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The Effect of Quality of Work Life on Employees' Organizational Commitment With Interpersonal Communication as A Moderating Variable on Health Officers at The Namorambe Public Health Center

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Abstract: Organizational Commitment is a psychological state that makes employees believe they will always be in the organization in order to achieve performance targets and want to always be with the organization forever. Quality of work life is a form of perception about the atmosphere, experience, job satisfaction and opportunities for growth and development in the organization. Interpersonal communication is the delivery of a message by one person and the reception of the message by another person or small group of people, with varying impact and with the opportunity to provide immediate feedback. The aim of the research is to examine the influence of quality of work life on organizational commitment, the influence of quality of work life on interpersonal communication, the influence of interpersonal communication on organizational commitment and the influence of quality of work life on organizational commitment with interpersonal communication as a moderating variable. This research uses quantitative methods. In this research, the sampling technique used was total sampling. The results of this research show that there is an influence between quality of work life and organizational commitment with a t-statistic value of $2.112 > 1.96$ and/or a p-value of $0.035 < 0.05$ (hypothesis accepted). There is an influence between quality of work life and interpersonal communication with a t-statistic value of $35.605 > 1.96$ and/or a p-value of $0.000 < 0.05$ (hypothesis accepted). Furthermore, there is an influence between interpersonal communication and organizational commitment with a t-statistic value of $35.061 > 1.96$ and/or a p-value of $0.000 < 0.05$ (hypothesis accepted). And for the final results it is explained that there is no influence between quality of work life on organizational commitment and interpersonal communication as a moderating variable with a t-statistic value of $0.683 < 1.96$ and/or a p-value of $0.495 > 0.05$ (hypothesis is rejected)

Keywords: Organizational commitment, Interpersonal communication, Quality of work life

INTRODUCTION

Background of the problem

Human Resources (HR) is the most crucial sector in creating an organization. A good organization will produce good HR. Employees play a crucial role in the company's efforts to achieve its goals. Therefore, companies must be able to manage their resources, including maximizing the function of human resources. This is because if human resources are not managed properly, it can directly or indirectly damage company performance through various human resource behaviors. One form of this behavior is turnover intention, which ultimately leads to the decision to leave a job.

Employees who desire to leave their jobs lack organizational commitment to the organization/company. Organizational commitment is an employee's orientation toward a company that connects a person's identity to it. Organizational commitment is important because it is closely related to employee perceptions of their organization. Employees who are highly committed to their company tend to perform better and stay with the company longer. In the workplace, commitment to an organization is often a crucial issue.

Management of human resources must be carried out in a effective and efficient so that the organization's goals can be realized. In the organization Of course, there are many factors that influence someone to achieve their goals. that has been determined, while the running of the organization or company of course, it is colored by the behavior of individuals who feel they have an interest in their respective groups. Every human being or person always consider his behavior towards everything that is desired so that can be achieved without causing conflict either individually or groups, so that organizational commitment and *engagement* can be achieved according to what is desired (Hasibuan, 2017).

Organizational commitment is a psychological state that reflects an employee's relationship with the organization and influences their decision to continue their membership in the organization. Employees play a crucial role in achieving organizational goals. Therefore, every organization must be able to manage its resources, including maximizing the function of human resources. Poor human resource management can lead to underperformance (Allen and Mayer, 1997).

Porter and Mowday et al. (Kutjoro, 2002) define organizational commitment as the relative strength of an individual's identification with an organization. This can be characterized by three things: commitment to the organization's values and goals and a desire to remain with the organization.

There are three components of organizational commitment, each with a different basis: affective commitment, *continuance commitment*, and normative commitment. Employees with high affective commitment remain loyal to the organization because they desire to remain members. Meanwhile, employees with high *continuance commitment* remain with the organization because they need it. Employees with high normative commitment remain members of the organization because they must (Allen and Mayer, 1997).

Kaunang, Pio & Roring (2017), factors that influence maintaining organizational commitment are: pride, quality of work life, career development, occupational safety, occupational health, job security, appropriate compensation, conflict resolution, communication and employee participation. Organizational commitment can increase or decrease depending on employee perceptions of their organization. Employee perceptions of their organization are part of the quality of employee work life.

Quality of work life (QWL) is an employee's perception of their mental and physical well-being while working. (Nawawi, 2008). *Quality of work life (QWL)* refers to the quality of work life experienced by individuals in the workplace. This concept combines various aspects of work, including physical and psychological conditions, social relationships, career development opportunities, rewards, and work-life balance. Individuals who have a good

quality of work life can influence their relationship with their workplace, so that *quality of work life* can make workers more committed.

Cascio (2006) explains that a good *quality of work life creates a work environment that meets employee needs and expectations. If employees are satisfied with their work, they tend to be more emotionally and psychologically attached to the organization. A high quality of work life* will generate positive feelings toward the organization and strengthen employee commitment to continue contributing optimally. Cascio (2006) further reinforces this by stating that *quality of work life* includes safe working conditions, social support, and a positive organizational culture. Employees who feel safe and supported in their work environment will have lower stress levels. They will feel valued and recognized by the organization. A healthy work environment also creates a sense of solidarity and togetherness among employees, which strengthens their bond with the organization and increases their commitment.

The organizational commitment of employees who have a *quality of work life* will influence the organization's success in producing good performance. Another opinion expressed by Steers, Porter, and Mowday (in Syahputra, 2016) is the lower the quality of work life towards their job, the lower the employee's commitment to organizational commitment. The quality of work life affects organizational commitment because if workers feel uncomfortable and have a bad perception of the company, it will reduce their desire to be in an organization. Organizational commitment encourages employees to behave positively, be disciplined in their work, build good relationships with colleagues and improve employee performance itself (Milwati, 2013).

Organizational commitment is useful for increasing employee desire to remain in the organization/company. Therefore, to support this increase in organizational commitment, several factors are needed, including interpersonal communication. Interpersonal communication can express employee emotions and provide the information individuals and groups need. Office communication activities are always accompanied by the desired goals. Communication culture in the context of organizational communication must be viewed from various perspectives. The first aspect is communication between superiors to subordinates . The second side is between one employee with other employees . Third side is between employees to superiors . Each communication the have the pattern each . Interpersonal communication can disclose emotional from feeling employee as well as give required information individuals and groups For take decision . The existence of ability interpersonal communication , a information current can distributed appropriately , employees can give bait more back appropriate For interest companies and them can involved , more appreciated and feel become part from company (Susanto , 1997).

Interpersonal communication is one of the factors that influence the success of a company. Companies whose employees have good interpersonal communication skills, all plans, instructions, directions, targets, motivations can be communicated accurately. This condition makes the company's goals easier to achieve and negative impacts such as the emergence of sentiments, prejudices, and various conflicts can be avoided, so that employees care about their duties, care about the company's good name, and are more responsible. The existence of good interpersonal communication skills, interactions between individuals within a company can be established, so that directed coordination is easy to do and can create *teamwork* whose members can work together. Organizational commitment and interpersonal communication skills are very important variables related to the organization or company because they are related to important things in the company such as *turnover* , productivity, and employee performance in the company.

Research on the topic of Quality of Work Life is considered a very interesting topic and is considered a key issue that deserves greater attention within an organization. This is because Quality of Work Life is believed to increase organizational commitment and the role of employees in efforts to achieve organizational goals. Quality of Work Life is thought to foster

employees' desire to remain in their current jobs, in other words, it can increase their organizational commitment.

This research was conducted at the Namorambe Community Health Center (UPT). The Namorambe Community Health Center is an inpatient health center that has been accredited UTAMA and is located on Jl. Besar Namorambe, Kuta Tgh Village, Namorambe District, Deli Serdang Regency, North Sumatra 20356. The total number of employees, doctors, midwives and nurses at the Namorambe Community Health Center (UPT) is 337 people. The UPT. Community Health Center, if seen from the number of employees, is a fairly large UPT Community Health Center so that problems are bound to occur frequently.

An interview was also conducted with an employee of the Namorambe Community Health Center (April 30, 2024) who explained that his current job requires a lot of communication with coworkers, which is why the risk of disagreements with coworkers often occurs, because work related to community/public services often provokes emotions. The work carried out is a service where administrative data must be completed and in accordance with regulations, and each employee has their own role in carrying out the work. So if communication between coworkers is difficult, how can the desire to linger in the office arise. If communication is not aligned, our thoughts as employees cannot have a positive attitude towards the organization.

The interview results described above are subjective opinions of each person, but when observations were conducted in groups such as lunchtime, each employee had a fairly high level of familiarity, although there were still some who were still in groups but activities at lunchtime were still carried out together such as lunch. So the expected result is that the employee's desire to feel at home and stay in the organization should be high, but when observed again the behavior of staying and staying in the organization for a long period of time was not so noticeable, thus it can be interpreted that the organizational commitment of employees of UPT. Namorambe Health Center was considered not optimal, especially in the affective commitment component. Affective commitment itself is interpreted as the employee's desire to remain loyal to the organization because of the desire to remain a member of the organization but in the field conditions behaviors that describe disloyalty to the organization are still carried out such as arriving late, being inactive in work and lack of responsibility in work. So based on the explanation of this phenomenon, the author is interested in conducting a study entitled " The Influence of *Quality of Work Life* on Employee Organizational Commitment with Interpersonal Communication as a Moderating Variable on Health Workers at the Namorambe Community Health Center UPT ".

METHOD

Basically method study is a way to conclude, compile and analyze data about the problem that becomes object researcher . Research This use method quantitative. Method study quantitative according to Sugiyono (2012) is method research based on the philosophy of positivism, used For research population or sample specific, data collection uses instrument research, data analysis is quantitative or statistics, with objective For test hypothesis that has been set.

The population in this study was all health workers at the Namorambe Community Health Center (UPT), which totaled 337 people. sample in study This is 337 people. As for technique taking samples used in study This is technique total sampling.

RESULTS AND DISCUSSION

Testing Inner Model (Model Structural)

Analysis Variant (R²) or Test Determination

Table Mark R- square

Variables	R Square
ORGANIZATIONAL COMMITMENT (Y)	0.973
INTERPERSONAL COMMUNICATION (M)	0.599

Source: Data Primary Processed, 20 24

Based on r-square value on Table shows that Organizational Commitment is able to explain 97.3% of QWL variability and the remaining 2.7% is explained by other constructs outside those examined in this study. Meanwhile, the Interpersonal Communication variable is able to explain 59.9% of QWL variability , and the remaining 40.1% is explained by other constructs outside those examined in this study.

Testing Hypothesis



Figure Model Results

Table Results Path Coefficients

Influence between Variables Study	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
INTERPERSONAL COMMUNICATION (M) → ORGANIZATIONAL COMMITMENT (Y)	0.940	0.941	35,061	0.000
QWL (X) → ORGANIZATIONAL COMMITMENT (Y)	0.059	0.057	2.112	0.035
QWL (X) → INTERPERSONAL COMMUNICATION (M)	0.774	0.772	35,605	0.000
Moderating Effect 1 → ORGANIZATIONAL COMMITMENT (Y)	-0.004	-0.004	0.683	0.495

Source: Data Primary Processed, 20 24

The first hypothesis tests whether there is influence Quality Life (QWL) towards Commitment Organization . The test results show that there is an influence of Quality of Work Life (QWL) on organizational commitment. From these results, it is stated that the Quality of Work Life (QWL) variable at the stage of influence of Organizational Commitment with the obtained t-statistic results of 2.112 > 1.96 and or with a p-value of 0.035 < 0.05, so that the first hypothesis accepted.

Second hypothesis test whether there is influence Quality of work life (QWL) on Interpersonal Communication. The test results show that there is an influence of Quality of Work Life (QWL) on Interpersonal Communication. From these results it is stated that the Quality of Work Life (QWL) variable at the stage of influence on Interpersonal Communication

with the obtained t-statistic results of $35.605 > 1.96$ and or with a p-value of $0.000 < 0.05$, so the second hypothesis is accepted .

The third hypothesis test whether there is influence Interpersonal Communication on Organizational Comitente. The test results show that there is an influence of interpersonal communication on organizational commitment. From these results, it is stated that the Interpersonal Communication variable at the stage of influence on Organizational Commitment is obtained with a t-statistic of $35.061 > 1.96$ and or with a p-value of $0.000 < 0.05$, so the third hypothesis is accepted.

fourth hypothesis test whether There is an influence of quality of work life on organizational commitment with interpersonal communication as a moderating variable. The test results show that there is no influence of quality of work life on organizational commitment with interpersonal communication as a moderating variable. From this result, it is stated because the t-statistic result is $0.683 < 1.96$ and or with a p-value of $0.495 > 0.05$, so the third hypothesis is rejected.

Table Summary Results Testing Hypothesis

Hypothesis		Results	Information
H ₁	There is an influence of Quality of Work Life (QWL) on organizational commitment	Beta Coef. = 0.059 , T-Statistics = 2 . 112, P-value = 0.035	Accepted
H ₂	There is an influence of Quality of work life (QWL) on Interpersonal Communication	Beta Coef=0. 774, T-Statistics= 3 5. 065 P-value= 0.000	Accepted
H ₃	There is an influence of interpersonal communication on organizational commitment	Beta Coefficient = 0.940 , T-Statistics = 35 . 061, P-value = 0. 000	accepted
H ₄	There is an influence of quality of work life (QWL) on organizational commitment with interpersonal communication as a moderating variable.	Beta Coefficient = - 0.004 , T-Statistics = 0.683 , P - value = 0. 495	Rejected

Source: Data Primary Processed, 2024

Discussion

Influence *Quality of work life (QWL)* with commitment organization

This section will explain the results of the research analysis. The purpose of this study is to determine the most influential factors in organizational commitment at the UPT Namorambe Health Center. Considering previous literature, this study uses three items, namely *Quality of Work Life (QWL)*, *Interpersonal Communication (KI)*, and *Organizational Commitment (KO)* to determine the relationship between *quality of work life* and interpersonal communication on organizational commitment, and the effect of *quality of work life on interpersonal communication and finally, the effect of quality of work life on organizational commitment with interpersonal communication as a moderating variable. A total of four hypotheses were developed and tested using the Structural Equation Modeling (SEM) method and assisted by SmartPLS 3.0 software, the results of this study show the following:*

First, the demographic characteristics of the respondents were summarized using descriptive statistics. The majority of respondents in this study were young men aged 21 to 30. According to the author's observations, allegedly people man with age young These are the most dominant health workers at the Namorambe Community Health Center UPT compared to women.

The results of the first hypothesis test prove that the quality of work life has a positive and significant influence on organizational commitment, so the first hypothesis is accepted. caused by part big respondents Already feel Enough satisfied with the quality of life that has been received and felt by health workers at the Namorambe Community Health Center UPT and according to observations writer specifically for case This, that For The quality of life of the officers is good enough, so there is no need to investigate it further.

QWL and Organizational Commitment are two things that influence each other, in other words, when having a high QWL, the level of organizational commitment also increases. QWL has an important role in retaining employees or fostering organizational commitment in employees (Waraswamy, 2015). High QWL will meet employee needs followed by meeting organizational goals effectively and efficiently. According to Jati (2013) employees who have a high QWL will create organizational commitment in employees. Employees who have a high QWL will certainly feel comfortable being in an organization and not trying to look for another work environment, so it can be said that they have a high organizational commitment (Elmuti, Grunewald & Abebe, 2010). These results support the results of previous research conducted by Roring, Pio & Kaunang (2017), where the results of their research proved that the quality of work life has a positive effect on organizational commitment.

The Influence of *Quality of Work Life (QWL)* on Interpersonal Communication

The results of the second hypothesis in this study prove that the quality of work life has a positive and significant influence on interpersonal communication. The better the quality of life of the officers of the Namorambe Health Center UPT will improve interpersonal communication. In carrying out work, there are several factors that influence employee organizational commitment, including: pride, quality of work life, career development, work safety, work health, job security, appropriate compensation, conflict resolution, communication and employee participation (Kaunang, Pio & Roring (2017). Results This research is in accordance with with research previously Which done by Noviana & Rijianti (2014), who stated that the variable that has the most dominant influence on job satisfaction is communication, the variable that has the most dominant influence on organizational commitment is communication, while the variable that has the most dominant influence on performance is organizational commitment.

The Influence of Interpersonal Communication on Organizational Commitment

Furthermore, the results of the third hypothesis in this study prove that interpersonal communication has a significant positive influence on organizational commitment. the caused by part big respondents Already feel enough satisfied with interpersonal communication that has been established between officers and leaders at the Namorambe Community Health Center UPT. Results This is in accordance with the opinion of Mc Shane and Glinow (2008) that organizational commitment is an employee's emotional attachment, identification, and attachment to a particular organization. And also, the results of this study are in accordance with and support the results of previous research conducted by Noviana and Rijianti (2014) which stated that the variable that has the most dominant influence on job satisfaction is communication, the variable that has the most dominant influence on organizational commitment is communication, while the variable that has the most dominant influence on performance is organizational commitment.

Interpersonal communication can mediate the influence of *Quality of work life (QWL)* on Organizational Commitment

Finally, the results of the fourth hypothesis in this study prove that there is no influence of the quality of work life on organizational commitment with interpersonal communication as a moderating variable, so this hypothesis is rejected. This finding does not support the results

of previous studies, the author suspects that if the employee's perception or feeling towards his workplace is good then the commitment will also be high to last long, in the case at the UPT Namirembe Health Center there is a possibility that there are still unfavorable perceptions or feelings towards other variables besides *the quality of work life* or interpersonal communication, for example related to the work motivation variable that they have not yet obtained, so that interpersonal communication is not able to mediate as a mediator in increasing the influence of *quality of work life* on organizational commitment. Temporary conclusions, in this study found findings that show that interpersonal communication is not a good moderating effect for *the quality of work life* in increasing organizational commitment.

CONCLUSION

Based on results and discussion of the research This can withdrawn a number of conclusion as following :

1. There is influence *Quality of Work Life* to Commitment UPT Puskesmas Organization Namorambe , with t- statistic value as big as 2 , 112 > 1.96 and or P-value of 0.035 < 0.05.
2. There is influence *Quality of Work Life* to Interpersonal Communication of UPT Puskesmas Officers Namorambe, with t- statistic value as big as 35 , 605 > 1.96 and or P-value of 0.000 < 0.05.
3. There is influence Interpersonal Communication towards Commitment UPT Puskesmas Organization Namorambe, with t- statistic value of 35.061 > 1.96 and or P- value of 0.000 < 0.05.
4. No there is role mediation Interpersonal Communication on Influence *Quality of Work Life* to Commitment UPT Puskesmas Organization Namorambe , with t- statistic value of 0.683 < 1.96 and or P- value of 0.495 > 0.05.
5. Results than study This can concluded that For increase commitment UPT Puskesmas organization Namorambe , is through partial improvement variables *quality of work life*. And For increase commitment organizations can go through improvement variables interpersonal communication and *quality of work life* UPT Puskesmas officers Namorambe. Variable interpersonal communication has influenced the biggest in influence commitment organization compared to with variables *quality of work life*.
6. Research result this also concludes that variables interpersonal communication does not capable in a way moderate variables *quality of work life* in increase commitment organization. However, in a way direct *quality of work life* and interpersonal communication are able increase commitment organization.

Suggestions

Based on the process, results and findings research, then researchers submit some research suggestions , as following :

1. For officers health at the Community Health Center UPT Namorambe
Together For build *quality of work life* and interpersonal communication, both between officer health and also officers with leadership Health Center , the hope is For can increase commitment organization especially the UPT Puskesmas Namorambe.
2. For the taker policy
Required encouragement in a way direct from leadership in matter This is Head of the Community Health Center UPT Namorambe , giving example good role model, related with atmosphere Work *quality of work life* and also interpersonal communication for professional development of officers UPT Puskesmas health Namorambe, with hope increase trust organization towards the officers health in give more guarantees Good related commitment organization especially the UPT Puskesmas Namorambe.

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