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## The Effect of Quality of Work Life, Job Satisfaction, and Job Commitment on Employee Performance Through Work Motivation in BPJS Employment Employees in the DKI Jakarta Region in 2023

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**Abstract:** Literature Review Article The Effect of Quality of Work Life, Job Satisfaction, Organisational Commitment, and Work Motivation on Employee Performance is a scientific article that aims to build a research hypothesis of the influence between variables that will be used in further research, within the scope of Human Resource Management science. The method of writing this *Literature Review* article is by *library research* method, which is sourced from online media such as *Google Scholar*, *Mendeley* and other academic *online* media. The results of this literature review article are: 1) Quality of Work Life affects Employee Performance; 2) Job Satisfaction affects Employee Performance; and 3) Organisational Commitment affects Employee Performance; 4) Work Motivation affects Employee Performance; 5) Quality of Life, Job Satisfaction, Organisational Commitment and Work Motivation affect Employee Performance.

**Keywords:** Employee Performance, Quality of Work Life, Job Satisfaction, Job Satisfaction and Work Motivation

### INTRODUCTION

In the world of business and services, the productivity of an organisation is not only determined by adequate infrastructure and facilities, but also the presence of human resources who meet certain competencies. The competence in question is manifested in a series of skills, both soft skills and hard skills, possessed by each individual when declared to meet the qualifications needed to be involved in the organisation. In ideal conditions, the availability of adequate resources can support the achievement of the organisation's running goals.

However, in line with the times, all resources that become organisational assets need to be managed and developed regularly. Before entering the millennium era, for example, typewriters were still commonly used as facilities for office workers to carry out their business activities. Along with massive technological changes, the typewriter was replaced by

computers, laptops and other sophisticated devices that offer higher efficiency value than the previous times. Similarly, the qualifications required of a worker, who previously could work in certain business fields with a high school diploma, has changed to a minimum of having a Strata 1 diploma. Moreover, since the rapidly developing Industrial Revolution 4.0, workers or employees face various challenges that threaten their existence, one of which is the creation of artificial intelligence.

In principle, the expertise possessed by humans cannot be completely replaced by even sophisticated technology. Technologies that emerge today are created to facilitate human activities, so that if utilised properly, they can become a valuable commodity for an individual or organisation. For example, chat bot technology that is currently increasingly used by service providers can accelerate the services needed by customers at certain case levels. The faster the service provided by the service provider, of course, can increase the level of customer satisfaction and loyalty. If a customer's case needs to be escalated further, the existence of employees plays a very important role at the decision-making level, this is because technology has limitations in understanding human needs holistically.

The premise that employees are valuable assets in the business world is still relevant today. So it is not surprising that companies are competing to provide incentives or appreciation in other forms to appreciate the contribution of employees in supporting company performance. However, in its implementation, to maintain the stability of employee performance, it is necessary to use special approaches, this is because each employee has a different psychological condition from one another. Therefore, it is necessary to conduct a special study to be able to see the influence of various aspects such as quality of life, job satisfaction and commitment on employee performance.

Specifically, this paper is made to examine work motivation in BPJS Ketenagakerjaan employees, especially in the DKI Jakarta area in 2023. As human resources placed in the central region in Indonesia, BPJS Ketenagakerjaan employees in this region are faced with cultural, geographical, political, and social characteristics that are quite different from other regions. The DKI Jakarta region is well known for its high work ethic, geography supported by adequate transportation, a fairly stable political situation and social life supported by various public facilities. As a central region, DKI Jakarta also offers many business opportunities that have a variety of attractive facilities, so it is in great demand by individuals with certain competencies who have the ambition to improve their respective degrees of life. Seeing this phenomenon, a study of the work motivation of BPJS Ketenagakerjaan employees in the DKI Jakarta area needs to be carried out to be able to review the extent of employee involvement with the BPJS Ketenagakerjaan institution. Based on empirical experience, many students and authors have difficulty in finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and to build hypotheses. This article discusses the influence of Quality of Work Life, Job Satisfaction, Organisational Commitment and Work Motivation on Employee Performance, a literature review study in the field of Human Resource Management.

## LITERATURE REVIEW

### Employee Performance

Employee performance is a process referring to the way goals are achieved and the product is related to the results achieved (*area of performance*) (Mitchell & Larson, 2001). The dimensions or indicators of Employee Performance are Quality of work, *Promptness*, *Initiative*, *Capability*, and *Communication* (Mitchell & Larson, 2001).

Employee performance has been widely researched by previous researchers including (Eliyana & Ma'arif, 2019), (Leitão, Pereira, & Gonçalves, 2019), (Inuwa, 2016), and (Giri,

Nimran, Hamid, & Al Musadieq, 2016), and (Loan, 2020).

### **Quality of Work Life**

Quality of Work Life is how people think and feel about their work experience (Wyatt & Wah, 2001). The dimensions or indicators of Quality of Work Life are work atmosphere and career development, support from management, rewards from the company and the impact of work on personal life (Wyatt & Wah, 2001).

Quality of Work Life is a systematic effort in organisational life through which employees are given the opportunity to participate in determining how they work and the contribution they make to the organisation in order to achieve its goals and objectives (Siagian, 2007)). Dimensions or indicators of Quality of Work Life are hiring employees not solely used only their energy, but their intellectual abilities; Human dignity needs to be recognised; The desired managerial ability is democratic (Siagian, 2007).

Quality of Work Life is the perceptions of employees that they want to feel safe, relatively satisfied and have the opportunity to be able to grow and develop as human beings (Cascio, 2012). Dimensions or indicators of Quality of Work Life are communication, problem solving, career development, employee involvement, a sense of pride in the institution, balanced compensation, safety of the work environment, a sense of job security, facilities obtained (Cascio, 2012). The quality of work life has been studied by many previous researchers including (Al Dalayeen, 2017), (Allam, 2019), (Suwandia & Tentama, 2020), (Agus, 2020), (Zahedi, Jafari, & Ramezan, 2021), and (Srivastava & Kanpur, 2014).

### **Job Satisfaction**

Job Satisfaction is the feeling that workers have about their jobs (Smith, Kendall, & Hulin, 1969). The dimensions or indicators of Job Satisfaction are the job itself, wages, promotions, relationships with superiors and co-workers (Smith, Kendall, & Hulin, 1969). Job Satisfaction is job satisfaction is a general attitude towards one's job that shows the difference between the number of rewards workers receive and the amount they believe they should receive (Robbins & Judge, 2012). The dimensions or indicators of job satisfaction are the job itself, salary, promotion, supervision, and co-workers (Robbins & Judge, 2012). Job Satisfaction is a psychological reflection of employees on the results of their work (Yuniarsih, 2017). The dimensions or indicators of Job Satisfaction are supervision, work environment, promotion, supportive co-workers, mentally challenging work, and rewards in the form of wages/salaries (Yuniarsih, 2017). Job Satisfaction is a positive attitude towards his job (Sule & Priansa, 2018). The dimensions or indicators of Job Satisfaction are salary, promotion, supervision, additional benefits, awards, work procedures and regulations, co-workers, the job itself, and communication (Sule & Priansa, 2018). Job Satisfaction has been widely researched by previous researchers including (Eccles & Wigfield, 2002), (Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017), (Pancasila, Haryono, & Sulisty, 2020), (Abdulwahab, 2016), and (Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017).

### **Organisational Commitment**

Organisational Commitment is a condition in which an employee or individual sides with a particular organisation and its goals, and intends to maintain membership in the organisation (Allen & Meyer, 1990). The dimensions or indicators of Organisational Commitment are affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1990). Organisational Commitment is a strength of identification and involvement of an individual in a particular organisation (Luthans, 1998). The dimensions or indicators of Organisational Commitment are a strong desire to remain a

member of the organisation, a great willingness to strive for the organisation, and a strong belief and acceptance of the organisation's values and goals (Luthans, 1998). Organisational Commitment has been widely researched by previous researchers including (Loan, 2020), (Suharto, Suyanto, & Hendri, 2019), and (Giri, Nimran, Hamid, & Al Musadieq, 2016).

### Work Motivation

Work Motivation is a gap or conflict experienced between a reality and an internal drive (Maslow, 1943). Dimensions or indicators of Work Motivation are physiological needs, security needs, needs for a sense of belonging, needs for self-esteem, and needs for self-actualisation (Maslow, 1943). Work Motivation is a person's desire to achieve high performance (McClelland & Smith, 1964). The dimensions or indicators of Work Motivation are the need for achievement, the need for *power*, and the need for *affiliation* (McClelland & Smith, 1964). Work Motivation is an action that is influenced by motivational factors and hygiene factors. Motivational are things that encourage a person to achieve that are intrinsic in nature, which means that they are sourced within a person, while what is meant by hygiene or maintenance factors are factors that are extrinsic in nature, which means that they come from outside themselves which also determine a person's behaviour in a person's life (Herzberg, 1964). Dimensions or indicators of Work Motivation are Hygiene Factors including company policies and administrative systems, supervisory systems, leadership styles, work environment conditions, interpersonal relationships, salary / wages, status, occupational health and safety. While Motivator factors include Recognition, Reward for achievement, Greater responsibility, Career development, Self-development, and Interest in work (Herzberg, 1964).

This work motivation has been widely researched by previous researchers including (Eccles & Wigfield, 2002), (Paais & Pattiruhuu, 2020), (Sudiardhita, et al., 2018), and (Lestari & Sumitro, 2020).

### RESEARCH METHOD

The method of writing this Literature Review article is the Descriptive Qualitative method and Library Research, sourced from the online application *Google Scholar*, *Mendeley* and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory,

### FINDINGS AND DISCUSSION

Based on the relevant theoretical studies and previous research, the discussion of *this literature review* article is a review of **relevant** articles, followed by a review of the influence between variables and continued by making a conceptual thinking research plan:

#### Review of Relevant Articles

Reviewing relevant articles as a basis for setting research hypotheses by explaining the results of **previous** research, explaining the similarities and differences with the research plan from relevant research as table 1 below.

Table 1: Review of Relevant Articles

No.	Author (Year)	Previous Research Results	Similarities with this article	Differences with this article	Hypothesis
1	(Husnawati,	Quality of	Quality of Work	Organisational	H1

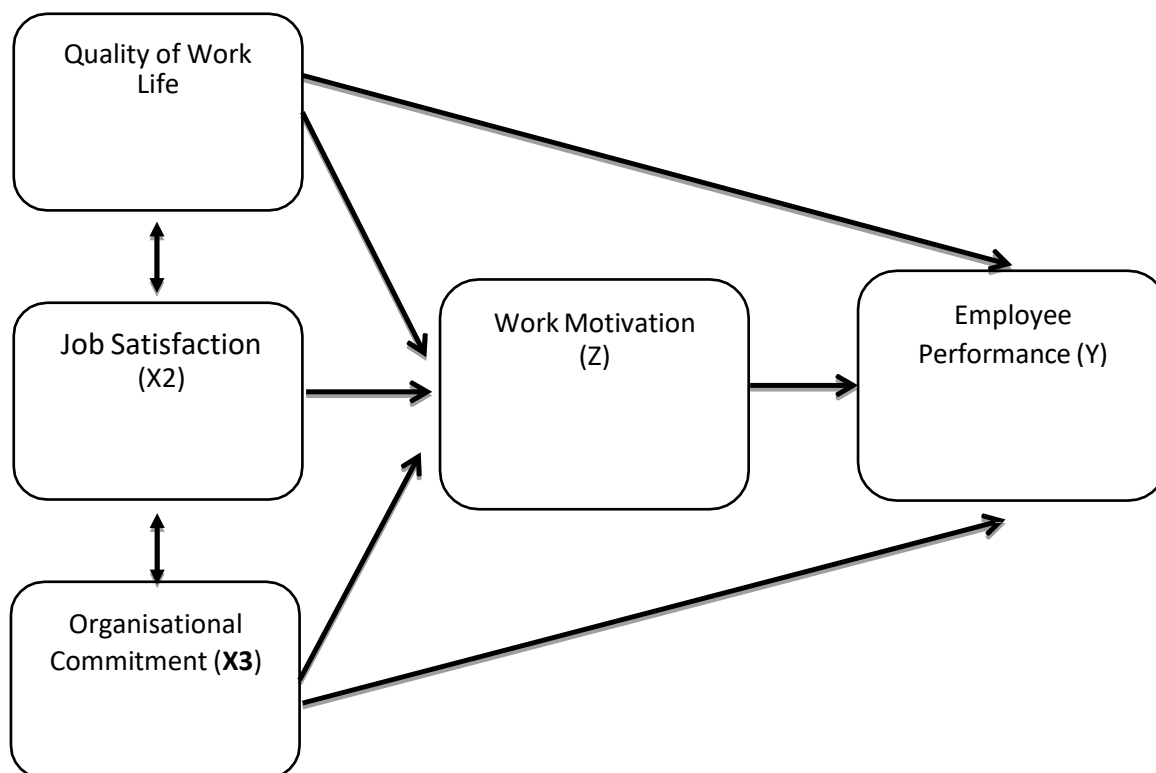
	2012)	Work Life, Organisational Commitment, and Job	Life and Job Satisfaction have a positive and significant	Commitment affects Employee Performance	
		Satisfaction have a positive and significant effect on Employee Performance.	effect on Employee Performance		
2	(Indrasari, M Momin, Syamsudin, Newcombe, & Permana, 2018)	Quality of Work Life has a positive and significant effect on Employee Performance	Quality of Work Life has an effect on Employee Performance	Quality of Work Life has no effect on work motivation	H1
3	(Dipodjoyo, 2015)	Quality of Work Life and psychological well-being have a positive and significant effect on Job Satisfaction	Quality of Work Life affects Job Satisfaction	Psychological well-being affects job satisfaction	H1
4	(Leitão, Pereira, & Gonçalves, 2019)	Quality of Work Life and Job satisfaction have a positive and significant effect on Employee Performance	Quality of Work Life and Satisfaction affect Employee Performance	Employee Competence has no effect on Employee Performance	H1
5	(Inuwa, 2016)	Job Satisfaction has a positive and significant effect on Employee Performance	Job Satisfaction affects Employee Performance	Research Subject	H2
6	(Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017)	Job Satisfaction has a positive and significant effect on Employee Performance	Job Satisfaction affects Employee Performance	Work schedule and Job Stress are not related to Employee Performance	H2
7	(Pancasila, Haryono, & Sulisty, 2020)	Leadership, job satisfaction, and work motivation have a positive and significant effect on employee performance.	Job Satisfaction, and Work Motivation affect Employee Performance	Job satisfaction does not mediate the effects of leadership and work motivation on employee performance.	H2
8	(Eliyana & Ma'arif, 2019)	Job Satisfaction has a positive and significant effect on Employee Performance	Job Satisfaction has an effect on Employee Performance	Transformational leadership and Organisational Commitment does not affect employee performance	H2

9	(Abdulwahab, 2016)	Job Satisfaction and Employee Engagement have a positive and significant effect on Employee Performance	Job Satisfaction has an effect on Employee Performance	Employee Engagement affects Employee Performance	H2
10	(Loan, 2020)	Organisational Commitment and Job Satisfaction have a positive and significant effect on Employee Performance	Organisational Commitment and Job Satisfaction have a positive and significant effect on Employee Performance	Job Satisfaction reduces the degree of influence of Organisational Commitment on Employee Performance	H3
11	(Suharto, Suyanto, & Hendri, 2019)	Organisational Commitment has a positive and significant effect on Employee Performance	Organisational Commitment has an effect on Employee Performance	Multicultural Competence and Organisational Justice have no effect on Employee Performance	H3
12	(Giri, Nimran, Hamid, & Al Musadieq, 2016)	Organisational Culture, Work Engagement, Organisational Commitment and Knowledge Sharing have a positive and significant effect on Employee Performance.	Organisational Commitment has an effect on Employee Performance	Organisational Culture, Work Engagement and Knowledge Sharing affect Employee Performance	H3
13	(Paais & Pattiruhuu, 2020)	Work Motivation, Organisational Culture, and Job Satisfaction	Work Motivation & Job Satisfaction affect Employee	Leadership has no effect on Employee Performance	H4

## Research Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the thinking framework of this article is as below.





**Figure 1: Conceptual Framework**

Based on the conceptual framework picture above, then: Quality of Work Life, Job Satisfaction, and Organisational Commitment, and Work Motivation affect Employee Performance.

Apart from these three exogenous variables that affect employee performance, there are still many other variables that affect employee performance including:

- 1) Organisational Culture: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016), (Giri, Nimran, Hamid, & Al Musadieq, 2016)
- 2) Discipline: (Elmi et al., 2016), (Agussalim et al., 2016)
- 3) Government bureaucracy: (Ansori & Ali, 2017), (No et al., 2017), (Ndraha et al., 2020).

## CONCLUSIONS

### Conclusion

Based on theory, relevant articles and discussion, hypotheses can be formulated for further research: Quality of Work Life affects Employee Performance. Job Satisfaction affects Employee Performance; Organisational Commitment affects Employee Performance; Work Motivation affects Employee Performance; Quality of work life, job satisfaction, organisational commitment, work motivation affect employee performance.

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