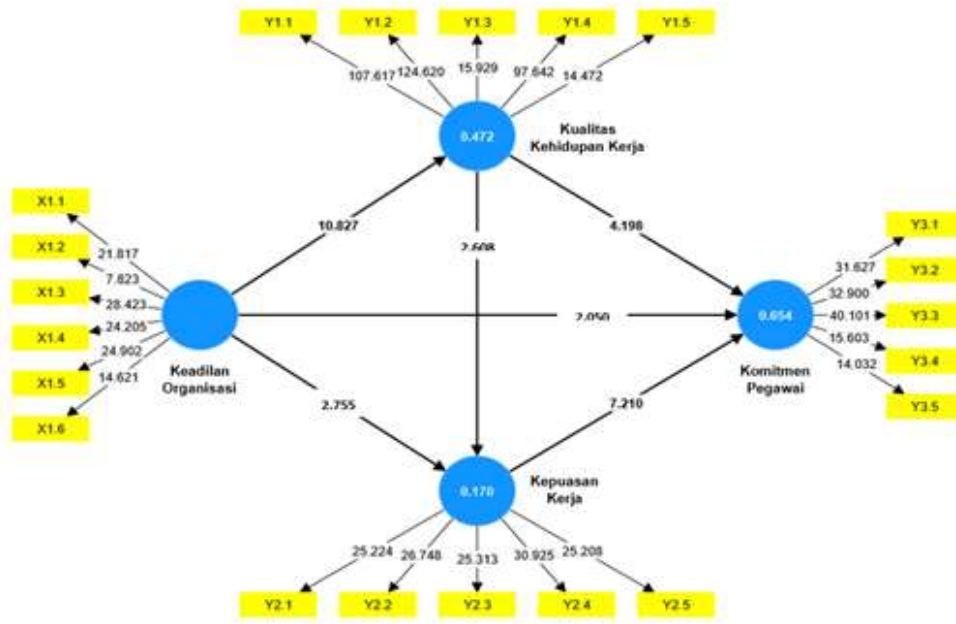


Figure 2. Bootstrapping (Statistical Test)

Table 1. Results of Direct Effect Testing

	Original	T statistic	P-Value	Information
Organizational Justice -> Employee Commitment	0.507	2.050	0.000	H ₁ Accepted
Organizational Justice -> Quality of Work Life	0.687	10.827	0.000	H ₂ Accepted
Organizational Justice -> Job Satisfaction	0.345	2.755	0.009	H ₃ Accepted
Quality of Work Life -> Employee Commitment	0.477	4.198	0.000	H ₄ Accepted
Job Satisfaction -> Employee Commitment	0.510	7.210	0.000	H ₅ Accepted
Quality of Work Life -> Job Satisfaction	0.092	2.608	0.043	H ₆ Accepted

Source: Data processing results

Figure 1, Figure 2, and Table 1, reveal that organizational justice positively and significantly affects job satisfaction. This means that better justice in the organization can increase employee job satisfaction. This finding shows the importance of management in paying attention to organizational justice to increase job satisfaction. This study supports the results of other studies that show that organizational justice contributes to job satisfaction. Job satisfaction, in turn, also has a positive and significant effect on employee commitment. Employees who are satisfied with their jobs tend to have a higher commitment to the organization. This finding indicates that to increase employee commitment, management must pay attention to job satisfaction. This study is in line with the results of other studies that state that job satisfaction contributes to employee commitment. Furthermore, the study shows that the quality of work life mediates the relationship between organizational justice and employee commitment partially. This means that good organizational justice, supported by adequate quality of work life, can increase employee commitment. This provides a clue for management to focus on organizational justice as well as the quality of work life to increase employee commitment. The study also found that job satisfaction mediates the relationship between organizational justice and employee commitment partially. Good organizational justice, if balanced with high job satisfaction, can increase employee commitment. These findings suggest the importance of considering both organizational justice and job satisfaction in an effort to improve employee commitment. The theoretical implications of this study indicate that these findings clarify the role of quality of work life and job satisfaction in mediating the influence of organizational justice on employee commitment. This study opens up opportunities for further research by adding other variables and expanding the sample. The practical implications of this study recommend that management pay more attention to aspects of organizational justice, quality of work

life, and job satisfaction to improve employee commitment. This study also revealed several limitations, such as the use of manual questionnaires that may affect the privacy of answers, limited samples, and measurement scales that may not fully represent the characteristics of government employees. Future research is advised to use more efficient methods and expand the sample and develop more appropriate measurement scales.

The Influence of Organizational Justice on Job Satisfaction

The results of the study indicate that organizational justice has a positive and significant effect on job satisfaction. This means that employees who feel treated fairly by their organization tend to feel more satisfied with their jobs. This situation emphasizes the importance of management to ensure that organizational policies and practices are carried out in a fair manner, including aspects such as resource distribution, performance appraisal procedures, and interpersonal relationships in the workplace.

Job Satisfaction and Employee Commitment

The findings also show that job satisfaction has a positive and significant effect on employee commitment. Employees who are satisfied with their jobs tend to have a higher commitment to the organization, meaning they are more likely to stay with the organization and support its goals. This suggests that management should pay attention to factors that contribute to job satisfaction, such as a positive work environment, work-life balance, and fair rewards.

Mediating Role of Quality of Work Life

The study also found that quality of work life mediates the relationship between organizational justice and employee commitment. This means that although organizational justice has a direct impact on employee commitment, this impact can be strengthened by the presence of good quality of work life. Quality of work life includes aspects such as well-being, job security, and career development opportunities. Management needs to focus on improving the quality of work life as a strategy to strengthen employee commitment.

Mediating Role of Job Satisfaction

In addition, job satisfaction also mediates the relationship between organizational justice and employee commitment. This shows that good organizational justice, when accompanied by high job satisfaction, can significantly increase employee commitment. This indicates that management should not only ensure organizational justice but also maintain employee job satisfaction as an important step in increasing commitment.

Theoretical Implication

Theoretically, this study makes it clear that quality of work life and job satisfaction play an important role as mediators in the relationship between organizational justice and employee commitment. This opens up opportunities for further research to explore other variables that may play a role in this relationship, as well as to expand the sample and research context to other sectors or organizations.

Practical Implications

Practically, these findings provide recommendations to management to focus more on improving organizational justice, quality of work life, and job satisfaction as strategies to increase employee commitment. This is very relevant in efforts to retain loyal and productive employees, which will ultimately support the overall success of the organization.

Research Limitations

This study also notes several limitations, such as the use of manual questionnaires that may affect the privacy of respondents' answers, as well as the sample being limited to one UPTD Puskesmas, which may not fully represent government employees in general. For future research, it is recommended to use more efficient data collection methods, expand the sample, and develop more representative and relevant measurement scales. Overall, this study provides important insights for management in an effort to improve employee commitment through organizational justice, job satisfaction, and quality of work life. These findings are in line with previous research and provide a strong basis for developing effective management strategies in the future.

D. Conclusion

Based on the results of the study, it can be concluded that organizational justice, quality of work life, and job satisfaction have a significant effect on employee commitment at the UPTD Puskesmas Dawan II, Klungkung Regency. Organizational justice increases employee commitment, quality of work life, and job satisfaction positively and significantly, while quality of work life and job satisfaction also have a significant impact on employee commitment. In addition, organizational justice is able to increase employee commitment through the mediation of quality of work life and job satisfaction. Therefore, management needs to pay attention to fairness in promotion opportunities and provide regular training to meet company expectations and increase employee commitment. Management must also ensure appropriate and fair compensation to reduce the need for overtime that reduces family time, and provide promotion opportunities for high-

performing employees to increase employee satisfaction and commitment. Further researchers can use a longitudinal approach to replicate this research model in other companies and add new variables or indicators for further development.

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