

## The Impact of Work Life Quality, Organizational Commitment and Satisfaction on Employee Performance at PT. Suzuki Finance Indonesia Makassar City

Muhammad Hamka, Andi Jam'an, Maklassa

Universitas Muhammadiyah, Indonesia

Email: [hamkamh21@gmail.com](mailto:hamkamh21@gmail.com)

### ABSTRACT

*This research focuses on three main variables that are assumed to have an influence on employee performance, namely, Quality of Work Life, Organizational Commitment and Job Satisfaction. These three factors are analyzed to see their influence on employee performance, which is an important indicator in the effectiveness and productivity of the company, especially at PT Suzuki Finance Indonesia Makassar branch. This research is quantitative, involving 34 respondents. Questionnaires were used for data collection, which were then analyzed using Multiple Linear Regression Analysis on the SPSS Version 23 application. The results of this study indicate that quality of work life, organizational commitment, and job satisfaction each have a positive and significant influence on employee performance. These findings indicate that a supportive work environment, a sense of belonging to the company, and satisfaction with various aspects of work (such as salary, relationships with superiors, and development opportunities) play an important role in driving employee productivity and effectiveness. All three are not only directly related, but also statistically proven to make a real contribution to improving performance, which means companies need to pay attention to these factors in human resource management strategies.*

### KEYWORDS

Employee Performance Quality, Organizational Commitment, Employee Satisfaction and Performance



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## INTRODUCTION

The achievement of organizational goals hinges critically on human resources, which are indispensable for effectively planning, implementing, and controlling all operational aspects. Without strong human capital, success is elusive. The caliber of human resources is evident in employee performance, which itself is influenced by several interconnected factors, including the quality of work life, employee motivation, compensation, and the prevailing work environment. Consequently, enhancing employee performance presents a critical task for human resource management, given that organizational achievements are ultimately determined by the quality of its people (Hermawan & Suwandana, 2019).

A company's success largely depends on the quality of its human resources, which are considered a vital asset. Therefore, continuous improvement and maintenance of high-quality work from these human resources are essential. To ensure the vitality of the company, fostering a positive quality of work life is crucial. Evidence of this includes increased job satisfaction, a strong focus on occupational health and safety, and measurable improvements in employee performance (Luthans, 2013). Human resources have a very vital role in achieving the goals of an organization, be it an organization engaged in business or government. The

sustainability of an organization is highly dependent on its ability to manage its human resources effectively. According to Gomez (1995), human resources is one of the main components in the organization, including all individuals involved in carrying out organizational activities.

Currently, organizations are required to continuously improve the quality of their resources so that organizational goals can be achieved optimally. Mathis and Jackson (2006) explain that HR management is about designing a system that aims to regulate how the organization utilizes the talents and abilities of each individual. The goal is that HR can contribute maximally in an efficient or targeted manner (Giarto, 2018). Meanwhile, according to (Hasibuan, 2016) Human resources is both the science and art of managing work relationships. HR includes various efforts to ensure that the role of each workforce is aligned with the company's goals, without ignoring the welfare of employees and their impact on the wider community. On the other hand, employee performance is an important indicator to assess how much an employee contributes to the achievement of organizational targets. This performance includes two main dimensions, namely quantitative (such as the amount of output produced) and qualitative (such as the quality of work, timeliness, and thoroughness). An employee is expected to carry out tasks in accordance with their responsibilities and authority, both individually and in teamwork (Moecheriono, 2012.).

Performance can be defined as the work output generated by individuals or groups during a set period, reflecting their responsibilities and authority. It is essential that companies implement performance evaluations for all employees (Wartono, 2017). The problem of an employee must be considered because the decline in the quality of employees will be an invaluable asset for a company or organization. The concept of quality of work life is also present in the Qur'an, as evidenced by Allah SWT's words in "QS. At-Taubah (9): 105:

Say: "Work, and Allah will see your work, and His Messenger and the believers, and you will return to the knowledge of the unseen and the witness, and He will inform you of what you used to do."

Translation: *"And say, "Do your work, and Allah and His Messenger and the believers will see your work, and you will be returned to the One who knows the unseen and the real, and He will tell you what you have done."*

According to Robbins (2008), organizational commitment is an important aspect of the working relationship between employees and where they work. Emphasizing that commitment arises when an employee feels emotionally and ideologically bound to the organization. This is reflected in how they agree and support the goals of the organization, and have the motivation to continue to be a member of it. This means that employees do not only work out of obligation, but because they feel they have an interest and responsibility for the success of the organization. Meanwhile, Kusumaputri's (2015) view expands this concept by adding a psychological dimension. Organizational commitment is not just about loyalty, but also about how employees consciously accept and become one with the organization's goals. When employees' personal values are aligned with those of the

organization, there will be strong engagement, where employees feel that their presence in the organization is an important part of their identity and contribution.

These activities are based on moral beliefs by not prioritizing personal gain. Sopiah (2008) in Sintia (2016), mentioned organizational commitment can be viewed from several aspects, such as trust and acceptance, namely the extent to which employees feel confident in the values and direction brought by the company, and are able to accept it as part of their work system. Second, the willingness to achieve goals, which means that employees not only work according to routine, but also have the drive to help the company achieve the targets and visions that have been set. Third, the desire to stay, which means employees feel comfortable and have the motivation to continue to be part of the organization in the long term. In the Qur'an, there is a verse about the quality of work life as stated by Allah SWT in QS. Al-Mu'minun Verse 8, as follows:

Say: "And those who are the guardians of their faith and their covenants."

Translation: "(It is also fortunate) those who keep their commissions and promises."

Several factors determine employee satisfaction and turnover intention, notably the prevailing leadership style and the overall quality of work life. This study is a replication of the research of Prasetya (2019), Handayani and Purwanto (2018) which found that satisfaction as an intervening/intermediate variable can affect employee performance and organization. The quality of work life affects job satisfaction, as stated by Rahmawati (2016) that the higher the work-life balance, the higher the job satisfaction. Nurendra & Saraswati (2016) wrote that when a person does not feel a balance between work and living life at work, it can be identified that the employee will choose another job that is able to balance the two.

Good employee performance can be seen from their ability to complete tasks with high quality, timeliness, and success in achieving the targets set by the company. Mangkunegara (2013) asserts that performance includes two important aspects, namely quality (how well the work is done) and quantity (how much work is produced). An employee who is able to complete work on time and in accordance with the specified standards is considered to have good performance. Luthans (2005) reinforces this view by stating that performance is a measure of the results or services provided by a worker. This indicates that performance is concrete and measurable, both in terms of physical work results and service contributions. In addition, Luthans adds that performance does not stand alone, but must be seen in the context of comparison to predetermined targets or standards (Rivai & Basri, 2005).

Job satisfaction is also an important factor affecting employee performance. Affandi (2016) revealed that employees who are satisfied with their jobs tend to be more productive and provide better results. Similarly, according to Wirawan (2013), employees' positive or negative attitudes and feelings towards their work can have an impact not only on themselves but also on the performance of the organization as a whole. This means that a supportive work atmosphere and employee satisfaction are critical to improving organizational performance.

Meanwhile, a finance company is a type of business entity that specifically operates in the financing institution sector. One of the areas it operates in is

consumer financing, which is the provision of financing for the procurement of goods needed by consumers with a payment system in installments. This is regulated by Minister of Finance Regulation No. 84/PMK.012/2006, which ensures that this financing activity runs in accordance with legal provisions and supports consumer needs in a structured and legal manner.

PT. Suzuki Finance Indonesia Makassar City is one of the leading financing companies in Indonesia engaged in Suzuki motorcycle financing. Suzuki Finance's success in achieving its goals is highly dependent on the performance of its employees. High employee performance will result in high productivity, which will ultimately increase the company's profits. To realize a good quality of work life, companies must provide facilities such as a conducive work environment, competitive salaries and benefits, opportunities for self-development, and a balance between work and personal life. Then high organizational commitment will motivate employees to work hard and achieve organizational goals, reward outstanding employees, and involve employees in decision-making. High job satisfaction will increase employee motivation and performance. Job satisfaction can be realized by providing challenging work, providing constructive feedback, and creating a supportive work environment.

PT Suzuki Finance Indonesia in Makassar shows a strong determination to encourage its employees' performance to be more optimal. Efforts include focusing on three important aspects, namely quality of work life, organizational commitment, and employee job satisfaction. Despite these efforts, observations and data obtained indicate that there are still challenges that must be overcome in all three aspects. These problems include a less conducive work environment, less competitive salaries and benefits, limited opportunities for self-development, and a poorly maintained work-life balance. These problems are feared to have a negative impact on employee performance such as a decrease in employee motivation and productivity, an increase in employee attendance and turnover rates, a decrease in the quality of service to customers and an increase in the company's operational costs.

The decline in the quality of employee performance that occurred at PT Suzuki Finance Indonesia Makassar City became an important trigger for this research. In organizations, human resources play a central role in determining the success of achieving goals. Therefore, understanding the factors that influence employee performance is crucial. This study aims to examine in depth how three main factors namely "quality of work life, organizational commitment, and job satisfaction" impact employee performance.

The results of this study are expected to be an evaluation and recommendation for the management of PT Suzuki Finance Indonesia Makassar City to improve and develop strategies in human resource management. Thus, the company can create a better work environment, increase employee loyalty and motivation, which in turn will increase overall work productivity and effectiveness, while supporting the achievement of optimal company goals.

Departing from the background, problems, and objectives that have been described, this study aims to have a significant impact, both theoretically and practically. Theoretically, the findings of this study are expected to enrich the

treasures of human resource management science, provide a foundation for future studies, and add to the literature related to the effect of quality of work life on employee performance mediated by satisfaction. on practical benefits, the results of this study can be valuable input for PT Suzuki Finance Indonesia Tbk. Makassar to optimize human resource development and the effectiveness of quality of work life in improving employee performance through job satisfaction. For the scientific community, this research is expected to be a valuable reference that expands understanding for researchers with similar issues.

### RESEARCH METHOD

This research uses a quantitative approach that focuses on measuring and analyzing numerical data. In particular, the type of research used is Explanatory Research, whose main focus is to understand and explain the cause-and-effect relationship between the variables studied in real phenomena. Darwin et al. (2021) explain that Explanatory Research does not merely describe the situation, but tries to unravel how one variable can affect another in a particular situation. In addition, this research aims to see real and meaningful differences in the situation being studied.

The location chosen for the research was the branch office of PT Suzuki Finance in Makassar City, which became the main focus of the study because the conditions and phenomena to be studied existed in that place. In addition, the research was conducted over a period of two months, from December 2024 to January 2025. This timeframe provides sufficient opportunity to collect data thoroughly, process the information, and conduct proper analysis. The clear timing also helped to maintain the accuracy and relevance of the data to the conditions prevailing at the time of the research.

Population is a group or whole of individuals who are the focus of the study, with certain characteristics or characteristics that are relevant to the research objectives. Sugiyono (2016) explains that population is a generalization area where research results can later be applied. In the case of research at PT Suzuki Finance Makassar City Branch, the population consists of 34 employees who are the object of study. Because the number of members of this population is relatively small, the study decided to use probability sampling techniques, where each employee has the same opportunity to be selected as a sample. However, to ensure complete and representative data, the researcher chose to use a saturated sample, meaning that all members of the population were sampled. Thus, all 34 employees became research respondents.

#### Operational definition of variables

The operational definition is intended to provide research limitations in facilitating the interpretation of the variables to be studied. As for determining the objective criteria, it is done using the following methods:

**Table 3.1 Operational Definition Of Variables**

Variable	Operational Definition of Variables	Indicator
Quality of Work Life (X1)	Quality of work life reflects a company's commitment to	Work environment safety Career development



	fostering a secure and satisfying environment, thereby enhancing the competitiveness of its workforce.	Communication Cascio (2003)
Organizational Commitment (X2)	Organizational commitment gauges an employee's intent to remain with a company long-term.	Effective commitment Sustainability commitment Normative commitment Busro (2018)
Job Satisfaction (x3)	Job satisfaction measures the extent of an individual's favorable and agreeable emotional responses to their employment.	Working conditions Salary or Wages Robbins Co-workers (2015)
Employee Performance (Y)	Performance refers to the output of employees who surpass established work standards within a set timeframe.	Quantity Quality Timeliness Implementation of Mangkumanegara Tasks (2017)

### Variable Measurement

In this study, to measure variables such as quality of work life, organizational commitment, and job satisfaction as independent variables, as well as employee performance as the dependent variable, a Likert scale was used. The Likert scale is arranged in the form of statements that respondents must answer by choosing their level of agreement with the statement. The answer options consist of five levels, ranging from "Strongly Disagree" which is given a score of 1, "Disagree" with a score of 2, "Less Agree" with a score of 3, "Agree" with a score of 4, to "Strongly Agree" which gets the highest score of 5.

### Types of research data

The quantitative approach in research relies heavily on numerical and measurable data. Sugiyono (2018) states that this approach is rooted in the positivistic paradigm, where truth or reality is considered to be proven through concrete and measurable data. Quantitative data allows researchers to collect countable information, such as scores, percentages, or frequencies, which are then analyzed with statistical techniques. The main purpose of quantitative data collection is to look for patterns, relationships, or influences between predetermined variables. With a quantitative approach, research results can be presented objectively, systematically, and can be retested by other researchers. Therefore, this method is very suitable for research that aims to measure and test hypotheses on the basis of strong and measurable data.

### Research Data Sources

Primary data is information collected directly by researchers from the original source. For example, when researchers interview respondents or distribute questionnaires to participants, the data obtained is primary data. This type of data

is original because it is obtained directly from the research subject according to the needs of the study. In contrast, secondary data is data that is not obtained directly from the main source by researchers. This data usually comes from documents or reports that are already available, such as data from government agencies, previous research results, journals, books, or company archives (Sugiyono, 2014). The use of secondary data will greatly benefit researchers because it can save time, effort, and funds. The data can be obtained from documents, records, reports, and official archives obtained from the person in charge at PT. Suzuki Finance Makassar City Branch.

#### **Data Collection Techniques**

In this study, the data collection technique used was a questionnaire, which is a method carried out by providing a series of questions or written statements to respondents to be answered independently. According to Sugiyono (2019), questionnaires are an effective method for obtaining large amounts of data quickly, especially in quantitative research that aims to statistically measure the relationship between variables. The questionnaire was chosen because it allows standardized data collection, so that the results can be analyzed objectively and quantitatively using statistical techniques. In addition, this method is also considered more practical and efficient, considering that the entire population in this study was used as a sample (saturated sample), namely 34 employees of PT Suzuki Finance Indonesia Makassar City Branch.

#### **Measurement Model or Outer Model**

##### **Validity Test**

Testing the measurement model includes two main aspects, namely validity and reliability. Validity is tested using Pearson correlation analysis, where an item is declared valid if it has a significant correlation with the total score, namely when the r-count value is greater than or equal to the r-table at the 0.05 significance level. Meanwhile, instrument reliability was assessed based on Cronbach's Alpha value. The instrument is considered to have high reliability if the Alpha value is  $\geq 0.70$ . The greater the Alpha value, for example above 0.80, indicates that the instrument has strong internal consistency. Conversely, if the Alpha value is below 0.50, this indicates that the instrument is less consistent and there may be unreliable items.

##### **Data Analysis Techniques**

Data analysis is divided into descriptive and inferential statistics. Descriptive statistics only describe data without generalization. Inferential (probability) statistics analyze samples for the population, suitable if the sample is randomly drawn from a clear population. One of the inferential techniques is multiple linear regression. This technique models, tests the direction, and significance of the partial/simultaneous effect of variable “X (Quality of Work Life, Organizational Commitment, Job Satisfaction) on variable Y (Employee Performance)”. Multiple linear regression can be formulated as follows:

$$Y = a + bX_1 + b_2X_2 + b_3X_3 + e$$

Information:

a = Constanta

b1 = Value of Variable Regression Coefficient X1

b2 = Value of Variable Regression Coefficient X2

$b_3$  = Value of Variable Regression Coefficient  $X_3$

$e$  = Standard Error

### Uji Hipotesis

In this study, hypothesis testing was carried out through several statistical techniques to see the extent to which the independent variable affects the dependent variable. First, the coefficient of determination (R Square) is used which serves to predict and illustrate how much contribution or collective influence of all independent variables on the dependent variable. This value shows the percentage of variation in the dependent variable that can be explained by the independent variables in the model.

Furthermore, the t-test (partial test) is carried out to determine the effect of each independent variable individually on the dependent variable. If the test results show a significance value (p-value) of less than 0.05, then the variable is considered to have a significant influence. Conversely, if the significance value is greater than 0.05, then the effect is considered insignificant.

Finally, the F test (simultaneous test) is carried out which aims to test whether all independent variables together have an influence on the dependent variable. This test is important to assess the significance of the model as a whole.

## RESULT AND DISCUSSION

### Responsive Features

The respondent profiles for this study, comprising employees of PT SUZUKI FINANCE Makassar City Branch, were obtained from questionnaires. These profiles highlight their employee status, gender, educational background, and tenure. Table 4.1 provides a quick overview of these characteristics:

**Table 4. 1 Composition of Respondents by Gender, Education Level, Age and Position**

It	Resonance characteristics	Frequenc y	Percentage (%)
1	<b>Employee Status</b>		
	Permanent Employees	22	64,7
	Contract Employees	12	35,3
2	<b>Gender</b>		
	Man	20	60
	Woman	14	40
3	<b>Last Education</b>		
	High School/Vocational School	10	35
	S1	24	65
4	<b>Working Period</b>		
	1-5 Years	12	36
	5-10 Years	8	24
	10-20 Years	14	40

Source: Primary Data (processed) 2024

### Descriptive Statistical Analysis

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To gain an understanding of the overall conceptual structure of the research model, we conducted descriptive statistical analysis by interpreting the average score of each indicator. The research approach of interpreting these average scores is consistent with Schafer, Jr's (2004) framework, which is presented in the table below:

**Table 4.2 Basic Interpretation of Item Scores in Research Variables**

No.	Score Score	Interpretation
1	1,00 - 1,79	Ugly/unimportant
2	1,80 - 2,59	Less
3	2,60 - 3,39	Enough
4	3,40 - 4,19	Good/important
5	4,20 - 5,00	Very good/Very important

Source: Modifications from Schafer, Jr. (2004)

Detailed results of the descriptive statistical analysis for each variable are provided as follows:

#### **Quality of Work Life (X1)**

For this study, the quality of work life variable is measured through three key indicators: work environment safety, career development, and communication. Each of these indicators is operationalized into two statement items. Table 4.3 presents the respondents' perceptions regarding their quality of work life:

**Table 4.3 Frequency/Percentage of Variable Indicators of Quality of Work Life**

Indicator	Respondent's Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0.0	0	0.0	6	17.6	15	44.1	13	38.2	4.21
X1.1.2	0	0.0	1	2.9	3	8.8	21	61.8	9	26.5	4.12
X1.1											4.16
X1.2.1	0	0.0	0	0.0	2	5.7	23	67.6	9	26.5	4.21
X1.2.2	0	0.0	0	0.0	4	11.8	22	64.7	8	23.5	4.12
X1.2											4.16
X1.3.1	0	0.0	0	0.0	6	17.6	17	50.0	11	32.4	4.15
X1.3.2	0	0.0	0	0.0	4	11.8	19	55.9	11	32.4	4.21
X1.3											4.18
Mean of Quality of Work Life Variables											4.17

Source: Appendix 4

As shown in Table 4.3, respondents rated their quality of work life very highly, evidenced by an average score of 4.17. This strong average implies that respondents grasp the intended meaning of quality of work life within this research. Among the indicators, communication (X1.3) received the highest average score at 4.18.

#### **Organizational Commitment (X2)**

For this study, organizational commitment is assessed through three key indicators: affective commitment, continuance commitment, and normative

commitment. Each indicator is operationalized into two questionnaire items. Table 4.4 displays respondents' perceptions regarding their organizational commitment:

**Table 4. 4 Frequency/Percentage of Variable Indicators of Organizational Commitment**

Indicator	Respondent's Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1.1	0	0.0	0	0.0	6	17.6	17	50.0	11	32.4	4.15
X2.1.2	0	0.0	0	0.0	1	2.9	10	29.4	23	67.6	4.65
X2.1											4.40
X2.2.1	0	0.0	0	0.0	3	8.8	14	41.2	17	50.0	4.41
X2.2.2	0	0.0	0	0.0	2	5.9	11	32.4	21	61.8	4.56
X2.2											4.48
X2.3.1	0	0.0	1	2.9	4	11.8	16	47.1	13	38.2	4.21
X2.3.2	0	0.0	0	0.0	7	20.6	12	35.3	15	44.1	4.24
X2.3											4.22
Mean Variables of Organizational Commitment											4.37

Source: Appendix 4.

Table 4.4 shows that respondents rated their organizational commitment very highly, with an average score of 4.37. This suggests a clear understanding of the concept within this study. Continuance commitment (X2.2) received the highest average, at 4.48.

### **Job Satisfaction (x3)**

The job satisfaction variable is measured using three indicators: work conditions and colleagues, salary and wages, and the job itself. Each indicator consists of two statement items. Respondents' perceptions of job satisfaction are presented in Table 4.5:

**Table 4. 5 Frequency/Percentage of Job Satisfaction Variable Indicators**

Indicator	Respondent's Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	f	%	F	%	F	%	
X3.1.1	0	0.0	0	0.0	5	14.7	12	35.3	17	50.0	4.35
X3.1.2	0	0.0	0	0.0	3	8.8	21	61.8	10	29.4	4.21
X3.1											4.28
X3.2.1	0	0.0	0	0.0	1	2.9	20	58.8	13	38.2	4.35
X3.2.2	0	0.0	0	0.0	2	5.9	21	61.8	11	32.4	4.26
X3.2											4.30
X3.3.1	0	0.0	0	0.0	4	11.8	14	41.2	16	47.1	4.35
X3.3.2	0	0.0	0	0.0	3	8.8	16	47.1	15	44.1	4.35
X3.3											4.35
Mean Job Satisfaction Variable											4.31

Source: Appendix 4.

Table 4.5 reveals respondents hold a very positive view of job satisfaction, indicated by an average score of 4.31. This suggests they clearly understood the concept as defined in this study. The job itself indicator (X3.3) scored highest, with an average of 4.35.

#### Employee Performance (Y)

The employee performance variable is measured using four indicators: work quantity, work quality, punctuality, and task implementation. Each indicator is developed into two statement items. Respondents' perceptions of employee performance are presented in Table 4.6:

**Table 4. 6 Frequency/Percentage of Employee Performance Variable Indicators**

Indicator	Respondent's Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1.1	0	0.0	0	0.0	6	17.6	15	44.1	13	38.2	4.21
Y1.1.2	0	0.0	1	2.9	3	8.8	23	67.6	7	20.6	4.06
Y1.1											4.13
Y1.2.1	0	0.0	0	0.0	2	5.9	24	70.6	8	23.5	4.18
Y1.2.2	0	0.0	1	2.9	3	8.8	23	67.6	7	20.6	4.06
Y1.2											4.12
Y1.3.1	0	0.0	0	0.0	6	17.6	17	50.0	11	32.4	4.15
Y1.3.2	0	0.0	0	0.0	1	2.9	22	64.7	11	32.4	4.29
Y1.3											4.22
Y1.4.1	0	0.0	2	5.9	6	17.6	15	44.1	11	32.4	4.03
Y1.4.2	0	0.0	0	0.0	1	2.9	12	35.3	21	61.8	4.59
Y1.4											4.31
Mean Employee Performance Variables											4.19

Source: Appendix 4.

Table 4.6 shows that respondents perceive employee performance very positively, with an average score of 4.19. This suggests a good understanding and strong current performance, though there's still room for improvement. Task implementation (Y1.4) had the highest average at 4.31.

#### Analysis of Research Results

##### Test the validity of the research instrument.

To confirm the research instrument's ability to definitively measure the problem, a validity test was conducted. This involved item analysis using the Product Moment formula, correlating each question item with its variable's total score. Validity is established if the calculated  $r_{xy}$  exceeds the critical  $r_{table}$  at a 0.05 significance level, or if the correlation's significance is below 0.05 (indicating a strong construct). The results of this testing are as follows:

**Table 4. 7 Recapitulation of Validity and Reliability Test Results**

Variable	Item	R	Mr.	Information	Reliability	Information
	X1.1	0.865	0.000	Valid	0.850	Reliable

Quality of Work Life	X1.2	0.879	0.000	Valid		
	X1.3	0.854	0.000	Valid		
Organizational Commitment	X2.1	0.834	0.000	Valid	0.813	Reliable
	X2.2	0.656	0.000	Valid		
	X2.3	0.823	0.000	Valid		
Job Satisfaction	Y1.1	0.913	0.000	Valid	0.864	Reliable
	Y1.2	0.884	0.000	Valid		
	Y1.3	0.924	0.000	Valid		
Employee performance	Y2.1	0.902	0.000	Valid	0.838	Reliable
	Y2.2	0.860	0.000	Valid		
	Y2.3	0.939	0.000	Valid		
	Y2.4	0.844	0.000	Valid		

Source : appendix 3 of the validity and reliability test results.

Table 4.7 confirms that all research instrument items and variable indicators are valid.

#### Reliability Test of Research Instruments.

The reliability of the research instruments, which gauges their consistency and trustworthiness, was assessed using Cronbach's Alpha. A coefficient of 0.7 or greater signifies reliability.

Table 4.7 demonstrates that all variables in this study exceeded this threshold, indicating high reliability based on Arikunto (1998)'s criteria. Consequently, the data is confirmed as valid and appropriate for hypothesis testing.

#### Regression Analysis and Hypothesis Testing

##### Regression Analysis

Decision-making on the hypothesis is based on the probability value (P-value). Determination of the validity of the hypothesis uses the probability value (P-value) as an indicator. If the analysis results show that the  $P\text{-value} \leq 0.05$ , then this means that there is a significant effect, so the null hypothesis stating that there is no effect must be rejected. Conversely, if the  $P\text{-value} > 0.05$ , then no significant effect is found, so the null hypothesis is accepted.

This analysis process was conducted using SPSS for Windows software, and the test results will be presented in detail in the significance table that will be displayed in the next section.

##### Hypothesis Testing

Based on the proposed empirical model, hypothesis testing was conducted through regression coefficient testing. The results are presented in Table 4.8:

**Table 4. 8 Hypothesis Testing**

HI P	Independent Variables	Dependent Variables	Regression Results				
			B	Beta	t hit	p-value	Information
H1	Quality of Work Life	Employee performance	0,829	0.625	7.038	0.000	Signifikan

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H2	Organizational Commitment	Employee performance	0.532	0.327	4.898	0.000	Signifikan
H3	Job Satisfaction	Employee performance	0.300	0.234	2.812	0.009	Signifikan
R = 0.944							
R Square = 0.892							
F = 82,526		Sig = 0.000					
Regression equations		$Y = -8,880 + 0,829X_1 - 0,532X_2 + 0,300X_3 + \epsilon$					

Source: Appendix 4

Table 5.8 reveals that:

1. Quality of work life positively and significantly impacts employee performance ( $P=0.000<0.05$ , coefficient = 0.829).
2. Organizational commitment also shows a positive and significant influence on employee performance ( $P=0.000<0.05$ , coefficient = 0.532).
3. Job satisfaction significantly and positively affects employee performance ( $P=0.009<0.05$ , coefficient = 0.300).

Furthermore, the results of the simultaneous test (F test) show that the entire model built is valid and feasible to use in explaining employee performance at the research location. This means that the three variables jointly affect performance.

Meanwhile, the coefficient of determination ( $R^2$ ) value of 0.944 indicates that 94.4% of the variation in employee performance can be explained by the three variables. The remaining 5.6% is influenced by other factors outside the scope of the study. Thus, these results illustrate that the model used is strong enough and representative of the existing reality at PT Suzuki Finance Makassar City Branch, and can be the basis for strategic decision making in improving employee performance.

## Discussion

### The Effect of Quality of Work Life on Employee Performance.

The results showed that the quality of work life has a positive and significant influence on employee performance. In other words, when the quality of work life increases, employee performance at PT Suzuki Makassar City Branch also tends to increase. This research shows that the quality of work life is very important in influencing how employees work. That is, if the working conditions and atmosphere perceived by employees are better, then employees will be more motivated and able to work better.

This finding shows the importance of paying attention to the aspects that make up the quality of work life, as it can be a major factor in driving employee productivity and performance. This research is in line with a study conducted by Muhammad Arif, M. Azizi Firdaus, and Racmatullaily Tinakartika Rinda in 2020,

with the title "*The Influence of Quality Of Work Life and Job Satisfaction on Employee Performance*".

The results of the descriptive statistical analysis reveal that communication is the aspect that received the highest average score in the work-life quality variable. This indicates that communication is the most frequently used method by employees when interacting with supervisors and coworkers. The intensive use of communication plays an important role in ensuring that work processes can run smoothly and effectively. That means, good communication among team members and with leaders is the key to creating a supportive work environment, allowing tasks to be completed more efficiently and without obstacles. This finding emphasizes the importance of communication as one of the main factors in the quality of work life that positively impacts employee performance.

#### **The Influence of Organizational Commitment on Employee Performance.**

The results of the research analysis reveal that organizational commitment has a positive and significant impact on employee performance. The findings mean that the stronger the level of commitment an employee has towards their organization, the better their performance tends to be. At PT. Suzuki Makassar Branch, this condition shows that when employees feel a strong bond and a high sense of responsibility towards the company, they are more motivated to contribute their best in their work. These findings are also in line with the research conducted by Bambang Ali Nuryanto, Prihatin Tiyanto P.H, and Gita Sugiyarti in 2023, titled "*Analysis of Employee Performance Through Competence, Quality of Work Life (QwL), and Organizational Commitment with Job Satisfaction as a Mediator (Study on Employees in the Regional Market of Pemalang Regency).*" Overall, this emphasizes that commitment to the organization is one of the main factors that can drive performance improvement, so the company needs to pay attention to and manage employee commitment to ensure continuous performance development.

Statistical analysis reveals that the aspect of sustainable commitment is the most dominant element in the organizational commitment variable among employees. Sustainable commitment reflects employees' willingness to remain and be responsible towards the company, even when formal supervision from superiors is absent. This fact is supported by field observations that show employees continue to demonstrate high dedication in carrying out their tasks independently. This indicates that employee performance is not solely dependent on supervision or control from management, but is more driven by internal motivation or intrinsic motivation to achieve the best results. With a clear understanding of the tasks and responsibilities they bear, employees utilize the resources and facilities provided by the company effectively and efficiently.

Therefore, this ongoing commitment is very important for the company because it creates a work environment where employees can work productively and independently, without always being closely monitored. This also shows that the company has successfully built a work culture that supports employees' sense of responsibility and professionalism in achieving common goals.

#### **The Effect of Job Satisfaction on Employee Performance**



The results of the research analysis reveal that job satisfaction plays a positive and significant role in improving employee performance. This means that when the level of job satisfaction among employees increases, their performance also tends to improve. High job satisfaction creates a positive feeling towards the job and the organizational environment, thereby encouraging employees to perform at their best. This also reflects that the company has successfully met the needs and expectations of its employees. These findings are in line with the research conducted by January Wau and Purwanto in 2021 titled "The Influence of Career Development, Work Motivation, and Job Satisfaction on Employee Performance."

Based on the results of descriptive statistics, it is known that the coworker aspect received the highest average score compared to other indicators in the job satisfaction variable. This indicates that relationships among coworkers play a very important role in shaping employee job satisfaction. Harmony, good cooperation, and support among coworkers have proven to create a pleasant and productive work environment, thereby encouraging the achievement of targets and work success as expected. In other words, the quality of social relationships in the workplace is the main factor influencing individual satisfaction in performing their tasks.

### CONCLUSION

The research results show that work-life quality, organizational commitment, and job satisfaction have a positive and significant impact on employee performance at PT. Suzuki Finance Makassar Branch. This means that the better the work-life quality provided, the higher the employees' commitment to the company, and the more fulfilled the job satisfaction, the better the employee performance will be. These findings indicate that the company needs to continuously pay attention to aspects of employee welfare, strengthen their emotional and professional ties to the organization, and create a supportive work environment that rewards good performance. The implementation of these results can be used by the management of PT. Suzuki Finance Makassar City Branch as a human resource development strategy to achieve the company's goals more effectively and sustainably. For future research, it is recommended to add other variables that may also affect employee performance, such as leadership style, physical work environment, organizational culture, or intrinsic motivation. In addition, the scope of the research can be expanded to other branches or different industry sectors so that the results can be compared and generalized more broadly. Research using mixed methods is also recommended to obtain a more in-depth understanding, both quantitatively and qualitatively, of the dynamics of employee performance within an organization.

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