

Quality of Work-Life and Happiness at Work towards Job Satisfaction Mediated by Organizational Commitment at Pt. North Sumatra Plantations

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Abstract-The purpose of his research seeks to analyze the effect of quality of work life and happiness at work on job satisfaction mediated by organizational commitment at PT. Perkebunan Sumatera Utara. This associative research employed a quantitative approach method, using a questionnaire as a means of collecting data. The data were then analyzed with the help of SPSS version 26 software.

The research population consisted of the employees at PT. Perkebunan Sumatera Utara. totaling 180 people. The Slovin formula method was used sampling technique, obtaining 124 people as research samples. The data analysis techniques used to answer the research hypothesis included Sobel test. The research results revealed that the variables of quality of work life and happiness at work have a positive and significant effect towards job satisfaction. Quality of work life and happiness at work have a positive and significant effect towards job satisfaction mediated by organizational commitment at PT. Perkebunan Sumatera Utara.

Keywords-Quality of work life, Happiness at work, Job Satisfaction, Organizational commitment

I. INTRODUCTION

Happiness at work has a huge impact on companies and employees. Employees who are happy at work have a positive attitude towards life satisfaction, are more productive at work, and reduce employee turnover, thus enabling them to develop superior human resources (Ningsih, 2013). Employees who love to work will help the company. Employees who are enthusiastic about their work will gladly accept any task, do it thoroughly, without prioritizing monetary rewards. This may have an impact on employees. If they are happy with their work, they will work more enthusiastically and persistently, increasing work productivity. Employees who are committed to the organization are more likely to act well, be disciplined at work, create positive relationships with coworkers, and perform better (Milwati, 2013:261).

One's job satisfaction can be seen from the number of employee attendance. According to Rivai (2003), one indicator of job dissatisfaction among employees is if the level of work attendance continues. Many of these people do not work because they are bored with their regular work. In addition to work attendance problems, signs of dissatisfaction can be seen in various phenomena including feelings of displeasure in employees coming to the office and working

every day and disharmony of cooperative relationships, both with fellow co-workers and with superiors.

PT. North Sumatra plantations have not fully paid attention to employees, one of which is in terms of the quality of work life, so that employees who work at PT. North Sumatra plantations do not feel comfortable and safe in carrying out their duties. According to Wibowo (2017: 107), by maximizing the quality of work life in the company, it can bring up the role of employees, to improve performance and productivity. In addition, providing an adequate quality of work life is also a form of appreciation for the ability of employees who have a commitment to the company. If workers are aware of the quality of their work life, it has a big impact on the development of excellent job satisfaction because employees become calmer at work and focus on work without being distracted by things that can lower their level of job satisfaction.

As a company with a large number of employees and work goals, PT. North Sumatra plantations, like other organizations, face the same challenges as similar businesses. One of the problems they often face is happiness at work. Sinaga, (2016). Feeling safe and comfortable in the work environment will make employees always feel happy at work and can enjoy their work. Employees who feel happy and comfortable at work, have a positive impact on increasing work productivity and have little chance of

leave the company. Happiness in the workplace needs to be owned by employees to maximize their performance and create positive feelings in managing and influencing their environment while being able to provide job satisfaction to employees (Pryce-Jones, 2010).

Job stress usually occurs as a result of employees being asked to do to the best of their ability, and employees regularly being asked to go the extra mile to complete tasks. Employee satisfaction will be affected by the high incidence of overtime if it is not balanced with activities that offer a sense of relaxation. Employees who are dissatisfied with their daily tasks will have a negative impact on their performance in terms of increasing organizational commitment within the company, which will have a negative impact on employee job satisfaction.

According to Mathis and Jackson (2008: 155), organizational commitment is a state in which employees think and are willing to embrace organizational goals and will stay or will not leave the company. The results of research by Alzamel et al (2020), organizational commitment is described as loyalty to the ideals and goals of the organization, sense of belonging, dependence, and moral commitment to stay in their organization. Quality of work life has an impact on organizational commitment. Employees will be more engaged and stay with their company if they are happy with their work life.

Organizational commitment seems to play an important role as a mediating variable in explaining the effect of quality of work life and happiness on job satisfaction. Another study that shows a positive relationship between commitment to the organization and job satisfaction is the research of Natarajan (2011). There is a relationship between employee commitment to the organization with the level of job satisfaction achieved. High commitment to the company tends to make employees have low intentions to stop working. High commitment to the organization also makes employees feel comfortable at work and fosters interest in serving as employees as well as possible. Thus, commitment is an important element in achieving job satisfaction in an organization.

Based on that, researchers are interested in discussing this problem by taking the title of research on "Quality of Work life and Happiness at Work on Job Satisfaction mediated by Organizational Commitment at PT. North Sumatra Plantation"

II. METHODS

This type of research is an associative research with a quantitative approach. The population in this study are 180 employees working at PT Perkebunan Utara Sumatra, the following details the number of employees at P.T Plantation North Sumatra. The sample calculation uses the Slovin formula and produces 124 respondents which are expected to be sufficient to represent the total population in the company. Sampling of the research population was carried out using the Proportional Random Sampling technique. Data analysis using multiple linear regression test

III. RESULTS AND DISCUSSION

Data Analysis Techniques Hypothesis 2

1. Multiple analysis Regression Test

a. F Test (Simultaneous Test)

This simultaneous test was conducted to see the level of significance of the independent variable on the dependent variable. based on the results of statistical testing (Anova Test/F Test) can be seen in the following output table: Stage I

Table 1 Test of F Hipotesis 1 Stage I

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	277,500	1	277,500	57,607	,000 ^b
Residual	587,686	122	4,871		
Total	865,185	123			
a. Dependent Variable: komitmen organisasi					
b. Predictors: (Constant), quality of work life					

Simultaneous test (F test) on the variable quality of work life on organizational commitment

From Table 1 it can be seen that the calculated F is 57.607. F Nilai value count is greater than the F table of 3.92, this value obtained from df 122. The significance value is 0.000 which means it is smaller than 0.05. Based on these results, it can be concluded that Hypothesis 1 quality of work life can explain the organizational commitment variable. Stage II

Simultaneous test on the variable quality of work life on job satisfaction through organizational commitment

Table 2 Test of F Hipotesis 1 Stage II ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	826,199	2	413,100	52,987	,000 ^b
Residual	943,349	121	7,796		
Total	1769,548	123			
a. Dependent Variable: kepuasan kerja					
b. Predictors: (Constant), komitmen organisasi, quality of work life					

From Table 2 it can be seen that the calculated F is 52,987. F Nilai value count is greater than the F table of 3.07, this value obtained from df1 = 121. The significance value is 0.000 which means it is smaller than 0.05. Based on these results, it can be concluded that Hypothesis 1 quality of work life can explain the variable job satisfaction through organizational commitment.

(1) Coefficient of Determination Test (R2)

The coefficient of determination test is used to measure how far the model's ability to explain the variation of the dependent variable (Ghozali, 2018) Stage I

Test the coefficient of determination (R2) on the variable quality of work life on organizational commitment

Table 3. Result of Coefficients Test of Hypotesis Determinants 1 Stage I Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,566 ^a	,321	,315	2,19479
a. Predictors: (Constant), quality of work life				

From Table 3, it can be seen that the results of the coefficient of determination test in the summary model of

Hypothesis I state that R Square is 0.315 or 31.5% and the rest is 68.5%. Stage II

Test the coefficient of determination (R2) on the variable quality of work life on job satisfaction through organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,683 ^a	,467	,458	2,79218

a. Predictors: (Constant), komitmen organisasi, quality of work life

From Table 4 it can be seen that the results of the coefficient of determination test in the summary model of Hypothesis I state that R Square is 0.467 or 46.7% and the rest is 53.3%.

1. T test (Partial test)

Sub structure I t-test was conducted to partially test whether the quality of work-life as an independent variable affects job satisfaction as the dependent variable at PT. North Sumatra Plantation. The hypothesis is accepted if the significance value is < 0.05 and compares t arithmetic with t table, if t arithmetic > t table then the hypothesis is accepted so that there is an influence of individual independent variables on the dependent variable. In knowing the value of t table, it is done by determining df with the formula $df = n - k - 1$ (amount of data - number of variables - 1). Stage I

Partial test on the variable quality of work life on organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15,926	2,899		5,493	,000
quality of work life	,582	,077	,566	7,590	,000

a. Dependent Variable: komitmen organisasi
sumber: Data diolah, 2021

Table 5 shows the value of hypothesis 1, the t count of the quality of work life variable is 7.690 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the t table value of 1.97960, while the significance value of 0.000 is smaller than the value of which is 0.05. This means that it can be concluded that the quality of work life has a positive and significant effect on organizational commitment. at PT. North Sumatra Plantation.

Stage II

Partial test on the variable quality of work life on job satisfaction through organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8,256	4,119		2,004	,047
quality of work life	,462	,118	,314	3,903	,000
Komitmen organisasi	,650	,115	,454	5,641	,000

a. Dependent Variable: kepuasan kerja

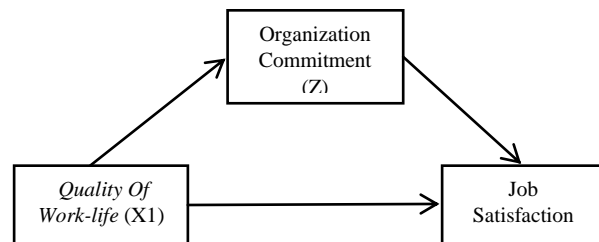
Table 6 shows the value of hypothesis 1, the t count of the quality of work life variable is 3.903 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the t table value of 1.97976, while the significance value of 0.000 is smaller than the value of which is 0.05. This means that it can be concluded that the quality of work life has an effect and is significant on job satisfaction. at PT. North Sumatra Plantation.

The t-count value of the organizational commitment variable is 5.641 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the t table value of 1.97976, while the significance value of 0.000 is smaller than the value of which is 0.05. Based on these results, it can be concluded that the organizational commitment variable has a positive and significant effect on job satisfaction at PT. North Sumatra Plantation.

2. Sobel Test Hypothesis 1

Testing the mediation hypothesis can be done using a procedure developed by Sobel (1982) and known as the Sobel test. The Sobel test was carried out by testing the strength of the indirect influence of the intervening variable. The indirect effect is obtained by multiplying the path coefficients of each relationship Ghozali (2017)

This Sobel test was conducted to test Hypothesis 1 (H1), namely the effect of quality of work-life on job satisfaction mediated by organizational commitment. The results are declared influential if the value (p-value) is less than 0.05.



The results of the test were carried out to examine the effect of quality of work life on job satisfaction mediated by organizational commitment which can be seen in the following calculator Sobel test image:

Input:	Test statistic:	Std. Error:	p-value:
a 0.582	Sobel test: 4.52652288	0.08357408	0.000006
b 0.650	Aroian test: 4.50132693	0.08404188	0.00000675
S _a 0.077	Goodman test: 4.55214671	0.08310365	0.00000531
S _b 0.115	Reset all	Calculate	

That Figure shows that in the Sobel Test the probability value (p-value) is 0.000 meaning it is smaller than 0.05 (0.000 < 0.05), it can be concluded that organizational commitment is able to mediate the effect of quality of work life on job satisfaction. at PT. North Sumatra Plantation

Data Analysis Techniques Hypothesis 2

a. F Test (Simultaneous Test)

Based on the results of statistical tests (Anova Test/F Test) it can be seen that the effect of the happiness at work variable on the job satisfaction variable is mediated by the organizational commitment variable in the following output table:

Stage I

Simultaneous test of happiness at work variable on organizational commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	319,006	1	319,006	71,256	,000 ^b
Residual	546,180	122	4,477		
Total	865,185	123			

a. Dependent Variable: komitmen organisasi
b. Predictors: (Constant), happiness at work

From Table 7 it can be seen that the calculated F is 71.256. F Nilai value

count is greater than the F table of 3.92, this value obtained from = 122. The significance value is 0.000, which means it is smaller than 0.05. Based on these results, it can be concluded that Hypothesis 2 happiness at work can explain the variable job satisfaction through organizational commitment.

Stage II

Simultaneous test of happiness at work variable on job satisfaction through organizational commitment

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	850,124	2	425,062	55,940	,000 ^b
Residual	919,424	121	7,599		
Total	1769.548	123			

a. Dependent Variable: kepuasan kerja
b. Predictors: (Constant), komitmen organisasi, happiness at work

From Table IV.60 it can be seen that the calculated F is 55.940. F Nilai value count is greater than the F table of 3.07, this value obtained from df1 (number of variables - 1) = 1 and df2 (N - number of variables) = 121. The significance value is 0.000 which means it is smaller than 0.05. Based on these results, it can be concluded that Hypothesis 2 happiness at work can explain the variable job satisfaction through organizational commitment.

b. Coefficient of Determination Test

The coefficient of determination test is used to measure how far the model's ability to explain the variation of the dependent variable (Ghozali, 2018).

Stage I

Test the coefficient of determination (R²) on the variable happiness at work on organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,607 ^a	,369	,364	2,11586

a. Predictors: (Constant), happiness at wor

From Table 9 it can be seen that the results of the coefficient of determination test in the summary sub-structure model II state that R Square is 0.369 or 36.9% and the remaining 63.1% is influenced by variables outside the research model, which means that the happiness at work variable has an effect on by 36.1% of the organizational commitment at PT. North Sumatra Plantation..

Stage II

Test the coefficient of determination (R²) on the variable happiness at work on job satisfaction through organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,693 ^a	,480	,472	2,75655

a. Predictors: (Constant), komitmen organisasi, happiness at work

From Table 10 it can be seen that the results of the coefficient of determination test in the summary sub-structure model II state that R Square is 0.480 or 48% and the remaining 52% is influenced by variables outside the research model, which means that the happiness at work variable has an influence of 48% on job satisfaction is mediated by organizational commitment variable at PT. North Sumatra Plantation..

c. T test (Partial Test)

Sub-structure I t-test was conducted to partially test whether happiness at work as an independent variable has an effect on job satisfaction as the dependent variable at PT. North

Sumatra Plantation. The hypothesis is accepted if the significance value is < 0.05 and compares t arithmetic with t table, if t arithmetic $> t$ table then the hypothesis is accepted so that there is an influence of individual independent variables on the dependent variable. In knowing the value of t table, it is done by determining df with the formula $df = n - k - 1$ (amount of data - number of variables - 1).

Stage I

Partial test (t test) of happiness at work variable on organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21,767	1,918		11,384	,000
Happiness at work	,781	,093	,607	8,441	,000

a. Dependent Variable: komitmen organisasi

Table 11 shows the t -count value of the happiness at work variable is 8.441 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the t table value of 1.97960, while the significance value of 0.000 is smaller than the value of which is 0.05. So it can be concluded that the variable happiness at work has a positive and significant effect on organizational commitment at PT. North Sumatra Plantation.

Stage II

Partial test (t test) of the variable happiness at work on job satisfaction through organizational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14,232	3,583		3,972	,000
Happiness at work	,657	,152	,357	4,333	,000
Komitmen organisasi	,594	,118	,415	5,035	,000

a. Dependent Variable: kepuasan kerja

Table 12 shows the value of Hypothesis 2 t count of the variable happiness at work is 4.333 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the t table value of 1.97976, while the significance value of 0.000 is smaller than the value of which is 0.05. So it can be concluded that the variable happiness at work has a positive and significant effect on job satisfaction at PT. North Sumatra Plantation.

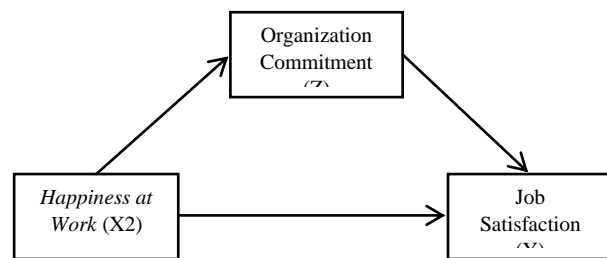
The t -count value of the organizational commitment variable is 5.035 with a significant value of 0.000. From this value, it is known that the calculated t value is greater than the

t table value of 1.97976, while the significance value of 0.000 is smaller than the value of which is 0.05. So it can be concluded that the organizational commitment variable has a positive and significant effect on job satisfaction at PT. North Sumatra Plantation.

Sobel Test Hypothesis 2

Testing the mediation hypothesis can be done using a procedure developed by Sobel (1982) and known as the Sobel test. The Sobel test was carried out by testing the strength of the indirect influence of the intervening variable. The indirect effect is obtained by multiplying the path coefficients of each relationship Ghozali (2017)

This Sobel test was conducted to test Hypothesis 2, namely the effect of happiness at work on job satisfaction mediated by organizational commitment. The results are declared influential if the value (p -value) is less than 0.05.



The results of the test were carried out to test the effect of happiness at work on job satisfaction mediated by organizational commitment which can be seen in the following table

Input:	Test statistic:	Std. Error:	p-value:
a 0.781	Sobel test: 4.31762314	0.10744662	0.00001577
b 0.594	Aroian test: 4.29527828	0.10800557	0.00001745
s _a 0.093	Goodman test: 4.34032039	0.10688474	0.00001423
s _b 0.118	Reset all	Calculate	

Sobel Test Results 2

Figure IV.5 shows that in Test Sobel test probability value (p -value) is 0.000 means that less than 0.05 ($0.000 < 0.05$), it can be concluded that organizational commitment is able to mediate the effect of happiness at work on job satisfaction at PT. North Sumatra Plantation.

IV. CONCLUSION

Based on the results of the research analysis and discussions that have been discussed previously, the researchers drew the following conclusions, Quality of work life has a positive and significant effect on job satisfaction which is mediated by organizational commitment at PT. North Sumatra Plantation. 2) Happiness at work has a positive and significant effect on job satisfaction mediated by organizational commitment at PT. North Sumatra Plantation.

PT Perkebunan Sumatera Utara needs to pay attention to how each character possessed by employees can affect the quality of work life and employee happiness at

work, because if you pay attention to this it can increase employee job satisfaction. 2) It is expected that the company pays attention to employee satisfaction in working both attitudes and behavior so that in the future it can increase good organizational commitment within the company both individually and for the company as a whole.

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