

## RESEARCH ARTICLE



# Creating Quality of Work Life and Organizational Commitment: The Mediating Role of Job Satisfaction on Staff Performance

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**Abstract:** This study aimed to examine the impact of quality of work life (QWL) and organizational commitment (OC) on job performance (JP), using job satisfaction (JS) as a mediating variable. This study's population was the PT Asia Pacific Fibers Kendal staff. The number of samples used in this study is 211 PT Asia Pacific Fibers Kendal employees. A questionnaire was used to collect data. The results showed that QWL and OC have a positive and significant effect on JP, while JS has no significant effect on JP. Results also show that JS does not mediate the effect of QWL and OC. Suggestions that can be given are to conduct gathering and kinship activities that can help staff help each other in completing tasks, and companies must provide appropriate responsibilities, authority, and opportunities to staff so that staff feel they have the opportunity to apply various skills that can improve the quality of their work life and OC.

**Keywords:** job performance, quality of work life, organizational commitment, job satisfaction

## 1. Introduction

Every organization strives to obtain essential human resources to meet its goals [1]. The role of HR has evolved from a mere production factor to a critical element in realizing company objectives [2]. This transformation underscores the theoretical significance of human resource (HR) management in contemporary organizational studies, as it addresses gaps in existing literature regarding the strategic role of HR in enhancing organizational performance. By integrating theories such as social exchange theory, this study highlights how HR practices can foster a supportive work environment that not only attracts but also retains talent, thereby contributing to the overall success of the organization [3]. HR is essential in building a company and ensuring smooth operations. It effectively and efficiently manages various functions, including recruiting, developing, and retaining competent staff to support the firm's goals and objectives [4].

Furthermore, HR is essential in cultivating a positive and efficient workplace atmosphere. Thus, HR is not only an asset but also a key driver in achieving organizational success. The achievement of tasks by individuals or groups within a company, in accordance with their authority and responsibilities, is referred to as performance [5]. Understanding the effectiveness of performance through social exchange theory posits that fostering a higher quality of work life (QWL) leads employees to improve performance in return for the comfort it provides. This shift in HR's role from a mere production factor to a crucial element in realizing organizational objectives is

significant in addressing the theoretical gaps identified in previous research [6].

Additionally, employees demonstrate their dedication to the organization through their hard work and loyalty, responding to benefits such as salary and social-emotional rewards, which subsequently enhance job performance (JP) [7]. Performance effectiveness is influenced by internal employee factors, such as organizational commitment (OC) [8] and job satisfaction (JS) [9]. Conversely, factors provided by the company include organizational culture [10], skill development [11], and QWL [12].

Enhancing QWL is regarded as a crucial HR initiative that significantly boosts JP in organizations [13]. A growing number of organizations are recognizing the critical role of enhancing employees' QWL. This approach not only promotes workforce well-being but also significantly influences an organization's competitiveness, innovation, and overall performance [5]. Studies indicate that improving QWL can directly affect a company's success in acquiring and maintaining elite personnel. While employees are content with QWL and have access to supportive resources, they tend to be more motivated, loyal, and adaptable—key attributes for maintaining a competitive edge [14].

In addition to QWL, OC also influences JP. OC is founded on the principle that workers can positively influence the organization and enhance their own capabilities [15]. It is an important component in assessing an employee's productivity and performance within an organization. Committed employees tend to work harder, stay longer, and contribute more significantly to organizational goals [16]. Research by Samagaio and Felício [17] shows that when workers demonstrate a strong dedication to their company, they feel a connection and resonance with the goals of the organization. This commitment leads to positive actions that benefit the organization, such as improved JP and lower absenteeism and

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turnover rates, which are associated with organizational citizenship practice.

Nguyen and Ha [18] state that OC includes an employee's emotional link, identity, and engagement with the organization. Those with strong commitment experience a sense of belonging and ensure consistency with the objectives of the organization. Such commitment is nurtured when employees trust that the organization can satisfy their needs and objectives [19]. A variety of things influence commitment to an organization. Research by Liu [20] indicates that when employees believe their organization can help them achieve their needs and goals, their commitment tends to grow. Conversely, if the organization falls short of meeting their expectations, this commitment may wane. OC describes the extent to which an employee feels a sense of belonging to their organization and wishes to stay engaged with it. This psychological state encourages individuals to pursue actions that support organizational goals and is marked by positive emotions, self-identification, and a strong desire to stay with the organization [21].

The application of JS as a moderating variable is based on previous studies. Some previous studies that discuss JS as a mediator in the interaction between QWL and job performance have found mixed results [22]. While JS may not always directly impact organizational outcomes, it can still serve as an important mediating factor that reflects the employee's overall sentiment toward their work and working conditions [23]. Researchers have suggested that the relationship between QWL and JP can be better understood by considering the potential mediating effect of JS [24].

JS has a moderating function in the link between OC and JP, as supported by Indrayani et al. [25], who discovered that JS affects JP through OC. Similarly, Bharathi [26] found that JS mediates the effect of OC on JP. In contrast, Susilo and Nugroho [27] found that JS does not influence the relationship between OC and JP. These varying findings indicate inconsistencies in the research results.

The aim of the study is to find the influence of QWL and OC on JP. JS serves as a mediator that is included in the research model.

## 2. Literature Review

### 2.1. Theoretical framework

#### 2.1.1. Job performance

The term JP relates to how a person performs the tasks and work expected in his or her position, in a company or institution, involving aspects such as quality, timeliness, and amount of work completed [28]. Based on de Carlo et al. [29] research, excellent performance is usually characterized by a diligent focus on specifics and methods of thinking to overcome problems. Top-performing employees usually demonstrate an understanding of their responsibilities at work, have the right skills, and are also dedicated to continuously improving JP [30].

#### 2.1.2. Quality of work life

To enhance the overall QWL for their employees, organizations need to focus on fostering a nurturing workplace atmosphere. Fostering a context that promotes a healthy QWL is essential to cultivate a culture where individuals can effectively juggle their professional responsibilities alongside their personal commitments without undue stress [31]. Organizations can also invest in professional development options, such as training and development programs, mentorship, and career promotion paths, to assist people in reaching their maximum potential. Farid et al. [32] state that cultivating positive relationships in the workplace is equally vital

because it fosters collaboration, mutual respect, and a feeling of community among employees. Organizations that focus on these qualities can build a more motivated, engaged, and productive staff.

#### 2.1.3. Organizational commitment

A key factor initiating a productive and happy workplace is OC. Corporations can develop and put into practice efficient methods to increase employee loyalty and engagement by understanding several aspects of commitment, including affective, continuance, and normative commitment, and identifying the elements that influence it [33]. This entails offering chances for professional advancement, recognizing and rewarding accomplishments, and maintaining open lines of communication [34].

#### 2.1.4. Job satisfaction

The nature of the work, connections with coworkers, pay, and prospects for advancement are just a few of the many variables that affect the complex idea of JS [35]. According to Edmans [36], employee JS is more likely to be higher in companies, emphasizing the importance of nurturing strong connections, fostering a supportive workplace atmosphere, and encouraging the personal and professional development of employees. Raising JS helps not just workers but also the organization's performance, staff retention, and general morale at work [37].

## 2.2. Hypothesis development

### 2.2.1. Effect of quality of work life on job performance

Building on previous research, Umeoji et al. [38] argue that improving QWL can significantly influence JP by enhancing employees' effectiveness, happiness, and motivation. Sirgy et al. [39] define QWL as a comprehensive set of workplace environments that meet employees' psychological, economic, and social demands, influencing their job commitment and performance. Thakur and Sharma [40] discovered that QWL is positively connected with JP, indicating that a supportive work environment boosts employee productivity and loyalty to the firm.

In line with these findings, Javanmardnejad et al. [41] contend that QWL affects JS, which is critical for JP. Furthermore, Lodh and Ghosh [42] state that employees with a high QWL are more likely to perform well at work and to be committed to the firm in the long run. This suggests that developing QWL can be a strategic way to improving JP.

**H1:** QWL has a positive and significant effect on JP

### 2.2.2. Effect of organizational commitment on job performance

Employees with a high QWL tend to be more committed, which increases their performance [39]. A favorable work atmosphere increases employee satisfaction and dedication, resulting in higher productivity and JP [43]. A poor work environment, on the other hand, might lead to disengagement and decreased performance levels.

Els et al. [44] found a substantial relationship between OC and JP, indicating that better working circumstances lead to increased OC and, as a result, better JP. Similarly, Ashwini and Indradevi [45] found that employees who demonstrate strong OC tend to deliver higher performance levels, underscoring the crucial role of QWL in fostering organizational achievement.

**H2:** OC has a positive and significant effect on JP

2.2.3. Effect of quality of work life on job satisfaction

QWL is a crucial factor in establishing JS because it includes numerous elements that play a role in shaping an employee’s experience in the workplace [46]. QWL takes into account not just variables immediately related to the workplace, such as working conditions, supervisor assistance, and management techniques, but also broader personal factors, such as QWL and chances for personal improvement [47].

Employees who experience a high QWL are more likely to feel valued and happy with their function within the organization, resulting in positive attitudes and increased engagement [48]. This convergence of personal needs and work satisfaction promotes a sense of belonging and dedication to corporate goals, hence increasing overall JS [49].

**H3:** QWL has a positive and significant effect on JS

2.2.4. Effect of organizational commitment on job satisfaction

OC and JS are inextricably intertwined and impact one another at work. According to Meyer and Allen [50], JS frequently helps with the formation of OC among employees, as those who are content with their jobs are more likely to demonstrate a stronger allegiance to their organization. Furthermore, when employees believe their efforts are acknowledged and respected, they are more likely to feel dedicated to the organization’s aims and objectives [51].

According to Le et al. [52], high JS strengthens OC by fostering a positive emotional tie to the workplace. Porter et al. [53] found that JS has a considerable influence on OC, resulting in a more motivated and dedicated staff.

**H4:** OC has a positive and significant effect on JP

2.2.5. Effect of job satisfaction on job performance

The link between JS and JP is critical to organizational effectiveness and employee engagement. According to Wright and Cropanzano [54], JS is a favorable emotional reaction resulting from an appraisal of one’s professional experiences, which may have a significant influence on an employee’s motivation and productivity. Judge et al. [35] found that higher levels of JS lead to better JP because pleased individuals are more committed and effortful in their responsibilities.

Moreover, Ahmad et al. [55] discovered that firms with engaged employees, as measured by high JS, achieve higher performance outcomes, including greater corporate profitability. As a result, evaluating and improving JS can be a strategic approach for firms looking to improve JP and success [56]. This emphasizes the necessity of having a supportive work environment that fulfills employees’ goals and aspirations in order to promote JS and, as a result, improved JP.

**H5:** JS has a positive and significant effect on JP

2.2.6. Job satisfaction mediates the effect of quality of work life on job performance

JS acts as a key mediator in the link between QWL and JP. QWL describes how employees perceive their sense of security, comfort, and overall well-being within the work environment, which impacts JS [57]. Employees who perceive high QWL are more likely to report improved JS, which improves their performance [58]. Ruhana et al. [59] research found that attractive working circumstances not only increase employee morale but also favorably impact their devotion and productivity within the firm.

Furthermore, employees who believe their quality of life is consistent with their job standards report higher levels of satisfaction, which leads to better performance outcomes [60]. This shows

that improving QWL can result in a positive feedback loop in which higher JS moderates the impact of QWL on JP, eventually benefiting organizational productivity [41]. Thus, it is suggested that JS mediates the association between QWL and JP, emphasizing the significance of creating a supportive work environment in order to achieve peak performance levels.

**H6:** JS mediates the effect of QWL on JP positively and significantly

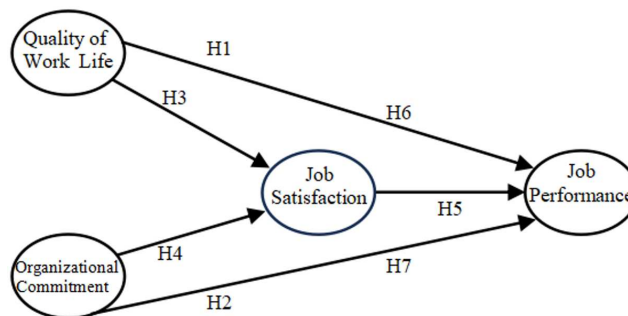
2.2.7. Job satisfaction mediates the effect of organizational commitment on job performance

JS has an additional role in mediating the relationship between OC and JP (Figure 1). Employees who are satisfied with their jobs report higher levels of well-being and contentment, which improves their performance [54]. According to Nagar [61], employees who are content with their occupations are more engaged and productive, whereas those who are unsatisfied may show a fall in performance and commitment. According to Dugguh and Dennis [62], the performance gap between satisfied and unsatisfied employees highlights the importance of fostering a supportive and encouraging workplace atmosphere.

According to Loan’s research [63], understanding how OC translates into performance requires a focus on JS as a mediator. Loan’s [63] findings show that JS is a crucial component that increases the impact of OC on JP indicators. Valaei and Rezaei [64] found that job happiness and work dedication indirectly influence performance, implying that firms should emphasize programs that improve these elements.

**H7:** JS mediates the effect of OC on JP positively and significantly

**Figure 1**  
**Framework research**



**3. Methodology**

**3.1. Research design**

This research adopts a quantitative approach based on positivism. The design focuses on examining the relationship between variables, specifically how independent variables influence the dependent variable. The study aims to investigate the direct and indirect effects of QWL and OC on JP, as well as the mediating role of JS in these relationships. The use of structural equation modeling (SEM) is particularly aligned with the study’s goals as it allows for the identification of mediation effects, providing a comprehensive understanding of the relationships among the variables. SEM is advantageous in this context because it can simultaneously assess

multiple relationships and the complex interplay between variables, which is essential for understanding mediation [65].

To ensure the robustness and validity of the results, the SEM analysis will be assessed using model fit criteria such as the outer loading, average variance extracted (AVE), Cronbach’s alpha (CA), and composite reliability (CR). An outer loading value between 0.5 and 0.6 is still considered acceptable, while an AVE value above 0.5 is generally considered acceptable. CA and CR are greater than 0.07, although the value of 0.60 is still acceptable. By applying these criteria, the study aims to provide a reliable analysis of the mediation effects and the overall model fit.

### 3.2. Participants

This research topic is centered on the concept of correlation or the link between two or more variables. Survey data is primary data acquired using a questionnaire. This study’s respondents were PT Asia Pacific Fibers Kendal employees, with up to 211 samples drawn from a total of 211 employees. The sampling approach made use of saturated samples.

### 3.3. Instruments

The indicators are assessed using a 5-point Likert scale, where 1 represents “strongly disagree” and 5 represents “strongly agree.” The analysis is conducted using SEM with the partial least squares (SEM-PLS) approach, which is powered by SmartPLS 3.0.

Parker and Kulik [66] created a five-item self-rated performance scale to assess JP. The QWL variable was measured using 5 indicators from Zin [67]: growth and development, involvement, physical environment, supervision, and social relevance, for a total of 13 questions. Clay et al. [68] designed 11 measures to assess the OC variable. Raddaha et al. [69] created 4 indicators for measuring JS: extra perks, contingency, operating conditions, and communication, totaling 12 items (Table 1 [70]).

**Table 1**  
**Interpretation of the mean scale for belief, concern, and practice**

Description	Scale
Strongly Agree	5
Strongly Disagree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Research respondents, as indicated by the survey findings, can be interpreted that male research respondents totaled 197 staff, while the female research respondents totaled 17 employees; this shows that this company is dominated by male respondents. In this case, the dominance of men in this job can result in bias, as gender bias occurs in male-dominated jobs. Research respondents based on age are mostly at the age of >40 years. This indicates that the majority of the staff fall into the category of being at a mature age as well as having experience and having a deeper understanding of various aspects of life at work (Table 2).

## 4. Results

### 4.1. Feasibility test of research instruments

#### 4.1.1. Instrument validity

The instrument proves to be convergently valid and can be measured using the outer loading value and AVE value. An indicator or coefficient associated with a loading value between 0.5 and 0.6 is still considered acceptable, while the AVE value should exceed 0.5 [65]. Meanwhile, the research instrument meets discriminant validity if the outer loading value of the indicator for a construct is at least 0.7 or must be greater than the construct’s outer loading value [71]. According to the test outcomes, the square root of the AVE for each construct is the highest in this study; the correlation between this construct and other constructs is evident, ensuring that all research indicators demonstrate strong discriminant validity.

#### 4.1.2. Instrument reliability

Reliability in PLS analysis is assessed through two key metrics: CA and CR. CA assesses the maximum reliability of a construct by the value of CA, while CR examines the true reliability level of the construct [72]. To analyze the reliability of the questionnaire, CR and CA techniques are employed. The rule of thumb for CR and CA is >0.07, although the value of 0.60 is still acceptable [73].

Considering the loadings of factor and AVE value contained in Table 3, there are instruments (items) used in this study that do not meet convergent validity. A measurement model is considered reliable when the outer loading value exceeds 0.60 and the AVE value surpasses 0.50. This means that these instruments and variables account for less than 50% of the indicator variables. The instruments (items) deleted in this study, because they were invalid, were four items. Instruments (items) that do not meet convergent validity consist of X1.7, X1.8, X1.9, and Z.9.

According to the findings in Table 3, all constructs have a CA value and CR value both exceeding 0.70. This implies that each item in the statements can become a consistent and reliable measuring instrument.

#### 4.1.3. Coefficient of determination

The coefficient of determination ( $R^2$ ) ranges from 0 to 1, with details of the  $R^2$  value close to 1, indicating greater predictive accuracy. Meanwhile, a value of  $R^2$  near 0 suggests that the accuracy of predictions is decreasing.  $R^2$  values of 0.75, 0.50, and 0.25 are interpreted as having a substantial (strong), moderate, and weak influence [74]. This study presents the  $R^2$  values as shown in Table 4.

Referring to the information presented in the table, the R-squared ( $R^2$ ) value, when multiplied by 100%, indicates that the coefficient of determination for JP is 57% and JS is 70%. Based on these findings, it can be inferred that 57% of the variation in JP is attributable to QWL and OC, while the remaining 23% is explained by other variables outside the analysis model, and 70% of the variation in JP value can be explained by QWL and OC, with the other 30% accounted for by different factors variables outside the evaluation framework.

### 4.2. Hypothesis test

Analyzing the hypotheses in the context of this study uses the SEM-PLS method with the SmartPLS 3 program. Hypothesis testing is done by looking at the original sample value and *t*-statistic. The original sample value is used to see the direction of the positive

**Table 2**  
**Characteristics of respondents**

Classification	Options	Frequency	Percentage
Gender	Male	194	91.94%
	Female	17	8.06%
	Total	211	100%
Department	Department A	95	45.50%
	Department B	55	26.07%
	Department C	60	28.44%
	Total	211	100%
Age Range	<25	21	9.95%
	25–30	56	26.54%
	31–35	36	17.06%
	36–40	27	12.80%
	>40	71	33.65%
	Total	211	100%
Education Background	High School	53	25.12%
	Diploma	47	22.27%
	Undergraduate	109	51.66%
	Master’s and PhD degrees	2	0.95%
	Total	211	100%
Length of Work	<1	3	1.42%
	1–3	28	13.27%
	4–6	50	23.70%
	7–9	41	19.43%
	>10	89	42.18%
	Total	211	100%

or negative relationship. The *t*-statistic value is used to determine the effect between significant variables, provided that the *t*-statistic value is > 1.96 at the 5% significance level [75].

The analysis reveals an original sample value of 0.287, a *t*-statistic of 2.752 greater than 1.96, and a *p*-value of 0.006 (less than 0.050), confirming that H1, which posits that “Quality of Work Life positively and significantly impacts Job Performance,” is supported.

For H2, with an original sample value of 0.261, a *t*-statistic of 2.834 > 1.96, and a *p*-value of 0.005 < 0.050, the hypothesis stating “Organizational Commitment has a positive and significant effect on Job Performance” is also accepted.

An original sample value of 0.556, a *t*-statistic of 9.319 > 1.96, and a *p*-value of 0.000 < 0.050 substantiate H3, indicating that “Quality of Work Life positively and significantly affects Job Satisfaction” is approved.

Similarly, H4, which proposes that “Organizational Commitment has a positive and significant effect on Job Satisfaction,” is validated by an original sample value of 0.339, a *t*-statistic of 5.419 > 1.96, and a *p*-value of 0.000 < 0.050 is accepted.

On the contrary, H5, suggesting “Job Satisfaction positively and significantly affects Job Performance,” is not supported due to an original sample value of 0.113, a *t*-statistic of 0.894 < 1.96, and a *p*-value of 0.372 > 0.050.

H6, which claims that “Job Satisfaction mediates the relationship between Quality of Work Life and Job Performance positively and significantly,” is rejected with an original sample value of 0.063, a *t*-statistic of 0.871 < 1.96, and a *p*-value of 0.384 > 0.050.

Lastly, H7, asserting that “Job Satisfaction mediates Organizational Commitment’s effect on Job Performance positively and significantly,” is dismissed as well, shown by an original sample value of 0.038, a *t*-statistic of 0.043 < 1.96, and a *p*-value of 0.894 > 0.050.

The results of this study provide valuable insights into the dynamics of workplace factors and their impact on JP. The strong support for Hypotheses 1, 2, 3, and 4 highlights the importance of QWL and OC in fostering a productive and satisfied workforce. Specifically, the positive relationships identified between QWL and JP, as well as between OC and JP, underscore the critical role that a supportive work environment and a committed workforce play in enhancing staff output. Conversely, the lack of support for Hypotheses 5, 6, and 7 invites a reevaluation of the commonly held belief that JS directly translates to improved performance. This unexpected result suggests that while JS is undoubtedly important, it may not be the sole driver of JP. Future research could explore other mediating or moderating factors that influence this relationship, such as individual employee characteristics, team dynamics, or external market conditions. Longitudinal research can offer a more profound understanding of the ways in which these relationships develop as time progresses and under varying organizational contexts.

The findings emphasize the importance for organizations to implement a comprehensive strategy for employee management, recognizing that enhancing QWL and fostering OC are foundational to achieving high levels of JP (Figure 2). By focusing on these areas, organizations can foster a workforce that is more involved

**Table 3**  
**Scale and measurements**

Variables	Indicator	Construct	Cronbach's alpha	Outer loading	Composite reliability	AVE	
Job Performance [66]	Job Knowledge	Y.1	0.856	0.769	0.896	0.634	
	Interpersonal and Relational Skills	Y.2		0.795			
	Organizational Skills	Y.3		0.814			
	Efficiency	Y.4		0.819			
	Organizational Consciousness	Y.5		0.783			
	Growth and Development	X1.1		0.742			
Quality of Work Life [67]	Involvement	X1.2	0.903	0.803	0.918	0.568	
		X1.3		0.752			
		X1.4		0.754			
	Physical Environment	X1.5		0.738			
		X1.6		0.652			
		X1.7		0.582			
		X1.8		0.483			
	Supervision	X1.9		0.552			
		X1.10		0.67			
		X1.11		0.702			
		X1.12		0.73			
		X1.13		0.662			
	Organizational Commitment [68]	Social Relevance		X2.1			0.909
A Good Place to Work		X2.2	0.709				
Corporate Values		X2.3	0.749				
Part of the Company		X2.4	0.73				
Best Inspiration to Improve Performance		X2.5	0.729				
Loyal to Company		X2.6	0.754				
Choosing This Company		X2.7	0.732				
Agreeing to Company Policy		X2.8	0.689				
Caring about Company		X2.9	0.648				
This Company Is Best		X2.10	0.732				
Working Right Decision		X2.11	0.775				
A Good Place to Work		X2.12	0.707				
Job Satisfaction [69]	Extra Perks	Z.1	0.885	0.664	0.904	0.523	
		Z.2		0.641			
		Z.3		0.747			
	Contingency	Z.4		0.755			
		Z.5		0.718			
		Z.6		0.649			
	Working Conditions	Z.7		0.603			
		Z.8		0.659			
		Communication		Z.9			0.573
				Z.10			0.658
				Z.11			0.608
				Z.12			0.675

Figure 2  
Structural equation model testing

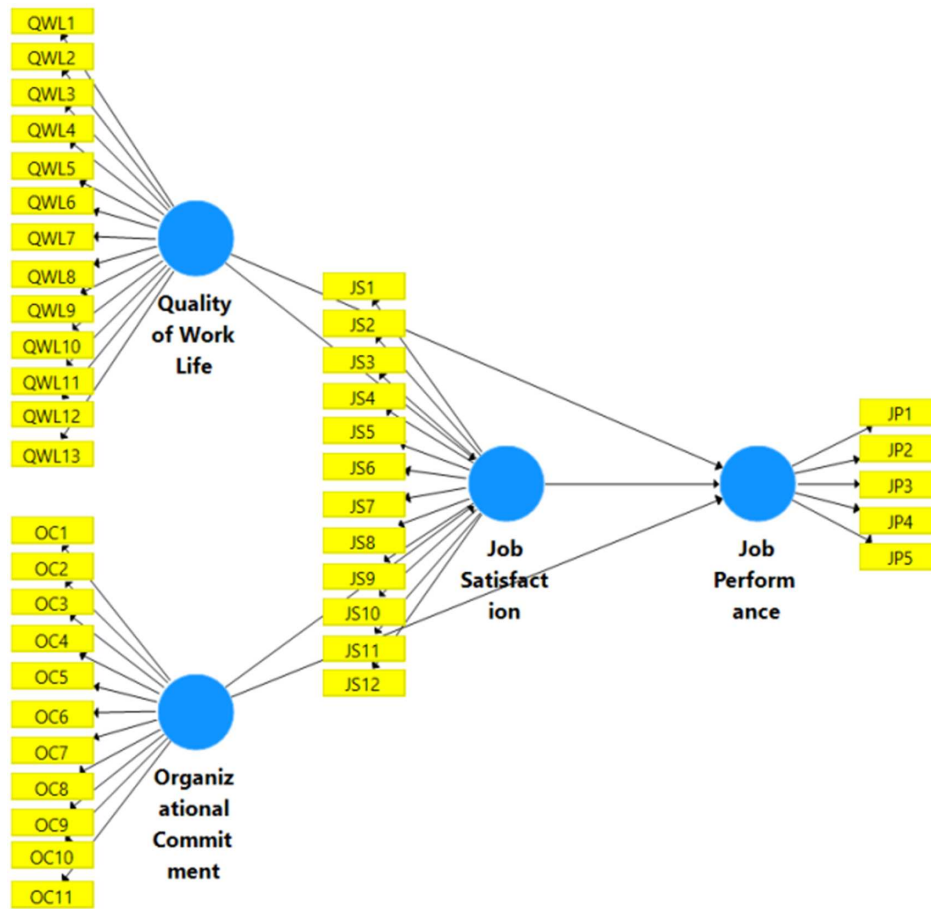


Table 4  
Value of Work Life ( $R^2$ )

Variables	R-squared ( $R^2$ )
JP	0.571
JS	0.704

and efficient, which is essential in the current highly competitive organizational context.

### 5. Discussion

This research reveals a notable beneficial effect of QWL on JP, aligning with previous research by Kundu et al. [48], which prioritizes the fundamental value of a supportive work environment. However, it diverges from Dugguh and Dennis [62], who suggested that the relationship may not be as strong in different contexts, indicating that organizational culture may moderate this effect. The findings support Meyer and Allen [50], who noted that higher OC leads to improved JS and performance. However, the current study highlights that while OC positively affects JP, the mediating role of JS was not significant, contrasting with Loan [63], who found a strong mediation effect. JS affecting JP is consistent with Wright and Cropanzano [54], but the lack of significant mediation suggests a need for further exploration of other factors influencing this relationship.

Organizations should focus on enhancing QWL through initiatives that promote R-squared balance, professional development, and a supportive culture. This is applicable across various sectors, not just the respondent company. Implementing regular feedback mechanisms can help in understanding employee needs and improving OC, which is essential for increasing JS and overall JP. Encourage a culture of recognition and reward to foster commitment and satisfaction among employees, which can lead to improved performance across different organizational contexts.

This discussion links research with broader implications for PT Asia Pacific Fibers, focusing on practical recommendations for improving performance through QWL and commitment.

### 6. Limitations

This research has some limitations. The sampling approach utilized saturated samples, which, while providing a comprehensive view of the company, also introduces limitations due to the single-company focus. This limitation should be explicitly acknowledged, as it may affect the applicability of the results to different settings or sectors. However, despite this limitation, the research contributes to the academic field by providing insights into the specific context of PT Asia Pacific Fibers Kendal, highlighting the significance of QWL and OC in influencing JP. The findings can serve as a foundation for future research, encouraging broader studies that encompass multiple organizations or industries to validate and expand upon these insights.

**Table 5**  
**Hypothesis testing results**

Variables	Original sample	T-statistic	P-values	Result
H1 QWL (X1) → JP (Y)	0.287	2.752	0.006	Significant
H2 OC (X2) → JP (Y)	0.261	2.834	0.005	Significant
H3 QWL (X1) → JS (Z)	0.556	9.319	0.000	Significant
H4 OC (X2) → JS (Z)	0.339	5.419	0.000	Significant
H5 JS (Z) → JP (Y)	0.113	0.894	0.372	Not significant
H6 QWL (X1) → JS (Z) → JP (Y)	0.063	0.871	0.384	Not significant
H7 OC (X2) → JS (Z) → JP (Y)	0.038	0.894	0.372	Not significant

The study's sample is predominantly male, with 91.94% of respondents being male and only 8.06% female. This significant gender imbalance may introduce bias, as the experiences and perceptions of male employees may not fully represent those of female employees in the workplace. Consequently, the findings may not be applicable to a more gender-diverse workforce. A majority of the respondents are over 40 years old, which may limit the generalizability of the findings to younger employees or those with varying levels of experience. The perspectives and experiences of younger employees might differ significantly from those of older employees, potentially skewing the results and their applicability across different age groups.

The research indicates that JS does not mediate the relationship between QWL and JP nor between OC and JP. This finding suggests that other factors may be influencing these relationships, which were not explored in the study. The absence of these factors could lead to an incomplete understanding of the dynamics at play. The study primarily concentrates on QWL, OC, and JP, potentially overlooking other important variables that could impact JP. Factors such as psychological empowerment, motivation, or specific workplace conditions may also play a significant role in influencing JP but were not included in the analysis. The research employs a quantitative approach using SEM, which, while robust, may not capture the nuanced experiences of employees. A qualitative approach could provide deeper insights into the factors influencing JS and performance, allowing for a more comprehensive understanding of workplace dynamics.

## 7. Conclusion and Policy Recommendations

This study has explored the intricate relationships between QWL, OC, JS, and JP among employees at PT Asia Pacific Fibers Kendal. The findings indicate that both QWL and OC significantly influence JP, underscoring the importance of fostering a supportive work environment and enhancing employee commitment to improve performance outcomes. Despite the positive correlations identified, the role of JS as a mediator between QWL, OC, and JP was not supported in this study. This suggests that while JS is a critical component of employee experience, it may not directly translate into improved JP in the context examined. Therefore, organizations should focus on enhancing QWL and OC through targeted interventions, such as professional development opportunities and recognition programs, to cultivate a more engaged and productive workforce. This research contributes to the existing literature by highlighting the direct effects of QWL and OC on JP while challenging the assumed mediating role of JS. Organizations aiming to enhance employee performance should prioritize creating a conducive work environment and fostering strong OC.

Subsequent studies ought to investigate how external elements, including economic circumstances and challenges unique to specific industries, influence the dynamics of the relationships between QWL, OC, JS, and JP. This could provide a more nuanced understanding of these dynamics. Investigate the role of demographic variables (e.g., age, gender) in moderating the relationships identified in this study, as the current sample was predominantly male and over 40 years old, which may limit the generalizability of the findings. Consider longitudinal studies to assess how changes in QWL and OC over time affect JS and JP, providing insights into the long-term implications of organizational practices.

## Conflicts of Interest

The authors declare that they have no conflicts of interest to this work.

## Data Availability Statement

Data are available from the corresponding author upon reasonable request.

## Author Contribution Statement

**Rama Fajar Shidiq:** Conceptualization, Methodology, Software, Formal analysis, Investigation, Resources, Writing – original draft, Writing – review & editing, Visualization. **Vitradesie Noekent:** Validation, Data curation, Supervision, Project administration, Funding acquisition.

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