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## The Influence of Organizational Justice Perception , Quality of Working Life and Organizational Commitment on Performance ( A study in Kayen dan Jaken Public Health Center)

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**Abstract** - The purpose of this study was to analyze the effect of perceived organizational justice and quality of work life on performance by mediating organizational commitment. This research is a quantitative research. Primary data was obtained from questionnaire answers from each respondent using google form with data processing tools using SPSS software. The results of the questionnaire recapitulation obtained 115 respondents' answers which were then analyzed for data. There were 115 employees at the Kayen and Jaken Health Centers as the population in this study. Based on the results of data analysis, it was concluded that the perception of organizational justice has a significant influence on organizational commitment to employees at the Puskesmas, the quality of work life has a significant influence on organizational commitment to employees at the Puskesmas, the perception of organizational justice has a significant influence on the performance of employees at the Puskesmas, quality work life has a significant effect on performance at the puskesmas, organizational commitment has a significant influence on performance at the puskesmas, organizational commitment mediates the effect of perceived organizational justice and quality of work life on performance.

**Keywords:** Perception of organizational justice; Quality of Working Life; Organizational Commitment; Performance; Kayen dan Jaken Health Center.

### Introduction

In order to carry out its duties and functions, the success of the Puskesmas is strongly influenced by the arrangement and management of human resources (HR) to carry out the main activities of the Puskesmas. HR must be balanced for its workforce, for curative and promotive activities. In providing health services, both health and non-health human resources are important in order to achieve the success of health development goals. Improving the status of health services depends on how health workers carry out their activities. Health HR is an important element in improving the health status of the community through the health service efforts it does. For this reason, Health Human Resources must receive more attention, must be managed properly and sustainably in

terms of fulfilling their rights. This is done to be able to obtain qualified, capable, qualified human resources, work hard and desire to achieve high work productivity, and be able to face various problems and make decisions intelligently, well and correctly (Kemenkes RI, 2020. Indonesian Ministry of Health, 2015) .

Based on this, the Kayen and Jaken Health Centers strive to optimally improve public services related to employee performance to become the main priority of the Puskesmas in order to improve the performance of personnel in order to realize organizational goals. Performance optimization is an effort in order to face the challenges for the Kayen and Jaken Health Centers to improve and improve the quality of human resources by changing their behavior into behavior that is more capable of carrying out activities in all fields, because it can affect every action in achieving the goals to be achieved. . However, in reality there are still problems related to the performance of the puskesmas that still require serious attention from the management of the puskesmas. The decrease in patient visits to the puskesmas is a problem related to the use of health service facilities by the community that is faced by the puskesmas today. The table below shows the number of patient visits at the Kayen Health Center for the period 2018 and 2019 that outpatient visits at the Kayen Health Center annually are above 70,000 visits, while in 2018 there were 75,589 visits and in 2019 there were 72,536 visits. Judging from the number of outpatient visits at the Kayen Health Center, this is quite a lot compared to other health centers in the vicinity. This shows that the Kayen Health Center really shows its ability to provide quality services to the community, satisfy patients according to established standards and can be reached by all levels of society. In 2019, outpatient visits at the Kayen Health Center decreased by around 3,000 visits. Therefore, the authors conducted interviews with several patients who visited the Kayen Health Center. Patients complain of a fairly long waiting time, the presence of health workers who do not pay attention to patients in conducting patient examinations, as well as the presence of some health workers who are not friendly in providing services. This service complaint is a benchmark for puskesmas in improving service quality and improving service performance in providing good public services. The average value of the highest employee score is in the quality dimension, which is 3.55 and the lowest average score is in the cooperation dimension, which is 3.1 and the total average value of the employee score is 3.26. The dimension of cooperation is the attitude of health workers in coordinating between programs and mutual assistance among members of health workers in providing health services in completing their work. This shows that there is a decrease in the performance of health services at the Kayen and Jaken Health Centers.

Based on the observations obtained by the author when conducting preliminary observations in November 2020 at the Kayen and Jaken Health Centers, Pati Regency, it was found that the organizational commitment of employees was still very lacking, this was evidenced by: (1) Lack of responsibility for the main duties and functions of employees such as being often late, undisciplined for entering and leaving the room, leaving the room, there are even some employees who are more concerned with outside activities than completing work, this is evidenced by the low level of absenteeism in the form of arriving late, and leaving before time, coming only to sign attendance and so on. The characteristics of employees who have high organizational commitment are 1) have loyalty to the organization and are responsible for the work they do so that the vision, mission and goals of the organization will be achieved. 2) there is concern in following the directions at the morning apple. 3) employees are able to show an example for other employees, be disciplined in wearing official clothes, obey the rules that apply in the

organization. 4) good teamwork in carrying out the work so that all work will be able to be completed according to the predetermined time target. Based on the above background, in this study the authors set performance as the dependent variable, while the independent variables are perceptions of organizational justice and quality of work life and the mediating variable is organizational commitment.

The research objectives according to the formulation of the problem above are:

1. To examine and analyze the effect of perceived organizational justice on organizational commitment at the Kayen and Jaken Health Centers, Pati Regency.
2. To examine and analyze the effect of the quality of work life on organizational commitment at the Kayen and Jaken Health Centers, Pati Regency.
3. Testing and analyzing the effect of perceived organizational justice on employee performance at the Kayen and Jaken Health Centers, Pati Regency.
4. Testing and analyzing the effect of quality of work life on employee performance at the Kayen and Jaken Health Centers, Pati Regency.
5. Testing and analyzing the effect of organizational commitment on employee performance at the Kayen and Jaken Health Centers, Pati Regency.
6. Examine how organizational commitment mediates the effect of perceived organizational justice on employee performance at the Kayen and Jaken Health Centers, Pati Regency.
7. Examine how organizational commitment mediates the effect of quality of work life on employee performance at the Kayen and Jaken Health Centers, Pati Regency.

### **Method**

The sample in this study were employees who worked at the Kayen Health Center and the Jaken Health Center in Pati Regency as many as 115 employees. This research is a field research with data collection carried out through the distribution of questionnaires given by researchers to respondents to be filled directly. The completed questionnaire was returned directly to the researcher, where in filling out this questionnaire the researcher provided an explanation for each question item in question so that it would get real results. The questionnaire used for this study consisted of 4 parts in which each item was given 7 alternative answers on a Likert scale of 1 to 7 to measure each research variable with answers from 1 - Strongly Disagree (STS) to 7 - Strongly Agree (SS).

#### **Validity test**

This validation test is carried out to find out whether the items presented in the questionnaire are really able to reveal with certainty what will be studied. Thus, this validation test is expected to describe internal consistency. To test whether the statement items are really significant indicators of each variable, the following criteria are used:

- a. Kaiser-Meyer-Olkin (KMO) factor analysis, the desired KMO value must be greater than 0.5 which means that the sample adequacy is met and factor analysis can be continued.
- b. Loading Factor (Component Matrix), if the numbers in the component matrix are greater than 0.4 then the number of question items in the questionnaire is said to be valid. If the KMO is less than 0.5 and the loading factor is less than 0.4, then the item in question is invalid, so the item must be dropped and cannot be included in the next test.

### Reliability Test

To measure a questionnaire which is an indicator of a variable, it is said to be reliable or reliable if a person's answer to a question is consistent from time to time. SPSS provides facilities to measure reliability with the Conbach Alpha ( $\alpha$ ) statistical test. A construct or variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.70$  (Ghozali, 2011)

### Coefficient of Determination Test ( R2 )

According to Ghozali (2011) the R2 test or the coefficient of determination (Adjusted R Square) basically measures how much the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination obtained ranges from 0 to 1. If a model has an adjusted R2 value close to 1, it means that the independent variables provide all the information needed to predict the dependent variable.

### Hypothesis testing

Hypothesis testing in this study was conducted by means of a significance test. According to Ghozali (2011), hypothesis testing basically shows how far the influence of the independent variables individually on the dependent variable. if at the significant level (a) 5% the probability value is  $< 0.05$ , then the hypothesis is accepted. This means that there is an influence between the dependent variable and the independent variable being tested. On the other hand, if a probability value  $> 0.05$  is obtained, the hypothesis is rejected because there is no effect between the two variables being tested.

### Mediation Test

Mediating or intervening is an intermediate variable, functioning to mediate the relationship between the independent variable and the dependent variable. To test the effect of the mediating variable, the Sobel Test method developed by Sobel (1982) was used. The multiplication method is carried out using the Sobel test, namely through hypothesis testing, in this case a and b are the path coefficients traversed. The Sobel test statistic, namely z\_value, is calculated by dividing the coefficient of indirect influence by its standard error.

### Research Model

Based on the previous literature review, a graphical model and a mathematical model that state the influence between the variables in this study were compiled, for more details the graphical model is described in the following figure:

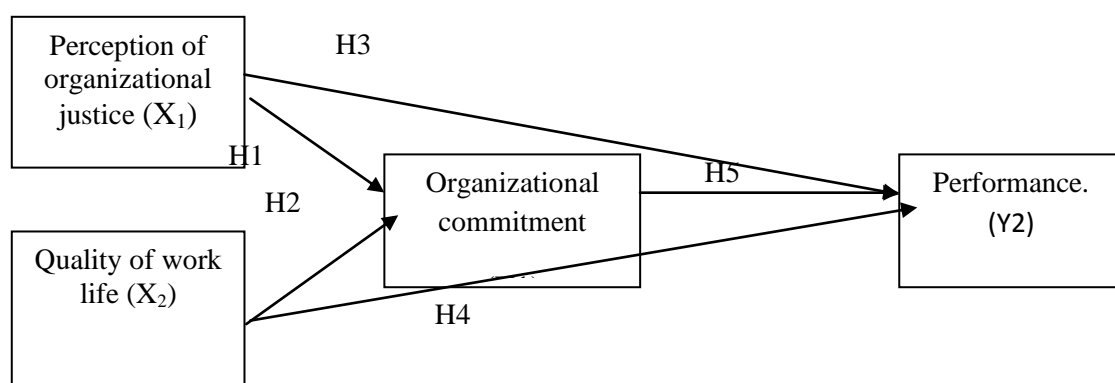


Figure 2.1 : Graphic Model

Based on the results of multiple linear regression analysis, the following hypothesis test results were obtained:

1. H1: Perception of organizational justice has a positive effect on organizational commitment
2. H2: Quality of work life has a positive effect on commitment
3. H3: Perception of organizational justice has a positive effect on performance
4. H4: Quality of Work Life has a positive effect on Performance
5. H5: Organizational commitment has a positive effect on performance.

### Result and Discussion

#### Regression Analysis Results

From multiple linear regression analysis the results can be seen in the following table:

Table 4.1: Multiple Linear Regression Analysis Results

NO	Model	Model testing			Hypothesis (t Test)		Remark
		Adjusted R Square	Uji F	Sig.	B	Sig	
1	Model 1 $Y1 = a1 + b1X1 + b2X2 + e1$	0,272	22,320	0.000			
a	Correlation X1 and Y1				0,257	0,003	Positive and significant
b	Correlation X2 and Y1				0,385	0,000	Positive and significant
2	Model 2 $Y2 = a2 + b3X1 + b4X2 + b5Y1 + e2$	0,538	45,174	0,000			
a	Correlation X1 and Y2				0,195	0,007	Positive and significant
b	Correlation X2 and Y2				0,532	0,000	Positive and significant
c	Correlation Y1 and Y2				0,183	0,017	Positive and significant

#### **Model 1 (Perception of Organizational Justice and Quality of Work Life on Organizational Commitment)**

The model testing was carried out using the coefficient of determination (Adjusted R Square) covering the ability of the independent variable to explain the dependent variable and the F test was carried out to test the suitability of the model used for analysis.

a. F . test

Based on Table 4.1, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. The variable perception of organizational justice, that the quality of work life also has a simultaneous and or joint effect on organizational commitment.

**b. Determination Test**

Based on table 4.1, the Adjusted R Square value of the determination test of Organizational Justice Perception and the quality of work life on Organizational Commitment is 0.272 which means 27.2% change from the organizational commitment variable can be explained by the variables of organizational justice perception and quality of work life in the model, while the rest of 72.8% is explained by other variables or factors outside the model.

**Model 2 (perception of organizational justice, quality of work life and organizational commitment to performance)**

**a. F Uji test**

Based on Table 4.17, it is known that the value of sig. on the F (Anova) test of 0.000 indicating a significance level less than 0.05, it can be concluded that the regression model used meets the requirements of Goodness of Fit. Perception of organizational justice, quality of work life and organizational commitment have a simultaneous effect on performance.

**b. Determination Test**

Based on table 4.17, the Adjusted R Square value of the determination test of organizational justice perception, quality of work life and organizational commitment to performance is 0.538, meaning that 53.8% of changes in performance variables can be explained by variables of organizational justice perception, quality of work life and commitment. organizational structure in the model, while 46.2% is explained by other variables or other factors outside the model

**Hypothesis Test (t Test)**

Based on the calculation of multiple linear regression in table 4.1, it can be seen that the regression equation is as follows:

$$Y1 = + 1X1 + 2X2 + e$$

$$Y1 = 19.617 + 0.257 + 0.385 + e$$

From the regression equation above, it can be explained that:

1. If the value of the variables X1 (perception of organizational justice) and X2 (quality of work life) is constant or equal to zero, then the magnitude of the variable Y1 (organizational commitment) is 19,617
2. The coefficient value of the organizational justice perception variable (X1) is 0.257. A positive sign indicates a unidirectional change from the organizational justice perception variable (X1) to the organizational commitment variable (Y1), which means that if the organizational justice perception variable (X1) has increased 1 time, the organizational commitment variable (Y1) will also increase by 0.257 units. And vice versa.
3. The coefficient value of the quality of work life variable (X2) is 0.385. A positive sign indicates a unidirectional change from the quality of work life variable (X2) to the performance variable (Y2), which means that if the quality of work life variable (X2) has increased 1 time, the organizational commitment variable (Y1) will also increase by 0.385. unit. And vice versa.

Based on the results of multiple linear regression analysis, the following hypothesis test results were obtained:

**1. H1: Perception of organizational justice has a positive effect on organizational commitment**

The regression results show the beta value of perceived organizational justice on organizational commitment of 0.257 and the significance level of 0.003 is less than 0.05, it can be concluded that the hypothesis of perceived organizational justice has a positive and significant effect on organizational commitment to employees of Puskesmas Kayen and Jaken is accepted, meaning that perceptions of organizational justice have an effect positive and significant to organizational commitment.

**2. H2: Quality of work life has a positive effect on organizational commitment**

Regression results show that the Beta value of the quality of work life on organizational commitment is 0.385 and the significance level is 0.000 less than 0.05, so it can be concluded that the work life hypothesis has a positive effect on organizational commitment at the Kayen and Jaken Health Centers is accepted, meaning that the quality of work life has a positive effect. and significant to organizational commitment.

Based on the calculation of multiple linear regression in table 4.1, it can be seen that the regression equation is as follows:

$$Y_2 = + 1X_1 + 2X_2 + 2Y_1 + v e$$

$$Y_1 = 6.146 + 0.195X_1 + 0.532X_2 + 0.183Y_1 + e$$

From the regression equation above, it can be explained that:

1. If the value of the variables  $X_1$  (perception of organizational justice),  $X_2$  (quality of work life) and organizational commitment ( $Y_1$ ) are constant or equal to zero, then the magnitude of the variable  $Y_2$  (performance) is 6.146.
2. The coefficient value of the organizational justice perception variable ( $X_1$ ) is 0.195. A positive sign indicates a unidirectional change from the organizational justice perception variable ( $X_1$ ) to the performance variable ( $Y_2$ ), which means that if the organizational justice perception variable ( $X_1$ ) has increased 1 time then the performance variable ( $Y_2$ ) will also increase by 0.195 units. And vice versa.
3. The coefficient value of the quality of work life variable ( $X_2$ ) is 0.532. A positive sign indicates a unidirectional change from the quality of work life variable ( $X_2$ ) to the performance variable ( $Y_2$ ), which means that if the quality of work life variable ( $X_2$ ) has increased 1 time, the performance variable ( $Y_2$ ) will also increase by 0.532 units. . And vice versa.
4. The coefficient value of the organizational commitment variable ( $Y_1$ ) is 0.183. A positive sign indicates a change in the direction of the performance variable ( $Y_2$ ), which means that if the organizational commitment variable ( $Y_1$ ) has increased 1 time, the performance variable ( $Y_2$ ) will also increase by 0.183 units.

Based on the results of multiple linear regression analysis, the following hypothesis test results were obtained:

**H3: Perception of organizational justice has a positive effect on performance**

The results of the regression show that the Beta value of the effect on the perception of organizational justice on performance is 0.195 and the significance level is 0.007 smaller than 0.05, so it can be concluded that the hypothesis of organizational justice perception has a positive effect on the performance of Kayen and Jaken Health Center employees. positive and significant to performance.

**H4 : Quality of Work Life has a positive effect on Performance**

The regression results show that the beta value of the Quality of Work Life on Performance is 0.532 and the significance level is 0.000, which is smaller than 0.05. So it can be concluded that the hypothesis of the quality of work life has a positive effect on performance.

H5: Organizational commitment has a positive effect on performance.

The regression results show the beta value of the effect of organizational commitment on performance. of 0.183 and the significance level of 0.017 is smaller than 0.05, it can be concluded that the hypothesis of the quality of the work environment has a positive and significant effect on employees at the Kayen and Jaken Health Centers, which means that organizational commitment has a positive and significant effect on performance.

**Test the Effect of Mediation with Sobel Test**

To determine the mediating effect of organizational commitment, the test used is the Sobel test. If the significance level (sig.two) is less than 0.05, it means that the mediating variable (Y1) can mediate the X1 variable to the Y2 variable and the mediating variable (Y1) can mediate the X2 variable to the Y2 variable.

**Indirect Effect of Organizational Fairness Perception on Performance**

The hypotheses tested are:

Ha : Organizational commitment mediates the effect of Perception of Justice Organization on performance.

Calculation of the effect of mediation can be done using the Sobel test by looking at the value of sig (two) contained in the table below:

Table 4.18: Sobel test results The effect of perceived organizational justice on performance mediated by organizational commitment

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION						
Effect	Value	s.e.	LL 95 CI	UL 95 CI	Z	Sig(two)
	.1218	.0383	.0467	.1970	3.1786	.0015

Based on table 4.1 where the value of sig (two) of 0.0015 is smaller than 0.05, it means that there is a mediating effect of organizational commitment on Perception of Organizational Justice on performance. So the conclusion of the hypothesis that organizational commitment mediates the effect of perceived organizational justice on performance is: H6 is accepted.

**Indirect influence of quality of work life on performance**

The next hypothesis being tested is:

**Ha: Organizational commitment mediates the effect of quality of work life on performance**

Calculation of the effect of mediation can be done using the Sobel test by looking at the value of sig (two) contained in the table below:



Table 4.2: Sobel Test Results Effect of Quality of Work Life on Performance Mediated by Organizational Commitment

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION						
Effect	Value	s.e.	LL 95 CI	UL 95 CI	Z	Sig(two)
	.1218	.0431	.0374	.2063	2.8279	.0047

Based on table 4.2 where the value of sig (two) of 0.0047 is smaller than 0.05, it means that there is a mediating effect of organizational commitment on the quality of work life on performance. So the conclusion from the hypothesis of organizational commitment mediating the effect of quality of work life on performance are:

H7 accepted.

**The Influence of Perception of Organizational Justice on Organizational Commitment**

The regression results show the beta value of perceived organizational justice on organizational commitment of 0.257 and the significance level of 0.003 is less than 0.05, it can be concluded that the hypothesis of perceived organizational justice has a positive and significant effect on organizational commitment to employees of Puskesmas Kayen and Jaken is accepted, meaning that perceptions of organizational justice have an effect positive and significant to organizational commitment. In other words, perceived organizational justice has a positive effect on organizational commitment. From the results of the hypothesis analysis that has been carried out, it is in line with the results of previous research, namely the research conducted by Triyanthi et al (2018), Trimisal et al (2020) and Valentino et al (2018) which proves the results of the statistical examiner data analysis, where the data processing statistical testing where the perception of organizational justice has a significant influence on the organizational commitment of health workers at the Puskesmas. The findings of this study are the dimensions of perceived organizational justice, namely togetherness, appropriateness, contribution, judgment, consistency, free of prejudice, accuracy of information, ethics and morals, politeness, dignity, respect, appropriateness of words that make a strong contribution to the Organizational Commitment of Health Workers. The results of other studies that have been carried out by Triyanthi et al (2018) are supportive, which can be shown by the significant influence between perceptions of organizational justice and organizational commitment.

**Effect of Quality of Work Life on Organizational Commitment.**

The results of the regression of the Beta value of work life on organizational commitment show the results of 0.385 and the significance level of 0.000 is smaller than 0.05. In other words, the quality of work life has a positive and significant influence on the Organizational Committee. The results of the analysis of the hypothesis carried out are the same as the results of previous research, namely research that has been carried out by Sumarsi and Rizal (2021), Ristanti et al. (2017), Hasmalawati et al. (2018) and Ace et al. (2017) which is evident from the multiple linear regression statistical test where the quality of work life has a positive and significant effect on the organizational commitment of health workers at the Puskesmas. The findings of this study are the dimensions of quality of work life. The involvement of health workers at the Puskesmas, balanced remuneration, a sense of pride in the Puskesmas, a sense of security and comfort in work, safety in the work environment, career development, problem solving and

communication have an effect on organizational commitment. Subsequent research that supports research from Hasmalawati et al (2017), Iskandar et al, (2019) and Rahman et al (2017) with research results showing that there is a relationship between quality of work life and organizational commitment. Furthermore, research conducted by Oktafien et al. (2018), Primary et al. (2017), Rugian et al. (2017) and Pebriyansyah et al. (2021) which shows that there is a positive and significant influence between the quality of work life and its dimensions which include the involvement of health workers, balanced remuneration, pride in the Puskesmas, a sense of security and comfort in work, safety in the work environment, as well as career development, problem solving. and communication.

#### **The Influence of Perception of Organizational Justice on Performance**

The regression results show the beta value of the effect of organizational justice perception on performance of 0.195 and the significance level of 0.007 is smaller than 0.05, so it can be concluded that the hypothesis of organizational justice perception has a positive effect on performance in Kayen and Jaken Health Center employees is accepted, meaning that organizational justice perception has a positive effect and significant to performance. Thus it can be concluded that the perception of organizational justice has a significant effect on performance has been proven. This is in line with the research of Apriliyanti et al. (2019), Aziz et al.(2020) and Lestiyanie et al. (2019) which states that the perception of organizational justice has a significant positive effect on performance, and the research results of Triyanthi et al. (2018), Trimisat et al. (2020) and Verianto et al. (2018) also supports the findings which state that perceived organizational fairness has a significant positive effect on performance. So that the increase or decrease in the perception of health workers on the perception of organizational justice will affect the performance of health workers. The results of this study are supported by Triyanthi et al. (2018), Trimisat et al. (2020) and Verianto et al. (2018) that the perception of organizational justice has a significant positive effect on employee performance and is in line with research by Patras et al. (2017), Saraswati et al. (2017) and Saraswati et al. (2018) that the perception of organizational justice has a significant positive effect on organizational performance. Based on data analysis, it was found that all dimensions of organizational justice perception, namely togetherness, feasibility, contribution, judgment, consistency, free of prejudice, accuracy of information, ethics and morals, courtesy, dignity, respect, appropriateness of words made a strong contribution to the performance of the puskesmas.

#### **Effect of Quality of Work Life on Performance**

The results of the regression showed that the beta value of the quality of life had a significance value of 0.000, meaning less than 0.005. The results of the hypothesis that the quality of work life has a positive and significant effect on the performance of employees at the Kayen and Jaken Health Centers in Pati Regency. This positive and significant effect is in line with research conducted by Ristanti et al. (2017), Hasmalawati et al. (2018) and Ace et al. (2017) who argue that the effect of quality of work life and performance is generally positive and significant. From the analysis results indicate that there is a positive influence with a beta value of 0.532. This shows that there is an influence on the quality of work life that is directly proportional to the performance of employees in Health Workers at the Kayen and Jaken Public Health Centers in Pati Regency.

#### **The Effect of Organizational Commitment on the Performance of Health Workers**

The regression results show the beta value of the effect of organizational commitment on performance. of 0.183 and a significance level of 0.017 which is smaller than 0.05, it can be concluded that the hypothesis of organizational commitment has a positive and significant effect on the performance of Kayen and Jaken Health Center employees, which means that organizational commitment has a positive and significant effect on performance. In another sense, organizational commitment can be proven to have a positive influence on employee performance. From the results of the analysis, it can be proven that

#### **The Influence of Perceived Organizational Justice on Performance Mediated by Organizational Commitment**

Based on the Sobel test, there are results of testing the perception of fairness of health workers' organizations that have an influence on performance through organizational commitment. The results of the Sobel test show that the sig (two) value of 0.0015 is smaller than 0.005 that the perception of organizational justice can be proven to have a positive influence on the performance of health workers through organizational commitment. This means that the higher perceptions of organizational justice in the Puskesmas environment indirectly have a significant influence on the higher performance of health workers through the organizational commitment of health workers. From the results of hypothesis testing that has been carried out, supporting research is carried out by Ristanti et al. (2017), Hasmalawati et al. (2018) and Ace et al. (2017) with research results that prove that there is an indirect effect through organizational commitment to job satisfaction between perceptions of organizational justice on the performance of health workers. Subsequent research conducted by Apriliyanti et al. (2019), Aziz et al. (2020) and Lestiyanie et al. (2019) which states that the perception of organizational justice on the performance of health workers is mediated by organizational commitment. Another study conducted by Triyanthi et al. (2018), Trimisat et al. (2020) and Verianto et al. (2018) with research results showing that organizational commitment mediates perceptions of organizational justice with organizational performance on the performance of health workers.

#### **The Effect of Quality of Work Life on Performance Mediated by Organizational Commitment**

Based on the Sobel test, the results of testing the quality of work life of health workers have an influence on performance through organizational commitment. The results of the Sobel test show that the sig (two) value of 0.0047 is smaller than 0.005 that organizational commitment is proven to mediate the effect of health worker performance on the quality of work life. This means that the higher the quality of work life in the Puskesmas environment will indirectly have a significant effect on the higher performance of health workers through the organizational commitment of health workers. From the results of hypothesis testing that has been carried out, supporting research is carried out by Ristanti et al. (2017), Hasmalawati et al. (2018) and Ace et al. (2017) with research results it can be shown that there is an indirect effect that organizational commitment and job satisfaction mediate the effect of quality of work life on the performance of health workers. The next research was conducted by Oktafien et al. (2017) with research results that can be shown that there is an indirect effect on the quality of work life on the performance of health workers through organizational commitment and job satisfaction as mediating variables. Another study conducted by Oktafien et al. (2018), Primary et al. (2017), Rugian et al. (2017) and Pebriyansyah et al. (2021) which states that organizational commitment mediates the relationship between

quality of work life and performance of health workers. Then another is research by Hasmalawati et al. (2017), Iskandar et al. (2019) and Rahman et al. (2017) with research results showing that organizational commitment is a mediating variable between the quality of work life on the performance of health workers.

### **Conclusion**

Based on the results of research and data analysis, the following conclusions can be drawn:

1. Perception of organizational justice has a positive and significant effect on organizational commitment at the Kayen and Jaken Health Centers in Pati Regency. This means that the higher the perception of organizational justice, the higher the organizational commitment. Thus, strengthening the perception of organizational justice can increase organizational commitment.
2. Quality of work life has a positive and significant effect on organizational commitment at the Kayen and Jaken Health Centers in Pati Regency. This means that the higher the quality of work life, the higher the organizational commitment. Thus, strengthening the quality of work life can increase organizational commitment.
3. Perceptions of organizational justice have a positive and significant effect on performance at the Kayen and Jaken Health Centers in Pati Regency. This means that the higher the perception of organizational justice, the higher the performance. Thus, strengthening the perception of organizational justice can improve performance.
4. Quality of work life has a positive and significant effect on performance at the Kayen and Jaken Health Centers in Pati Regency. This means that the higher the quality of work life, the higher the performance. Thus, strengthening the quality of work life can improve performance.
5. Organizational commitment has a positive and significant effect on performance at the Kayen and Jaken Health Centers in Pati Regency. This means that the higher the organizational commitment, the higher the performance. Thus, strengthening organizational commitment can improve performance.
6. Organizational commitment mediates the effect of perceived organizational justice on performance at the Kayen and Jaken Health Centers in Pati Regency. This means that an increase in organizational commitment will increase the relationship between perceived organizational justice and the performance of health workers. The higher the organizational commitment, the higher the relationship between perceived organizational justice and the performance of health workers.
7. Organizational commitment mediates the effect of quality of work life on performance at the Kayen and Jaken Health Centers in Pati Regency. This means that an increase in organizational commitment will increase the relationship between Quality of Work Life and the performance of health workers. The higher the organizational commitment, the higher the relationship between the Quality of Work Life and the performance of health workers.

### **Research Limitations**

1. This research was only conducted at a limited research location, namely health workers at the Kayen and Jaken Health Centers in Pati Regency, so the results of

this study may not necessarily be generalized to health centers in other areas, so for those who wish to use the findings of this study it is necessary to re-examine the generalization of research results, because it is not necessarily the same research results if carried out on different research objects.

2. Filling out online questionnaires is voluntary, there are no binding rules so that respondents can give inaccurate answers and can answer well even though their performance is not good.
3. The research was conducted during a pandemic period, which may have different results if it was carried out during a non-pandemic period

### **Recommendation**

Based on the results of the study that the frequency of respondents' answers from the smallest mean value, we can suggest the following:

1. Leaders must review the improvement of the Quality of Work Life for better employees who are able to reach all professions in the health sector so that they are truly able to improve employee performance at the Jaken and Kayen Health Centers
2. The leaders of the Jaken and Kayen Health Centers must create conditions for perceptions of organizational fairness and good quality of work life because they are proven to be able to support organizational commitment and performance.
3. The leaders of the Jaken and Kayen Health Centers must understand the current condition of the employees to increase organizational commitment and better performance so that the mission and mission of the organization can be achieved.
4. Other researchers can add other factors that can affect performance such as work environment, leadership, work motivation, work culture and job satisfaction.
5. This research uses quantitative methods and it is hoped that further research will use different methods such as qualitative or mixed methods.
6. This research was conducted at the Kayen and Jaken Health Centers in Pati Regency and for further research to be carried out in several Puskesmas in other areas with larger respondents.
7. The statistical data processing tool for this research is SPSS and it is hoped that further research will use other statistical tools such as SmartPLS, Lisrel and AMOS.

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