

## **Role quality of Work Lifework-Family Conflict to organizational Commitment in Improving Employee Performance at Zainul Arifin Class Iv Hospital Bengkulu**

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**Abstract.** *The research questions are: (1) how does Quality of Work Life affect Organizational Commitment? (2) how does Quality of Work Life affect employee performance? (3) how does Work-Family Conflict affect Organizational Commitment? (4) how does Work-Family Conflict affect employee performance? (5) how does Organizational Commitment affect employee performance? The research method used a quantitative approach, and this type of research is explanatory. The study population was all permanent employees of Zainul Arifin Hospital IV, Bengkulu, with a sample of 104 nurses. Data collection used a questionnaire. Data analysis used Smart PLS-AMOS. The results of the study: (1) Quality of Work Life (QWL) was proven to have a positive and significant effect on Organizational Commitment. This finding indicates that improving QWL through creating a safe and comfortable work environment, providing opportunities for self-development, and supporting work-life balance can strengthen employee commitment to the organization. (2) Work Family Conflict (WFC) has a negative and significant influence on Organizational Commitment. This means that the higher the conflict between work and family demands, the lower the employee's commitment. (3) Quality of work life has a positive and significant influence on employee performance. This means that improving Quality of work life will be able to psychologically encourage an employee to improve performance in a company. (4) Work Family Conflict has a negative and significant influence on Employee Performance. This conflict occurs when work and family demands conflict, which can cause decreased performance due to stress, reduced job satisfaction, and the inability to focus on work tasks. (5) Organizational Commitment was found to have a positive and significant influence on Employee Performance. Employees who have high commitment tend to show stronger motivation, a willingness to achieve targets, and consistency in providing the best performance.*

**Keywords:** *Employee Performance; Organizational Commitment; Quality of Work Life; Work Family Conflict.*

## 1. Introduction

In this modern era, hospitals, as institutions providing healthcare services, have a significant impact on society. To effectively perform their functions, hospitals require qualified human resources. One factor influencing hospital employee performance is quality of work life (QWL). QWL refers to the extent to which working conditions in the workplace support employees' physical, psychological, and social well-being.

Furthermore, hospitals also face the issue of work-family conflict, which occurs when work demands interfere with employees' family life, or vice versa. This conflict can negatively impact employee well-being, organizational commitment, and performance. On the other hand, work-family conflict, which occurs when work demands interfere with family life, or vice versa, is also an issue that organizations, including hospitals, need to address.

These two factors, QWL and WFC, are thought to have a significant influence on organizational commitment and employee performance. Organizational commitment is an employee's attitude toward the organization they work for, which influences how much they strive to achieve organizational goals. Employee performance reflects how well an employee can carry out their duties and responsibilities.

Organizational commitment Organizational commitment is a crucial aspect that hospital management must understand. This commitment reflects the extent to which employees feel connected to the organization's goals and strive to achieve them. Employees with high commitment perform better, improve their performance, and make greater contributions to the hospital.

A decline in employee performance can be seen from unsatisfactory work results. Factors influencing employee performance include internal and external factors. Internal factors are those related to a person's characteristics, including attitudes, personality traits, physical characteristics, cultural background, motivation, and so on. External factors are those affecting employee performance originating from the environment, including organizational policies, leadership, satisfaction, coworker actions, supervision, and the social environment (Zahrotulfarhan et al., 2021).

The problem of the phenomenon that occurred at the Zainul Arifin Bengkulu Class IV Hospital, there were delays in payment for services, there were demands for mandatory attendance at morning and evening roll calls, and a lack of effective communication between superiors and subordinates, so that leaders did not provide enough motivation, attention to employee welfare and clear targets for their employees to achieve.

Several studies have shown that Quality of Work Life has a positive effect on employee performance (Riyadi, Rahwana & Asyiah, 2024), and work-life balance and Quality of Work Life have a positive effect on employee performance (Kurniasari & Dewi, 2023). On the other hand, several studies have shown that Work-Family Conflict has a negative impact on performance, and Work-Family Conflict does not have a significant negative effect on organizational commitment (Djawoto, Setyorini, Cahyono, & Widiana, 2022), and Quality of Work Life does not affect employee performance (Arta, Echdar, & Fatmasari, 2023). Based

on these inconsistent research results, a moderating variable is proposed to address this research gap. According to (Indriasari et al., 2023), improving employee performance requires organizational commitment.

Quality of Work Life (QWL) QWL is a concept that refers to working conditions that support the physical, psychological, and social well-being of employees in the workplace. QWL encompasses various aspects of the work environment related to how employees feel valued, recognized, and given opportunities for development (Walton, 1973). This concept is important because a good quality of work life can increase job satisfaction, organizational commitment, and employee performance.

Work-Family Conflict Work-life conflict (WFC) is defined as a situation that occurs when the time, energy, or attention required by work conflict with the demands placed on family, or vice versa (Greenhaus & Beutell 1985). This type of conflict can affect individual well-being, job performance, and family relationships. Therefore, it is important to understand the causes, impacts, and strategies that can be implemented to mitigate the impact of this conflict.

Organizational Commitment (Organizational Commitment) Commitment is the extent to which an individual feels connected to or loyal to the organization they work for. This commitment reflects the dedication, loyalty, and effort an employee puts into supporting the organization's goals and interests. Highly committed employees tend to have a positive attitude toward their work and strive to achieve organizational goals. However, in reality, at Zainul Arifin Hospital IV, Bengkulu, there are still employees who miss roll call and are late.

Employee performance is the level of achievement a person achieves in carrying out the tasks or work expected of them (Robbins & Judge 2017). Employee performance is crucial because it directly impacts the organization's overall productivity. Good performance will have a positive impact on the organization, while poor performance can hinder the achievement of organizational goals.

Based on the research gap and gap phenomenon described above, the author is interested in conducting research on the influence of Quality of Work Life and Work Family Conflict on Organizational Commitment in improving Employee Performance at Zainul Arifin Class IV Hospital, Bengkulu.

## 2. Research Methods

This research is a quantitative research data type through a survey. The survey was conducted by distributing questionnaires containing structured questions and given to respondents designed to obtain more specific information (Sugiyono, 2018). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on the dependent variable, namely the influence of quality of work life and work-

family conflict on organizational commitment and employee performance at the Zainul Arifin Bengkulu Class IV Hospital.

### **3. Results and Discussion**

#### **3.1. The Influence of Quality of Work Life on Organizational Commitment at Zainul Arifin Class IV Hospital, Bengkulu**

The results of the study show that the P-values that determine the influence of quality of work life on organizational commitment are  $0.000 < 0.05$  and the T-statistics value ( $19.416 > 1.96$ ). Meanwhile, the original sample has a value of 0.828 (positive). This indicates that quality of work life has a positive and significant effect on organizational commitment. It means the higher the quality of work life, the higher the employee's commitment to the organization. Conversely, the lower the quality of work life, the lower the employee commitment.

The results of this study are in line with research conducted by Lamak, Afiati and Sartika (2024), that there is a positive relationship between quality of work life and organizational commitment to employees. Another study by Djawoto, Setyorini, Cahyono, and Widiana (2022) showed that Quality of Work Life influences organizational commitment. Research by Regowo and Jatmiko (2025) also showed that Quality of Work Life influences organizational commitment.

Quality of work life (quality of work life) is a concept that covers various aspects of work life, such as job satisfaction, work-life balance, and opportunities for development (Botutihe, 2020). When these aspects are met, employees feel more appreciated and cared for, so they have a stronger drive to make their best contribution to the organization. If employees' quality of work life (QWL) is good, their commitment to the organization will also increase. This is because good working conditions make employees feel more satisfied, engaged, and want to stay with the organization, which has a positive impact on productivity and company goals (Aryansyah & Kusumaputri, 2018). A high quality of work life will help employees meet their needs and help the company achieve organizational goals effectively and efficiently (Nanjundeswaraswamy, 2018).

Implementing quality of work life can provide comfort and a good perception of the company to become part of the company and decide to continue working. A good QWL can increase employee job satisfaction, making them feel more satisfied with their work and the organization. When employees are satisfied with their work environment, facilities, and other conditions, they tend to be more emotionally attached and want to remain part of the organization (Lamak, Afiati and Sartika, 2024). Therefore, organizations can increase employees' organizational commitment by improving their QWL.

A comfortable and supportive work environment allows employees to maximize their abilities, increase productivity, and optimally achieve organizational goals. When employees feel physically, emotionally, and socially fulfilled, they are more likely to be loyal and demonstrate strong commitment to the hospital. Therefore, this study emphasizes the

importance of improving the quality of work life as a key strategy for building sustainable organizational commitment, particularly in the highly demanding healthcare sector.

### **3.2. Influence Work-Family Conflict on Organizational Commitment at Zainul Arifin Class IV Hospital, Bengkulu**

The results of the study show that Based on the path coefficient results, it is known that the P-values that determine the influence of work-family conflict on organizational commitment are  $0.008 < 0.05$  and the T-Statistics value  $(2.125) > 1.96$ . Meanwhile, the original sample has a value of 0.108 (negative). This indicates that work-family conflict has a negative and significant effect on organizational commitment. This means that the higher the level of work-family conflict, the greater the impact. work-family conflict (conflict between work and family) experienced by employees, the lower the employee's commitment to the company. the organization. This negative and significant relationship indicates that The conflict that occurs between work demands and family demands directly weakens the employee's emotional bond with the company.

The results of this study are in line with research by Afriani and Putri (2022), which shows that work-family conflict influences organizational commitment. Another study by Hanifah et al (2024), showed that Work-family conflict has a positive and significant effect on organizational commitment. Legowo et al.'s (2019) research states that work-family conflict has a significant negative effect on organizational commitment, meaning that the higher the work-family conflict experienced by an employee, the lower their organizational commitment.

Hansen and Mowen in Gulo (2023) argue that there are several factors that can influence organizational commitment, namely job satisfaction, work stress, employee empowerment, work-family conflict, and compensation. The Effect of Work-Family Conflict on Organizational Commitment refers to the tension that arises when work demands interact negatively with family obligations or needs. This conflict can affect employees' work-life balance, which in turn impacts their level of commitment to the organization where they work they Work. Where conflict occurs when the amount of time spent performing one role makes it difficult to fulfill the needs of another role. This work-family conflict can have a negative impact on organizational commitment.

When employees experience conflict between the demands of their work and personal lives, this can reduce their emotional attachment to the organization, increase a more rational continuance commitment, and reduce the sense of moral obligation to remain with the company. Therefore, it is important for organizations to create policies that support work-life balance, such as work flexibility programs, support for family influences, and reasonable workload management, to mitigate the negative impact of WFC on organizational commitment. Research shows that Work-Family Conflict does not have a significant and negative effect on organizational commitment.



### **3.3. The Influence of Quality of Work Life on Employee Performance at Zainul Arifin Class IV Hospital, Bengkulu**

The results of the study show that the P-values that determine the influence of quality of work life on employee performance are  $0.000 < 0.05$  and the T-statistics value  $(4.594) > 1.96$ . Meanwhile, the original sample has a value of 0.395 (positive). This indicates that quality of work life has a positive and significant effect on employee performance. The better the quality of work life implemented by the agency, the happier the employees will be, and the better their performance will be.

The Influence of Quality of Work Life on Employee Performance, which includes various aspects of working conditions that can affect employee well-being. In Workplace. Quality of Work Life refers to the extent to which individuals feel satisfied and valued in their work environment. QWL encompasses not only the physical and psychological aspects of the workplace but also social and organizational factors, such as relationships with coworkers, career development opportunities, and organizational policies. When employees perceive a good quality of work life, they tend to be more motivated to perform well and demonstrate high performance.

The company's improvement in the quality of work life reflects employees' appreciation of security, equality, individual development, and democracy. Agencies continually strive to improve employee welfare by implementing appropriate quality of work life practices. Agencies can reduce high absenteeism rates and achieve good performance. Good performance means completing projects on time and according to contract. These results align with research by Djawoto et al. (2022), which shows that quality of work life has a direct and significant impact on performance.

Similarly, Sirgy et al, (2001), job satisfaction related to the quality of work life contributes to increased employee performance, and Robinson et al.'s (2007) research shows that the work environment Which support, opportunities for development, and work-life balance can increase employee productivity.

In addition, good quality of work life also creates a sense of employee engagement (employee engagement) higher commitment to the organization. Employees who feel valued, given the opportunity to develop, and supported by a healthy work environment tend to have a strong commitment to making a positive contribution. good for the institution. In the context of Zainul Arifin Bengkulu Class IV Hospital, this level of engagement is very important considering demands Work in the health sector requires focus, precision, and responsiveness in providing services. With increasing engagement, employees not only work according to standards, but also show greater initiative and responsibility for the quality of service provided to patients.

Another factor that strengthens the relationship between Quality of Work Life (QWL) and performance are the creation of a stable psychological condition in the work environment. When employees feel a balance between their personal life and professional duties, work stress levels can be reduced. Low stress levels contribute to increased productivity.

concentration, speed of response, and accuracy of employees in carrying out their duties. In the healthcare sector, this is crucial because even small errors can significantly impact patient safety. Therefore, the effective implementation of QWL has direct implications for the quality of hospital services and the effectiveness of employee performance.

Furthermore, the proper implementation of QWL also creates a collaborative and harmonious work culture. When employees feel comfortable in their work environment, communication between departments becomes more effective and the potential for conflict is minimized. Harmonious working relationships help accelerate coordination, strengthen cooperation team, and improving the hospital's ability to respond to emergencies. This ultimately has a positive impact on the smooth operation of the hospital and the achievement of overall organizational performance targets.

Taking these various aspects into consideration, it can be emphasized that Quality of Work Life is one of the strategic factors in improving employee performance at Zainul Arifin Hospital Class IV Bengkulu. Efforts to improve QWL do not only focus on repair physical facilities, but must also include strengthening psychological, social, and organizational factors. This is crucial given that the success of healthcare services is greatly influenced by the mental readiness, ability to work together, and commitment of employees in carrying out hospital operational tasks.

### **3.4. The Influence of Work-Family Conflict on Employee Performance at Zainul Arifin Class IV Hospital, Bengkulu**

The Impact of Work-Family Conflict on Employee Performance Work-family conflict has a significant and negative impact on employee performance. Employees experiencing problems at work or at home will experience anxiety due to the interference between roles, which can reduce focus or concentration on their work. Attendance problems can lead to lateness or early departures, as well as sick leave or leave. Employees experiencing family problems tend to experience psychological anxiety, which can lead to decreased concentration on their work.

The Influence of Work-Family Conflict on Employee Performance. Employee performance at work is influenced by many factors, one of which is Work-Family Conflict. Work-Family Conflict occurs when work demands conflict with family influences, causing tension and stress for the individual. This conflict has the potential to lower employee performance, as the resulting tension reduces their focus, energy, and motivation at work. Several studies support the finding that Work-Family Conflict can affect employee performance.

Conflict Work Work-Family Conflict (WFC) arises when the demands of work and family roles cannot be fulfilled simultaneously, resulting in stress that disrupts the psychological balance of employees. In the context of Zainul Arifin Hospital IV Bengkulu, high workloads, rotating work schedules, and emotional stress in providing healthcare services have the potential to increase the emergence of WFC. This situation not only affects the mental health of employees but also has a direct impact on their work performance, including punctuality, quality of service, and the ability to make quick and accurate decisions.

Employees who find themselves in conflict between work and family demands often face challenges in prioritizing tasks. When family issues carry a heavy emotional burden, employees tend to experience decreased concentration and difficulty maintaining productivity. This can be seen in behaviors such as frequent absences, decreased work enthusiasm, lack of initiative, and increased errors in carrying out tasks. In the healthcare sector, particularly hospitals, this situation becomes particularly acute. Crucial because the quality of service provided will affect patient safety.

Several studies have also shown that WFC contributes to decreased organizational commitment, increased emotional exhaustion, and decreased job satisfaction. Individuals experiencing conflict role Prolonged workloads often lead to mental stress, making it difficult to maintain optimal performance. In the long term, if left untreated, this condition can lead to burnout, which ultimately has a greater impact on employee performance and organizational stability. Therefore, it is crucial for hospital management to understand the dynamics of WFC and provide adequate support for employees, such as flexible work schedules, counseling services, and improved communication between management and staff.

### **3.5. The Influence of Positive Organizational Commitment on Employee Performance at Zainul Arifin Class IV Hospital, Bengkulu**

The Influence of Organizational Commitment on Employee Performance The results of this study indicate a significant and positive influence between organizational commitment and employee performance. The higher an employee's commitment to the company, the higher their performance. Increase Employees who are highly committed to the company will enjoy their work and strive to give their best. This will improve their performance. Therefore, every employee's commitment to complying with applicable regulations is crucial.

The results of this study confirm that organizational commitment has a significant contribution to improving employee performance at Zainul Arifin Hospital, Bengkulu. Employees with a strong commitment to the organization tend to demonstrate a strong sense of belonging and a willingness to give their best effort in carrying out their duties. This strong commitment is reflected not only in compliance with hospital rules and policies but also in intrinsic motivation to provide quality healthcare to patients. This is in line with various studies that explain that organizational commitment is an important indicator in building alignment between individual and institutional goals.

High organizational commitment also encourages employees to be more proactive in carrying out their responsibilities. Employees who have a strong emotional bond and loyalty to their workplace are better able to demonstrate dedication, perseverance, and consistency in completing tasks, even in stressful work conditions such as the hospital environment. This has direct implications for improving service quality. Efficiency work, and employee ability to face daily operational challenges. Thus, the existence of strong organizational commitment can be interpreted as a crucial asset in creating superior employee performance.



Furthermore, this study shows that organizational commitment not only influences employee behavior, but also increases work morale, team cohesiveness, and job satisfaction. Which Those with a high level of commitment are more likely to collaborate, are more receptive to direction, and adapt more quickly to changes in procedures or policies. This is particularly relevant in the context of hospitals, which routinely face dynamic tasks and demands for fast, precise, and accurate service. Therefore, increasing organizational commitment is a crucial strategy for improving overall employee performance and supporting the achievement of the hospital's vision and mission.

### **3.6. Role Organizational Commitment in Mediating Quality of Work Life on Employee Performance**

The results of this study indicate that organizational commitment can mediate influence positive and significant quality of work life on employee performance. It means quality of work life good can improve performance, and this influence is strengthened because quality of work life Good performance will also increase employee commitment, which ultimately drives their performance to be even better.

Quality of work life A good work environment creates a positive and comfortable work environment for employees. This can increase job satisfaction and encourage employees to feel more emotionally connected to their organization. Highly committed employees tend to be more productive, enthusiastic, and have a strong desire to contribute to organizational goals. Quality of work life to Performance (through Commitment) so that, improvement Quality of work life not only has a direct impact on performance, but also through the intermediary of employee commitment. Employee commitment acts as a bridge that creates a positive impact from Quality of work life increasingly significant to performance. This is consistent with previous findings by (Mardiyana & Riana, 2019), (Chiu et al., 2019), (Soomro & Shah, 2019), (Grego Planer, 2019), (Putra & Dewi, 2020), who found that organizational commitment is able to mediate a positive and significant effect on Quality of Work Life on employee performance.

This is consistent with previous findings by (Acheampong et al., 2016), (Kristianti & Soliha, 2015), (Giarto, 2018), (Nayak & Sahoo, 2015), (Putra & Dewi, 2020) that organizational commitment mediates the effect of quality of work life on employee performance. The theoretical implications of this study support the previously used theory, namely social exchange theory, to understand employee behavior in relation to quality of work life, employee performance, and organizational commitment. The relationship between social exchange theory and this research variable is that when a company is able to understand employee needs and provide a good quality of work life, employees also strive to do their best. The practical implications of this study are useful for hotel management because it helps improve employee performance by considering quality of work life and organizational commitment. This study shows that high quality of work life and organizational commitment can significantly improve employee performance.

### **3.7. Role Organizational Commitment in Mediating Work Family Conflict on Employee Performance**

The results of this study indicate that organizational commitment can mediate influence Work-family conflict has a negative and significant effect on employee performance. This means that work-family conflict can indirectly affect employee performance, with organizational commitment as an intermediary variable. High levels of work-family conflict can negatively impact organizational commitment, which in turn affects employee performance. Conversely, organizations that can help balance work and family demands can maintain employee commitment and improve their performance.

When work-family conflict increases, organizational commitment tends to decline. This decreased commitment ultimately leads to lower employee performance. Conversely, if an organization successfully manages work-family conflict, organizational commitment will be maintained. This maintained commitment will then positively impact employee performance.

High levels of conflict between work and family often lower organizational commitment. Employees who feel an imbalance between these two roles tend to feel less emotionally attached to their organization. High organizational commitment tends to result in good performance. Highly committed employees are more likely to perform well, demonstrate better job performance, and have a desire to remain with the company.

Work-family conflict according to Carlson et al. (2000) is a dual role conflict that occurs when an individual fulfills one role that interferes with another role, whether it is a role in family life or conflicting work. Meanwhile, according to Indra (2019) work-family conflict is an employee who experiences role conflict that occurs when on the one hand must do work in the organization and on the other hand must pay attention to and divide time for family, so that this makes it difficult for employees to distinguish between family that interferes with work or work that interferes with family.

This research is in accordance with the research of Srimulyani et al., (2014); Isnaini (2018) and Legowo et al. (2019) which shows that Organizational Commitment in Mediating Work-Family Conflict on Employee Performance.

### **4. Conclusion**

Based on the research results, it can be concluded: 1. Quality of Work Life (QWL) has been shown to have a positive and significant effect on Organizational Commitment. These findings indicate that increasing QWL through creating a safe and comfortable work environment, providing opportunities for self-development, and supporting work-life balance can strengthen employee commitment to the organization. 2. Work-Family Conflict (WFC) has a negative and significant impact on organizational commitment. This means that the greater the conflict between work and family demands, the lower employee commitment. Therefore, efforts to reduce work-family conflict (WFC) need to be implemented through more flexible work scheduling, providing psychological support, and providing social support mechanisms in the workplace. 3. Quality of work life has a positive

and significant influence on employee performance. This means that the increase Quality of work life A better quality of work life can psychologically motivate employees to improve their performance within a company. Conversely, a worsening quality of work life can decrease employee productivity and performance. 4. Work-Family Conflict has a negative and significant influence on Employee Performance. This conflict occurs when work and family demands conflict, which can lead to decreased performance due to stress, reduced job satisfaction, and an inability to focus on work tasks. The results of this study mean that the higher Work-Family Conflict can reduce employee performance in a company. 5. Organizational Commitment was found to have a positive and significant effect on employee performance. Employees with high commitment tend to demonstrate stronger motivation, a willingness to achieve targets, and consistency in delivering top performance. The study's findings suggest that higher organizational commitment will drive better performance. 6. Organizational commitment can mediate the positive and significant influence of quality of work life on employee performance. When quality of work life improves, it will increase employee commitment, which then simultaneously improves employee performance. The involvement of organizational commitment as a mediating variable explains why increasing QWL can ultimately result in improved performance. Without commitment, increasing QWL may not be effective in maximizing performance. 7. Organizational Commitment in Mediating Work Family Conflict on Employee Performance In other words, reducing WFC will be more effective in driving performance improvements if supported by strong organizational commitment. This finding confirms that organizational commitment is a strategic element that bridges various internal factors to produce optimal employee performance.

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