

Building Nurses' Organizational Commitment by Providing Good Quality of Work Life

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ABSTRACT

To advance the understanding of the relationship between organizational commitment and competitive excellence, this study investigates the effect of *quality of working life (QWL)* on *organizational commitment (OC)* with *job satisfaction (JS)* as the mediating variable. Health care organizations such as hospitals are engaged in services, thus the evaluation always relates to the staff quality. Human resources who are committed to the organization's goal will sustain the organization's strategic performance. By using the QWL measure of seven factors, the Job Satisfaction Survey (JSS), and the Organizational Commitment Questionnaire (OCQ), this study measures the QWL, OC and JS of 368 permanent nurses at type B hospitals in Jakarta. Using survey data, this study found a significant relationship between QWL and OC; QWL and JS; JS and OC; and

QWL and OC with JS as the mediation. JS fully mediates the influence of QWL on OC. The results may become consideration or increase understanding for hospital or nursing management that fostering nurses' JS or providing good QWL will eventually build the nurses' commitment to their work.

Keywords: Quality of Work Life, Organizational Commitment, Job Satisfaction, Nursing Personnel, Hospitals

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INTRODUCTION

Today, one of the factors that will hold the root of an organization's competitive excellence is high-quality employees, rather than the capital, technology or long-lived products (Chan & Wyatt, 2007). For a hospital, where full and advanced medical technology is not inherently a source of competitive excellence, this is very real. Health care organizations such as hospitals are engaged in services, thus the assessment of one hospital always relates to the staff quality or the extent to which hospital staff are able to provide the necessary treatment, have the opportunity to continue learning and have training, work in positive conditions, and be satisfied with their work (Veillard et al., 2005).

In general, good performance of employees will certainly drive good organizational performance. However, employee with high performance might have a low organizational commitment (OC) (Daud, Normala, 2010). Maintaining the strategic performance of organization depends on human resources who are committed to the organization's goal (Daud, Normala, 2010). OC is not only about staying for a long time; it is more about employees' willingness to provide the best for the company. Lack of OC can certainly become a concern for organizations, since OC is an important issue at work. This also applies to a hospital where nurses occupy an important position for the hospital's sustainability. Work as a nurse can be categorized as an executor for medical service plans such as drugs and infuse administration, medical check-ups, and patients' food intake supervision. Nurses' duties vary at any time depending on how the patient and

hospital conditions and situations are. They also have a dynamic work schedule, where nurses may get different work schedules either in the morning, evening or at night. It can be seen here that working as a nurse requires not only nursing skills, but also patience, perseverance and commitment. Therefore, OC of nurses is item that need to be considered for the survival of a hospital.

Through human resource management, a hospital can improve OC of nurses. One of them is by establishing a work-life environment which is physically and non-physically conducive. This needs to be done to ensure that nurses have job satisfaction, physical and psychological well-being, and opportunities to develop their potential. One aspect that hospital management can consider is the quality of work life (QWL). A number of recent studies have reaffirmed the importance of QWL as a key determinant of outcomes associated with organizations and employees such as Job Satisfaction (JS) and Organizational Commitment (OC). In fact, QWL also reduces the risk of turnover intentions to overall organizational benefits (Dechawatanapaisal, 2017; El Badawy, Chinta, & Magdy, 2018; Nayak, Sahoo, & Mohanty, 2018; Rastogi, Rangnekar, & Rastogi, 2018; Yadav & Naim, 2017). High QWL is marked by the creation of a balance between employees' diverse needs and the company's fulfillment to these needs. From this, employees can feel comfortable, not burdened, enjoy their work, and show their best ability to achieve the organizational goals with great commitment (Daud, Normala, 2010; El Badawy, Chinta, et al., 2018; Tabassum & Khan, 2011).

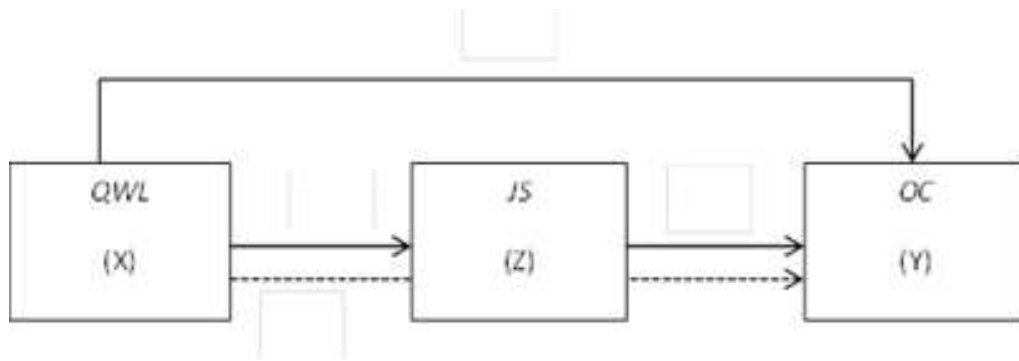


Figure 1: Variable Relationship Diagram

LITERATURE REVIEW

Quality of Work Life (QWL)

El Badawy et al (2018) defines QWL as physical and psychological well-being in the work environment related to employee integration to overall areas in their lives. Moreover, QWL is the quality of employees-to-work environment relationship, adding the human aspect to technical and economic considerations (Rekhi & Sharma, 2018). In other word, QWL is employees' perception of work environment and human resource conditions (Zin, 2004).

In addition, QWL is an ongoing process for attaining certain objectives (Rastogi et al., 2018). QWL refers to a process in which organizations recognize their responsibility to provide and foster working conditions so that employees find their interests and needs (Dechawatanapaisal, 2017). QWL is also described as the effectiveness of work environment, where the organization supports and promotes better health and well-being, job security, job satisfaction, competency development and a balance between work life and non-work life (Rekhi & Sharma, 2018). Thus, QWL also acts as a strategy, operation and workplace environment to promote and maintain employee satisfaction to improve working conditions and organizational effectiveness (Rekhi & Sharma, 2018).

From the various definitions above, QWL can be divided into two perspectives. First QWL as the process and conditions of the organization. Second, QWL as the condition perceived by employees in the organization. The distinction between the two viewpoints is that the organizational viewpoint emphasizes QWL as the organization's duty; it is the organization's responsibility to meet employees' need and create effective and efficient organizational conditions. Whereas, the employees' perspective emphasizes QWL as the employees' perception and interpretation of their work environment and the opportunity to benefit from it. However, both perspectives are equal on the view that QWL is a condition that is formed from the relationship of people with their environment. In addition, both views suggest that QWL in organizations provides positive benefits for employees and organizations.

Here it can be concluded that QWL is "a multidimensional form of employee relations with the work environment that forms a measure of quality within the company. Furthermore, these measures can be used for evaluation and planning to consider and meet the needs of employees such

as the work environment, supervision, employee development, recognition of achievements, and other benefits and dimensions. By fulfilling these needs employees will feel comfortable working in their company". However, this definition is not a general concept definition to explain QWL, because the interpretation of QWL will differ depending on the conditions and situations of the organization under study. Although there is no generally accepted concept definition, researchers have the same viewpoint that QWL is associated with employee welfare, and work-related behavioural phenomena that have an effect on organizational efficiency and effectiveness (Dechawatanapaisal, 2017).

Job Satisfaction (JS)

JS is a description of positive feelings about a job resulted from the characteristics being evaluated (Robbins & Judge, 2013). Furthermore, according to Luthans (2011) JS includes cognitive, affective, and evaluative reactions or attitudes and conditions or in other words "pleasant or positive emotional states resulted from job evaluation or work experience." JS is the product of employees' perceptions of how well their work provides things that are deemed important.

In general JS is defined as emotional responses (Colquitt, Lepine, & Wesson, 2015; Khalilzadeh, Chiappa, Jafari, & Borujeni, 2013; Luthans, 2011), verbal expressions (Khalilzadeh et al., 2013), and cognitive evaluation (Lee, Back, & Chan, 2015) of employees for their work. In other words, job satisfaction stems from the attitude employees have in work-related matters (Luthans, 2011).

From the interpretation, the concept of JS can be divided into two assumptions. First, JS is the attitude that comes from employees, second the goal of JS is one's job. Simply put it can be concluded that JS is an evaluative response associated with the emotional state of the employee to his job.

Organizational Commitment (OC)

The definition of OC is very diverse and has different perspectives. In Ayta (2017), OC is one of the employees' attitudes towards their work which is defined as a strong desire for these employees to feel part of the organization, maintain organizational membership, make efforts towards organizational targets, and accept organizational targets and values at a high level (Eliyana, Ma'arif, & Muzakki, 2019). Here OC can be described as a state of psychological (Meyer

& Allen, 2007), emotions (Yahaya & Ebrahim, 2016) and desires (Aydin, 2011).

OC is also an internal force that binds a person to an action or target and the extent to which members identify and promote organizational goals (Peterson, Kara, Fanimokun, & Smith, 2019). This internal power emerges when a person makes side bets to his organization aside from other organizations with the same line of activity (Yahaya & Ebrahim, 2016). Thus, employees who have OC consider that it is a moral requirement to stay in the company, regardless of how much satisfaction increase the company gives to them for many years the employee works.

From some of these explanations it can be concluded that OC is an attitude and behavior that is shown by employees towards work and organization where they work. As attitude, it is shown by loyalty and willingness to work optimally for the organization, strong desire to feel part of the organization, desire to maintain membership in the organization, desire to achieve organization's targets, and strong trust in accepting organizational targets and values. Then as behaviour, it is shown by positive workplace behavior such as showing high performance, and organizational citizenship behavior.

Albdour & Altarawneh (2014) notes that the concept of OC is derived from many empirical studies that used it as dependent variables and independent variables. The increasing interest and attention of OC literature is based on the idea that this concept is an important part of employee psychological conditions. Employees with high OC theoretically display a lot of positive workplace behavior. This is reflected in the organization's high performance, and citizenship behavior, both of which will benefit the organization.

The effect of Quality of Work Life (QWL) on Organizational Commitment (OC)

Some studies may have different research constructs such as the QWL dimension construction, the samples which are taken and the country where the samples are taken (Nanjundeswaraswamy & Swamy, 2013), even so those studies have shown a general relationship between QWL and OC (Ayta, 2017; Daud Normala, 2010; El Badawy et al., 2018; Kaleel, Risla, Gany, & Mohamed, 2018; Zain, Mintawati, & Minai, 2018; Zin, 2004).

Although research concerning the relationship of QWL and OC is abundant, but the results may vary when it comes to the analysis of QWL dimensions and all three types of OC (El Badawy et al., 2018). From the overall studies there are very few studies that show no relationship between QWL and OC. However, it does not mean that QWL and OC studies are not interesting, since QWL has a dynamic construction (El Badawy et al., 2018; Rekhi & Sharma, 2018; Yadav & Naim, 2017) depending on the characteristics of the study (Nanjundeswaraswamy & Swamy, 2013). Several researches found the relationship between QWL and OC (El Badawy et al., 2018; Rekhi & Sharma, 2018; Yadav & Naim, 2017), but not indicating correlation relationship.

Meyer & Allen (2007) defines OC as a psychological condition that links the employee relation with the organization and the decision to remain in the organization.

It ensures that employees who are committed will remain in the organization compared to employees who are not committed. According to Porter, Steers, & Mowday (1974), sources of OC can vary from person to person. Eliyana, Ma'arif, & Muzakki (2019) suggested that OC is very much determined by the rewards offered by the organization, especially financial rewards. This study defines QWL as the desired work environment and aspects of life such as rewards, growth and development, participation, physical environment, supervision, social relevance and workplace integration. Better work experience can promote employee commitment to their organization. Thus, it is believed that there is a strong positive relationship between QWL and OC, which means that the higher the QWL the stronger the employees' OC.

H1 = Quality of work life has significant effect on organizational commitment

The Effect of Quality of Work Life (QWL) on Job Satisfaction (JS)

According to Lee, Back, & Chan (2015), Self-Determined Theory (SDT) can be the relationship basis between QWL and job satisfaction. This is because SDT can clarify the need (intrinsic and extrinsic) for people to feel self-determined and competent while interacting with their environment. Still according to Lee, Back, & Chan (2015) intrinsic needs are autonomous or determined by each individual, whereas extrinsic needs refer to behaviors or actions that enable achievement apart from the satisfaction obtained from the action itself. Because the intrinsic and extrinsic needs share general nature of QWL based on JS, therefore SDT provides an understanding of the relationship between the two.

Furthermore, the asymmetric relationship between QWL dimension and JS dimension can be explained by applying Kano's three-factor theory (1984). The three-factor theory was originally used to distinguish service attributes and their relationships with customer satisfaction. Due to employees' needs and intrinsic and extrinsic needs of QWL, three-factor theory can also be applied to JS provided that the level of JS varies with the attribute (Lee et al., 2015; Matzler, Fuchs, & Schubert, 2004).

The relationship of QWL with JS can also be explained by the need-satisfaction approach, meaning that QWL is a set of needs that employees try to satisfy through their work. Employees will get satisfaction of their needs as far as those needs are provided by their work (Chan & Wyatt, 2007). In addition, QWL and JS were also found to have a relationship in several studies (Budiatma, Suparman, & Dwi, 2018; Firmansyah, 2017; Swapna, 2015). Several findings suggest the relationship between QWL and JS (Chan & Wyatt, 2007; Lee et al., 2015), but not indicating correlation relationship. Thus, the second hypothesis of this study is:

H2 = Quality of work life has significant effect on job satisfaction.

The Effects of Job Satisfaction (JS) on Organizational Commitment (OC).

Various studies have shown that JS influence OC (Fabi, Lacoursière, & Raymond, 2015; Lok & Crawford, 2001; Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019; Ocen,

Francis, & Angundaru, 2017; Yousef, 2002). Fabi et al. examined the HPWS (High-Performance Work System) in several Canadian companies and found that the level of JS significantly affected OC. Lok & Crawford (2001) also examined seven large hospitals in Australia and found out that JS significantly affect OC. In short, the intention to leave or stay in the organization is determined by JS. This shows the relationship between JS and OC.

According to Yousef (2002) workers who are happy with their work will maintain their membership in the organization, either because of the large costs to be incurred if they decide to leave or because there are only few alternative jobs. Thus, the next hypothesis is:

H3 = Job satisfaction has significant effect on organizational commitment

The Effect of Quality of Work Life (QWL) on Organizational Commitment (OC) is Mediated by Job Satisfaction (JS)

Basically, the construction of QWL's relationship with OC is mediated by JS based on the attitudinal perspective approach, where this approach focuses on identifying events that contribute to the development of OC (Starnes & Truhon,

2006). QWL is especially considered as a condition and the mediation of JS is considered as a psychological state in shaping OC.

Many studies have found out that JS is the mediating variable of some relationships such as HR Practice with OC (Mahmood et al., 2019), employee training with OC (Ocen et al., 2017), and also role stressor with OC (Yousef, 2002). All three studies show significance when JS becomes the mediator of the independent variables formed from working conditions with OC. Here QWL is related to the characteristics of work and working conditions (Rekhi & Sharma, 2018), so it supports the construction of this study where job satisfaction is the mediator in the relationship of QWL with OC.

According to Lok & Crawford (2001) JS is proved to be a mediator of OC and its antecedents including QWL as found out by some other studies (Ayta, 2017; Daud Normala, 2010; Zain, Mintawati, & Minai, 2018). Thus, the final hypothesis of this research is organized as follows:

H4 = Quality of work life has significant effect on organizational commitment through job satisfaction as a mediating variable.

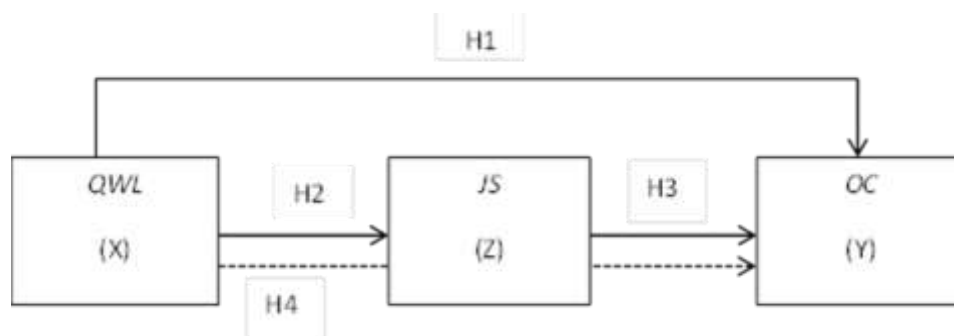


Figure 2: Research Framework

METHOD

Design and procedures

Data collected in this study were obtained through the following procedures:

1. Literature Study

Done to obtain the literature used for reference and basic problem solving in this study. The literature referred to in this study is the literature regarding QWL, JS and OC.

2. Field Research

Done to obtain data from the object of this study, namely type B Hospitals in Jakarta. This data was obtained through:

a. Observation, i.e. a direct observation of the research object to get both a general and a specific picture related to the problem under study.

b. Interview, i.e. a question and answer process toward authorized people related to the research object. In this study, interviews were conducted with the Director of Type B hospitals in Jakarta.

c. Questionnaire, i.e. filling out list of statements and choice of answers with a certain score. In this study the

questionnaires were filled out by the nurses of Type B hospitals in Jakarta.

d. Documentation, i.e. collecting related data from research documents of Type B hospitals in Jakarta.

3. Data Analysis and Data Collection

The analysis in this study was carried out based on data that had been obtained from the research object to find a picture of the problem, then compare it with the theory from various supporting literature in order to find conclusions. This research was undertaken in conjunction with core values and principles, namely law enforcement, respect for human rights and avoidance of undue risk to people's safety and well-being. It has been ensured that any possible ethical risks resulting from the study are limited strictly in proportion to the value of the expected benefits.

Sampling

The sample in this study are 368 nurses of type B hospitals in Jakarta. Type B hospital refers to a general hospital that has facilities of at least four basic specialist medical services, four support specialist medical services, eight other specialist medical services and two basic subspecialist medical services.

This type of hospital is eligible to become an education hospital if it meets the requirements and standards. To become respondents of his study, the nurses should meet the following criteria:

- Respondents have been working for 2 years.
- Respondents have become permanent nurses.

Measurement

QWL measurement in this study adopted Zin's theory (2004) which consists of seven QWL factors. This study specifically measures the QWL felt by employees toward their work, with response categories ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Next, this study measures JS with Job Satisfaction Survey (JSS) measurement tool adopted from Raddaha et al. (2012) which used 36 questions divided into nine aspects, with response categories ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Furthermore, this study measures OC using 15 items of OCO (Organizational Commitment Questionnaire) from Porter, Mowday, & Steers, (1979), with response categories ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Analysis

Data analysis was performed using path analysis. Path Analysis is used to analyze the pattern of relationships between variables in research. This model aims to determine the direct and indirect effects of a set of independent variables on the dependent variable. Path coefficient is a standardized regression coefficient, i.e. the regression coefficient calculated from a database that has been set in a standard number (Z-score). This analysis is assisted with SPSS software, with the significance test of Alpha is 0.05 or $p \leq 0.05$. For T test, the significance level of Alpha is 2.02439 or $t \geq 2.02439$ presented by t value, where it was used to see the significance of the indirect effect of independent variables on the dependent variable.

This study also uses the method suggested by Baron & Kenny (1986) regarding the three series of regression analyzes to

examine the mediation role of JS in the relationship of QWL to OC. First regression analysis is done by testing the QWL on JS, second regression analysis is done by testing the QWL on OC, and finally the multiple regression analysis is done by jointly testing the QWL and JS on OC. In addition, this study also conducted a direct regression of JS to answer H3 of this study. The mediation is said to occur when the independent variable significantly influences the mediating variable, then the independent variable significantly influences the dependent variable, and the mediating variable significantly predicts the dependent variable while reducing the previously significant relationship of the independent variable and the dependent variable. Furthermore, the final analysis of this research also uses the Sobel Test to find out the significance of the mediation variables in Path analysis.

RESULTS

After linear regression analysis, the effect of QWL on OC was proven to be significant (β Coefficient = 0.496, $p = 0.001$). Furthermore, the effect of QWL on OC was also shown to be significant (β Coefficient = 0.654, $p = 0,000$). Likewise, the effect of JS on OC was found to be significant (β Coefficient = 0.660, $p = 0,000$). The results can then fulfill the first and second conditions for the stipulation of a mediation according to Baron & Kenny (1986). In the multiple regression analysis, the effect of JS on OC was proved to be significant (β Coefficient = 0.587, $p = 0.001$). While the effect of QWL on OC becomes insignificant (β Coefficient = 0.112, $p = 0.448$). This shows that the effect of QWL on OC decreases after JS is included in the equation, this also answers the third requirement for the establishment of a mediation according to Baron & Kenny (1986) and shows that research on the model is full mediated. This result is also supported by the results of the Sobel Test which states that the indirect effect of QWL on OC through JS has significant results (Z SCORE = 0.383898, $p = 0.00241626$). Furthermore, the overall results of the regression conducted in this study are shown in table 4.1 below.

Table 1: Research Output

Equation	Standardized Coefficients Beta	T count	Sig.	T Table	Criteria
$QWL \rightarrow OC$	0,496	3,569	0,001	2,02439	Significant
$QWL \rightarrow JS$	0,654	5,406	0,000	2,02439	Significant
$JS \rightarrow OC$	0,660	5,490	0,000	2,02439	Significant
* $QWL \rightarrow OC$	0,112	0,700	0,448	2,02439	Not Significant
* $QWL \rightarrow JS$	0,587	3,665	0,001	2,02439	Significant
$QWL \rightarrow JS \rightarrow OC$	$0,654 \times 0,587 =$ 0,383898	3,03357373 (Sobel Test)	0,00241626 (Sobel Test)	1,96	Significant Full mediation

Furthermore, the coefficient results that have been obtained can be used to describe the path analysis model. Thus, the description of the Path Analysis of this research will be shown in Figure 4.1 below.

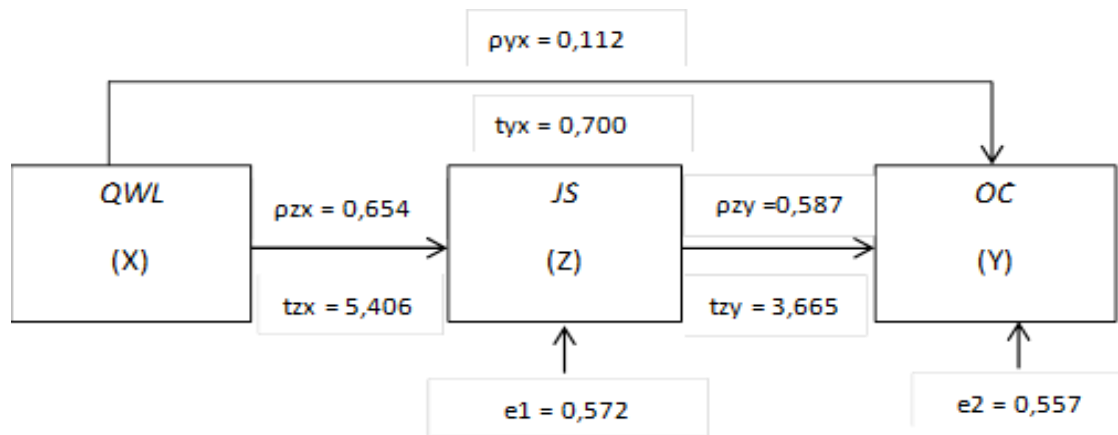


Figure 3: Structural Diagram Path Analysis

Hypothesis Testing

Tests that have been carried out in this study will then be used to answer the four hypotheses of the research. The results show that the influence of QWL on OC has proven to be significant. This is indicated by the significance value of 0.001 or less than 0.05. In addition, the significant effect of QWL on OC is indicated by t count QWL of 3.569 or greater than t table of 2.02439. Although, in multiple regression test the effect of QWL on OC is proven to be not significant, because the t count value is less than the t table but it still shows that H1 is accepted

Likewise, H2 which is the effect of QWL on JS is proved to be significant. This is indicated by the significance value of 0,000 or less than 0.05. In addition, the significant influence of QWL on JS is shown by QWL t count of 5.406 or greater than t table of 2.02439. The result of this relation in multiple regression test is also significant. In which the JS t count is 3,665 or greater than t table 2,02439. H2 is then accepted.

Furthermore, the influence of JS on OC proved to be significant. This is indicated by the significance value of 0,000 or less than 0.05. In addition, the significant effect of JS on OC is shown by JS t-count of 5.490 or greater than t table of 2.02439. Thus, H3 is accepted.

Sobel test results conclude that the effect of QWL on OC mediated by JS is accepted, because the significance value is 0.00241626 or smaller than 0.05. In addition, the results of T value indicate a value of 3.03357373 or greater than T table 1.96. This shows the significance of the indirect effect of QWL on OC through JS. That way the H4 of this study can be accepted and the mediation that exists in the model is full mediation.

Discussion

In the regression tests that have been carried out, it was found that the influence of QWL on OC is significant. This supports the previous research which shows the significance of the influence of QWL on OC (El Badawy, Chinta, et al., 2018; Rekhi & Sharma, 2018; Yadav & Naim, 2017). The findings of this study indicate that the creation of good working conditions in type B hospitals will in turn make nurses have acceptance on the hospitals' goals, willingness to work hard in the hospital, and the desire to continue working as nurses in the hospital. This condition can be in the form of increased compensation, more development programs, job advice

schemes, additional work support facilities, more intensive supervisors' attention, inculcation of positive values as nurses, and establishment of familiarity and good communication among nurses. In short, improving quality in all aspects within the hospital will increase the commitment of nurses to the hospital.

Furthermore, it was found that the influence of QWL and JS is proved significant. This supports the previous research which shows the significance of QWL influence on JS (Chan & Wyatt, 2007; Lee et al., 2015). The findings of this study indicate that the creation of good working conditions in type B hospitals will in turn make nurses have satisfaction, pride and happiness for their work. The creation of work conditions in this case can be in the form of increased compensation, nurse development programs, job advice schemes, additional work support facilities, more intensive supervisory attention, inculcation of positive values as a nurse, and establishing familiarity and good communication among nurses.

In the regression tests that have been carried out, it is found that the influence of JS and OC is proven significant. This supports previous research which show the significance of JS influence on OC (Fabi et al., 2015; Lok & Crawford, 2001; Mahmood et al., 2019; Ocen et al., 2017; Yousef, 2002). The findings of this study indicate that nurses of type B hospitals who have satisfaction, pride and happiness for their work will in turn make nurses have acceptance of the hospital's goals, willingness to work hard in the hospital, and a desire to continue working as nurses in hospital. In short nurses who have the satisfaction of their work will have a high commitment to the hospital where the nurse works.

JS mediation test in the effect of QWL on OC, shows significant results. The path analysis that has been done shows that the role of JS mediation in the influence of QWL on OC is fully mediated. These results are also confirmed by the Sobel Test findings which shows significant results for JS mediation. The findings show that the creation of good working conditions in type B hospitals such as increased compensation, nurse development programs, work advice schemes, additional work support facilities, more intensive supervisory attention, inculcation of positive values as a nurse, and establishing intimacy and good communication among nurses will make nurses have acceptance of the hospitals goals, willingness to work hard in the hospital, and

the desire to continue working as a nurse in the hospital when the creation of various good working conditions is in accordance with the wishes of the nurses who trigger satisfaction, pride and happiness over work as a nurse. In short, the creation of quality in all aspects within the hospital will provide job satisfaction for nurses, which in turn, will foster a high commitment to the hospital.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research output, analysis, and discussion that has been carried out in this study that seeks the effect of QWL on OC with JS as a mediating variable in Jakarta type B hospitals, it can be drawn with some conclusions related to the findings in the following model, where the independent variables QWL (X) has a significant effect on the dependent variable of this study: OC (Y) and this result supports the hypothesis of this study which says QWL has an effect on OC. These results are proven with a significance of 0.001 or smaller than 0.05 and T arithmetic of 3.569 or greater than T table 2.02439. Furthermore, the independent variable of this study, QWL (X), has an influence with a significant result on the mediation variable of this study, JS (Z) and these results support the hypothesis of these two studies that say QWL has an effect on JS. These results are proved by significance with a value of 0.00 or less than 0.05 and a T test of 5.406 or a value greater than T table 2.02439. Then the mediating variable of this study, JS (Z), has an effect with a significant result on the dependent variable of this study, OC (Y), and these results support the hypothesis of three studies that say JS has an effect on OC. These results are proven by significance with a value of 0,000 or smaller than 0.05 and a T test of 5.490 or greater than T table 2.02439. In the end, the mediation variable of this study, JS (Z), has a significant effect on the influence of the independent variable in this study, namely QWL (X) with the dependent variable in this study, OC (Y), and the results support the hypothesis of four studies that say QWL has an effect against OC with JS as. These results are proven by the significance value of 0.00241626 (Sobel Test) or smaller than the value of 0.05 and the Z value of 3.03357373 (Sobel Test) or greater than the T value of the table 2.02439.

Suggestion

The following are some suggestions that can be proposed to increase OC of nurses. Some suggestions submitted from this study are that hospitals need to make policies with a focus on JS in the form of increased compensation, nurse development programs, work advice schemes, work support facilities, intensive supervisors' attention, positive values as nurses, as well as intimacy and good communication among nurses. That way the nurses will have more accepting attitude towards the goals of the hospital, willingness to work hard in the hospital, and the desire to continue working as nurses in the hospital. Furthermore, Jakarta type B hospitals also need to improve the creation of working conditions / QWL related to compensation by focusing on the needs of the nurses / JS. That way the nurses will have an attitude of acceptance of the goals of the hospital, willingness to work hard in the hospital, and a desire to continue working in the hospital. In other

words, policies related to QWL will be more effective if they are in accordance with the JS of nurses.

Furthermore, for further research concerning organizations and human resources, it is suggested to examine the dimensions of QWL in order to find out which dimensions have a more dominant influence on OC and JS. That way the research will rank QWL dimensions and help an organization determines priorities for improving OC and JS. Then further research can also use this research model on other subjects such as other hospitals or other types of organizations with a higher number of respondents. By doing so, it will develop this research model with a variety of different subjects and might reveal different findings. Subsequent studies can use the findings of this model to deepen research related to QWL, JS, and OC in human resource management and organizational research. Finally, further research can also develop research models through characteristics of respondents such as sex, age, and length of work to enrich the future findings.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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