



Research article

Creating the path for quality of work life: A study on nurse performance

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ABSTRACT

Since March 2020, it is known that Indonesia has experienced the impact of the Corona Virus Disease 2019 (Covid-19) Pandemic, and making health workers at the forefront of potential exposure to the Covid-19 virus because they have to deal with Covid-19 patients every day during the pandemic. The purpose of this study is to focus on developing an empirical model to increase job performance in the hospital to create the right quality of work and still make the organization grow well sustainably. This study will use assistance of quality of work life, organizational commitment, job satisfaction, and psychological empowerment in creating an increase in job performance needed by nurses at the Type B Hospital in Jakarta. This study uses a quantitative approach through a questionnaire survey method conducted on nurses at 36 Type B Hospital in Jakarta, totalling 400 respondents. The sample used in this study was obtained through a purposive sampling technique with the criteria of a service period of more than 2 years. Then the data were analysed using the Structural Equation Model (SEM). Though quality of work life is found to significantly affect organizational commitment, job satisfaction and psychological empowerment, its effect on job performance found to be insignificant. Further findings will be discussed further.

1. Introduction

Organizations require high-performing workers to fulfill their goals and gain a competitive advantage in today's highly competitive business environment. The health industry is similarly impacted by the Industrial Era 4.0, with consumers placing greater demand on health services, both in terms of quantity and quality. Patients require care that is both quicker and more precise. The government has shown concern by issuing various laws targeted at preserving the quality and competency of health worker graduates, but this is difficult to achieve because obtaining a registration certificate takes a long time. Nurses' performance has an impact on not just customer loyalty, business image, and word-of-mouth communication, but it may also be viewed as a competitive aspect in distinguishing the hospital from its competitors (TETIK, 2016). Nurses have become significant frontline players in the healthcare sector, and their performance and satisfaction are crucial to the hospital's success. As a result, it can be stated that testing elements that positively influence performance levels is an essential study topic.

Since March 2020, Indonesia has experienced the impact of the 2019 Corona Virus Disease Pandemic (Covid-19) which then elevate the role of medical staff especially nurses. Considering their expose to the virus,

nurses are likely to experience increased stress which also refers to stunted growth and development, and consequently has a negative impact on their performance (Ashwini and Anand, 2014). Difficulty to handle the stress will also have an impact on their health, personal and professional lives.

Hospitals will continue to be faced with the challenges of demand and supply from patients who are constantly changing, especially during the pandemic. In order for the hospital to adapt to tight competition and retain employees well, it requires organizational members who are internally committed (Kaleel et al., 2018a) and with the limited workforce of nurses who fulfill government criteria, hospitals need to optimally improve nurses' commitment and performance to provide good service.

In order to achieve the goal of continuous improvement of service quality, organizations in health care must continue to monitor and promote the health and satisfaction of all people involved in the care process (Al-Abri and Al-Balushi, 2014). In particular, the nurse will help patients to maintain or improve their health and direct them to achieve independence as soon as possible. To achieve this goal, it is more important that nurses build good relationships with patients through psychological empowerment which can refer to the psychological conditions that

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individuals need to feel control in relation to their work (Catholic et al., 2015). An empathic attitude with patients can also help in offering adequate care to meet the real needs of those being assisted and to make them feel more satisfied with the treatment process (Dal santo et al., 2013).

Job satisfaction is defined as the combination of positive or negative feelings employees have about their jobs, Locke with his mostly cited definition describes it as "a pleasant or positive emotional state resulting from an assessment of one's job or work experience" (Dinc et al., 2018a). Many factors can have an effect on nurse job satisfaction. Job content characteristics, such as autonomy, routine, and role conflict, as well as characteristics of the work environment, such as leadership, supervisory relationships and participation, are all related to job satisfaction. Therefore, knowledge of the factors contributing to job satisfaction is very important for nursing management and leadership, and will be of great use and great importance in the human health care resource planning process (Kavanaugh et al., 2006).

Hospitals compete for high-potential employees in today's healthcare business climate, which is recognized to be exceedingly dynamic, complex, and unpredictable. Only if nurses and other people feel psychologically empowered and have a full organizational commitment to their organization can these potentials be realized. Furthermore, in recent years, the quality of one's work life has become more widely recognized as a progressive predictor of an organization's function and long-term viability (Kaleel et al., 2018a).

Despite the fact that various researches have attempted to uncover variables affecting job performance, this study is relevant to the current world situation and brings up the question of whether the environment in the midst of a pandemic leads to different empirical outcomes. The pandemic has created pressure and barriers in the professional world, particularly in terms of employee performance. It is envisaged that conducting study that puts highlight on job performance in difficult situations will improve knowledge and offer empirical proof that can be applied to other similar situations.

2. Literature review

2.1. Theory basis

2.1.1. Quality of work life

Quality of work life is one of the most important factors that can shape employee organizational behavior, and it includes work environment, relationship with directors, job perceptions, working conditions, support services and wages (Eren and Hisar, 2016). Quality of work life also refers to the likes or dislikes of the work environment for people which refers to the quality of the relationship between employees and the total work environment (Kaleel et al., 2018a). This is connected to bettering manpower management in order to increase organizational performance and employee commitment, both of which are increasingly being recognized as progressive markers of an organization's function and long-term viability.

The notion of work life quality is significant because it has the potential to conserve human values that have been overlooked in the pursuit of technical advancements in productivity and economic growth (Alqami, 2016). Moreover, according to Nayak et al. (2018) quality of work life is divided into work environments, occupational stress, professional development, compensation and rewards, and social support.

2.1.2. Organizational commitment

Organizational commitment is described as the degree to which employees feel a sense of belonging to the organization. These employees, in turn, will support the organization because they want to keep their membership in the organization (Syabarrudin et al., 2020). Organizational commitment also refers to identification and loyalty to the organization and its goals, which are the core of human resource management, and are very important for organizations that want to

retain talented employees (Dinc et al., 2018a). Basically, the definition of organizational commitment emphasizes that employees who are committed to work harder and better have a stronger intention to stay with the organization, compared to employees with low commitment. Organizations need these types of employees to survive and improve the services and products (Setiawan et al., 2019). In addition, according to Diana et al. (2020) employees with high organizational commitment will make efforts towards organizational targets and organizational values at a high level.

2.1.3. Job satisfaction

Job satisfaction is known to consist of various aspects that have been categorized by many researchers. One such classification includes aspects of satisfaction with salary, with promotions, with colleagues, with the job itself, and with supervision. Job satisfaction is an optimistic emotional state arising from a person's job, which is related to how a person likes their job, a positive view of employees on their work, and job satisfaction is an observable expression of affective reactions to certain jobs (Yus-pahruddin et al., 2020). Job satisfaction is also considered an effective indicator of happiness because it reflects a pleasant state of mind and positive emotions resulting from well-being at work, which is largely determined by human resource management practices (R.M. et al., 2019). So, it can be stated that a person's thoughts and actions to produce job satisfaction are determined by the individual himself in doing his job.

2.1.4. Psychological empowerment

Psychological empowerment is a series of psychological conditions required by individuals to feel control in relation to their work, which also reflects the integration of four cognitions related to work, competence, meaning, self-determination, and impact (Catholic et al., 2015). Psychological empowerment is also the belief and perception of someone who thinks they can make a difference by having independence in the decision-making process and having the confidence to initiate change, having the ability and skills to determine their own destiny, achieve goals, and feel meaning in the work they do (Kustanto et al., 2020). Employees that have psychological empowerment can also see themselves as influential in their workplaces and inspire them to be more proactive, independent, and show initiative. In other words, employees who feel empowered at work will develop an active rather than passive orientation towards their job roles (Guerrero et al., 2018).

2.1.5. Job performance

Job performance is defined as a measure of good quality and quantity results in a certain period of time influenced by several factors that will be carried out through employees' for achieving organizational goals (Muzakki et al., 2019). Job performance can be a factor that can significantly affect the profitability of an organization, because performance is the results achieved or achievements made in the workplace related to organizational policies, performance features, and organizational practices (Kustanto et al., 2020). Job performance can also be a construct that is associated with an individual's ability to fulfill the expectation of targets, jobs, and standards set by the organization (Rajper et al., 2020).

2.2. Hypothesis development

2.2.1. Quality of work life on organizational commitment

In the literature, organizational commitment has been aimed at believing and accepting organizational goals and values in trying harder for the organization and also showing a continuous willingness to maintain one's membership in the organization (Eren and Hisar, 2016). The desire of employees for organizational commitment and being involved in attendance will also be influenced by the quality of work life. Quality of work life includes evaluation of working conditions, employee satisfaction with their work, management style and the relationship between work life and social life outside of work, or in short, the strengths

and weaknesses of the work environment (Eren and Hisar, 2016). There is also a linear relationship between the quality of work life and organizational commitment in this study. A person with a high quality of work life will also have an increased organizational commitment. According to Kaleel et al. (2018a) quality of work life and organizational commitment are the two most important and fundamental subjects in organizational behavior today. Contemporary employees and employers concluded that “low levels of employee organizational commitment can be attributed to improper selection and promotion which leads to the preservation of managerial styles and behaviors which have a negative effect on subordinate organizational commitment”, therefore the right quality of work life is needed. Quality of work life can function as a program designed to increase and strengthen employee satisfaction for workplace learning and help them manage change and transitions to produce high organizational commitment (Omugo et al., 2016). A significant positive relationship between quality of work life and organizational commitment can make employees feel more comfortable and happier. This notion is also supported by some previous research (El Badawy et al., 2018; Kaleel et al., 2018; Eren and Hisar, 2016) which stated that a better quality of work life will lead to higher organizational commitment.

H1. Quality of Work Life has a positive effect on Organizational Commitment

2.2.2. Quality of work life on job satisfaction

Quality of work life and job satisfaction are both abstract concepts and are related to the work and work environment in an organization (J. et al., 2017). It seems that these two concepts are crucial concepts for both the employee and the organizational perspective. Quality of work life can increase employee dignity through job satisfaction and humanizing work (Jabeen et al., 2018). The scope of quality of work life does not only affect employee job satisfaction but also their life outside of work, such as leisure time, family, and social needs. When employees' needs are not met, they tend to experience work-life stress which may have a negative impact on welfare. Literature reviews have emphasized that quality of work life is a strategy to improve employees' quality of life to meet organizational goals and employee needs (J. et al., 2017). Conversely, successful organizations regard job satisfaction as indispensable to job performance. Quality of work life is also related to organizational conditions and practices that aim to promote the safety, health, and mental and physical satisfaction of employees, to attract and retain employees by creating positive job satisfaction (Acheampong et al., 2016). Previous research by Chmiel et al. (2017); Diriwaechter & Shvartsman (2018); Jabeen et al. (2018); J. et al., (2017) have explicitly emphasized job satisfaction's positive effect on quality of work life.

H2. Quality of Work Life has a positive effect on Job Satisfaction

2.2.3. Quality of work life on psychological empowerment

Quality of work life will examine the relationship between employees and their work environment (Eren and Hisar, 2016). Quality of work life is considered better as a strategy that can improve the quality of the relationship between employees and conditions in the work environment, which in turn leads to better organizational effectiveness (Alqarni, 2016). This is important because ongoing changes in employment can directly affect employees' psychological empowerment by obliging them to learn new procedures and develop new competencies over and above normal job requirements (Catholic et al., 2015). Psychological empowerment can be enriched with the quality of work life in the workplace, because employees have control over their workload, get support from peers, feel more valued for their achievements and are treated fairly (Tarigan et al., 2020). The same notion is supported by the following studies by Patah et al. (2009) (Salimi and Saeidian, 2015); Türkay et al. (2018); Tarigan et al. (2020).

H3. Quality of Work Life has a positive effect on Psychological Empowerment

2.2.4. Quality of work life on job performance

There are several factors that affect job performance of an employee, such as quality of work life which cover most of the most important aspects to increase employee job performance (Thakur and Sharma, 2019). A better quality of work life is when employees' needs of life are met, which can eventually instill employee loyalty, and in turn support better job performance (Nayak and Sahoo, 2015). The concept of quality of work life will show positive emotional reactions and individual attitudes towards their work. The most important determinant is an employee who finds the job attractive, has good relationships with managers and colleagues, is allowed to work independently, has sufficient income, and has clear career advancement opportunities (Suyantiningasih et al., 2018). This will then create benefits for organizations to carry out quality of work life programs effectively, that is an increase in job performance. Employees with the right psychological composition, including being able to meet personal needs, will see and understand the quality of work life provided by the organization with enthusiasm, and then be motivated to show better job performance (Bindi and Arumugam, 2017). Some previous studies (Tarigan et al. (2020); Acheampong et al., 2016; Thakur and Sharma, 2019; Tarigan et al. (2020); Suyantiningasih et al., 2018) also found that quality of work life had a positive overall relationship with job performance.

H4. Quality of Work Life has a positive effect on Job Performance

2.2.5. Job satisfaction on organizational commitment

Job satisfaction is considered as an antecedent of organizational commitment in several studies that show a proper positive relationship (Suyantiningasih et al., 2018). Employees with positive job satisfaction become an important determinant of organizational commitment (Moon et al., 2014). Job satisfaction will be an important component of organizational commitment for employees wherever they work (Ashraf, 2020). Job satisfaction will create employee mental persuasion towards a positive workplace, which will bring positive consequences in the form of higher organizational performance and productivity, and it is said that adequate job satisfaction can result in an increase in organizational commitment (Bashir and Gani, 2019). In addition, job satisfaction is known to be related to the way employees observe, reflect on, and feel about their work, as an emotional pleasure in assessing their work and work experience (Ali et al., 2018). There are many studies that have examined job satisfaction and organizational commitment together and have found a positive and significant relationship between them, such as Sait (2017); Fabi et al. (2015); Ocen et al. (2017); Mahmood et al. (2019); Suyantiningasih et al. (2018); Ashraf (2020).

H5. Job Satisfaction has a positive effect on Organizational Commitment

2.2.6. Psychological empowerment on organizational commitment

Psychological empowerment is used as intensive intrinsic motivation, which comes from certain cognitive states related to psychological empowerment which has a significant and positive relationship with employee organizational commitment (Qing et al., 2020). Through psychological empowerment, it will generate norms that explain how someone must behave and those who follow these norms are obliged to behave reciprocally (Qing et al., 2020). Most exchange relationships are established when organizations give their followers full support and take good care of them. Furthermore, this relationship leads to valuable work behaviors such as organizational commitment. Employees with psychological empowerment in the workplace will develop an active rather than passive orientation towards their work roles (Guerrero et al., 2018). In addition, employees with psychological empowerment will feel like and feel able to shape and control their roles and work context. Through psychological empowerment employees can increase their sense of

autonomy and self-determination and they feel they can control well the tasks given and the work environment as a whole (Tripathi et al., 2020) which leads to increased organizational commitment. Several researchers have shown that psychological empowerment stimulates employee work attitudes including organizational commitment El Badawy, Magdy and Srivastava (2018); Nikpour (2018); Qing et al. (2020); Almadhoun and Ling (2015).

H6. Psychological Empowerment has a positive effect on Organizational Commitment

2.2.7. Organizational commitment on job performance

Organizational commitment is associated empirically and theoretically with work performance such as job performance. To achieve organizational goals, leaders must inform employees of the desired performance, because employee performance will be directly related to the quality of organizational performance (Karem et al., 2019). It is known that organizational commitment has become a promising research field because it plays a bridge role in the job performance that will be produced (Berberoglu, 2015). Social exchange theory has been used to explain how organizations implement and also practice various mentoring activities or generate ideas that allow employees to feel the organization trusts them (Babalola, 2016). As a result, employees develop organizational commitment and lead to increased job performance. Employees with organizational commitment are likely to perform better than employees who are less committed because they exert more effort on behalf of the organization towards its success and strive to achieve its goals and mission (Jafri and Lhamo, 2013). In today's competitive business world, organizations need high performing employees to meet their goals and to achieve competitive advantage. Therefore, it is highly recommended that organizational managers must describe the performance needed to specifically allow their employees to recognize organizational expectations to meet organizational goals by fostering organizational commitment to employees (Dinc et al., 2018a). Several studies confirm the influence and strong relationship between organizational commitment and job performance (Chiang and Hsieh (2012); Vough et al. (2018); Dinc, Kuzey, & Steta (2018); Kock & Moqbel (2019); Karem et al. (2019); Dinc et al. (2018a)).

H7. Organizational Commitment has a positive effect on Job Performance

2.2.8. Job satisfaction on job performance

Job satisfaction is proven to increase job performance and efficiency which has a beneficial impact on job satisfaction, because elevated job satisfaction can increase employee productivity based on quality (Karem et al., 2019). According to this study, individuals who obtain a good level of job satisfaction tend to provide higher job performance to their organization when compared to individuals in other organizations who face low job satisfaction. According to Hendri (2019) for several years, there has been a strong belief from company managers that employees with high job satisfaction will provide higher job performance than dissatisfied employees, and can also increase company size. Job satisfaction is an effective indicator of happiness because it reflects a pleasant state of mind and positive emotions resulting from well-being in the workplace, which is largely determined by human resource management practices (R.M. et al., 2019). That way, they will lead to positive behavior in the workplace which is shown by high job performance. In line with previous research that has found a relationship between job satisfaction and job performance Torlak, N. G., & Kuzey (2019); Dinc, Kuzey, & Steta (2018); Karem et al. (2019); Dinc et al. (2018a); Hendri (2019).

H8. Job Satisfaction has a positive effect on Job Performance

2.2.9. Psychological empowerment on job performance

When the term psychological empowerment was coined, researchers paid attention to the relationship with work performance, because the

ultimate goal of studying psychological empowerment is to improve work performance, especially in creating higher job performance (Sun, 2016). Psychological empowerment practices, when applied simultaneously, can be associated with greater productivity, welfare, performance and employee service (TETIK, 2016). Employees who feel empowered will be more productive than teams without a sense of empowerment so that they will be better able to improve job performance. Furthermore, it will show how well employees do their jobs, the initiatives they take and the sense they show in solving problems and how they use the available resources and the time and energy they spend on their work (TETIK, 2016). Job performance will be significantly influenced by psychological empowerment dimensions in the form of meaning and self-determination based on job characteristics theory (Hackman & Oldham quoted by Iqbal et al., 2020) In such a scenario, employees will feel encouraged in the assigned task, and they will exert themselves to work well and are determined to complete their work efficiently (Tripathi et al., 2020). According to Chiang and Hsieh (2012); Torlak, N. G., & Kuzey (2019); Sun (2016); Guerrero et al. (2018); Sun, 2016), psychological empowerment will act as a driver that guides behavior and improves employee job performance properly.

H9. Psychological Empowerment has a positive effect on Job Performance

2.2.10. Quality of work life on job performance through the mediation of organizational commitment

Some literature has shown a significant correlation between quality of work life and organizational commitment (Gulbahar et al., 2014; Farid et al., 2015; Farjad and Varnous, 2013). It is also stated by a study conducted by Musabah et al. (2017) that it was found that organizational commitment has an important influence on job performance. Quality of work life that results from the response to various employee desires is one of the important predictors of organizational commitment. This will create a relationship between quality of work life and organizational commitment based on social exchange theory (Ehido et al., 2019), which creates the belief that employees will receive benefits that will be tied to a strong obligation to return these benefits in a certain way. So that it will lead to an increase in job performance that is right for employees and organizations. With a high organizational commitment will make employees feel that the quality of work life they receive is right which can enable them to improve job performance.

H10. Quality of Work Life has a positive effect on Job Performance through mediation of Organizational Commitment

2.2.11. Quality of work life on organizational commitment through the mediation of job satisfaction

Previous research has shown job satisfaction to be a mediating variable for the relationship, including HR Practice with organizational commitment (Mahmood et al., 2019), employee training with organizational commitment (Ocen et al., 2017), role stressor with organizational commitment (Yousef, 2002). The three studies show significance when job satisfaction becomes a mediator of the independent variables formed from work conditions with organizational commitment. Here, quality of work life will be related to job characteristics and working conditions (Rekhi and Sharma, 2018), so this supports the construction of this research where job satisfaction is a mediator in the relationship of quality of work life with organizational commitment. According to Lok and Crawford (2001) in their findings, job satisfaction is proven to be a mediator of organizational commitment and its antecedents. This can include the quality of work life found by various studies (Ayta, 2017; Daud Normala, 2010; Zain et al., 2018). This can occur because specifically the quality of work life is considered a condition and mediation of job satisfaction as a psychological state in forming organizational commitment. Basically, the construction of the quality of work life relationship with organizational commitment is mediated by job satisfaction based on an attitudinal perspective approach, where this

approach focuses on identifying events that contribute to the development of organizational commitment (Starnes and Truhon, 2006).

H11. Quality of Work Life has a positive effect on Organizational Commitment through mediation of Job Satisfaction

2.2.12. Quality of work life on organizational commitment through the mediation of psychological empowerment

Fong and Snape (2015) have found that there is evidence of mediation of psychological empowerment in explaining the relationship between leadership empowerment and behavior in the role of job performance. Özaralli (2015) has revealed that psychological empowerment can moderate the relationship between leadership empowerment and employee creativity which is a significant predictor of job performance. In addition, Bordin et al. (2006) also found that psychological empowerment had a more positive effect on employee job satisfaction when social support was high. Humanizing the workplace and increasing organizational productivity & efficiency are the main goals of quality of work life (Omugo et al., 2016). Therefore, employees will be more committed to an organization that provides them with a good quality of work life and allows them to balance work and personal commitments and feel productive and valued, especially if they feel something that inspires them to be more proactive, independent, and show initiatives with psychological empowerment.

H12. Quality of Work Life has a positive effect on Organizational Commitment through mediation of Psychological Empowerment

2.2.13. Quality of work life on job performance through the mediation of job satisfaction

Previous research has found that job satisfaction is one of the important considerations of job performance, and that job satisfaction is the result of various factors that employees expect for their contribution to the organization Gazioglu & Tansel (2006). The research will be expected to find gaps to consider the dimensions of quality of work life as a predictor of employee job performance. His attention to job satisfaction is an antecedent of quality of work life and job performance as a result of the mediating influence of job satisfaction (Basher Rubel and Kee, 2014). It is known that the focus of quality of work life occurs on personal reactions from work experience which can be considered as an important determinant of job satisfaction, which leads to a point that satisfied employees have good job performance in the organization (Wright et al., 2007). Thus, quality of work life can be used as a predictor of job satisfaction and employee job performance as a result of job satisfaction that can be linked.

H13. Quality of Work Life has a positive effect on Job Performance through mediation of Job Satisfaction

2.2.14. Quality of work life on job performance through the mediation of psychological empowerment

Many researchers show that psychological empowerment has become a mediating variable, such as Seibert et al. (2011); Gregory et al. (2010) and Rostami et al. (2016), who have conducted research that designed structural models of quality work life and job performance as well as the role of psychological empowerment mediators. Psychological empowerment will lead to increased levels of behavior based on the generally accepted idea that individuals enjoy work more when they feel they are able to do their job well, when they feel their work is meaningful, when they have the autonomy to make decisions about their work, and when they feel like their job has an impact on organizational outcomes (Gregory et al., 2010). Overall, workers with psychological empowerment will feel that their work contribution is meaningful and strong in their ability to form a good organization or an appropriate quality work life. In addition, employees who are more suited to their organization will be in a position to demonstrate that job-fit can lead to psychological empowerment of cognition. Psychological cognitive empowerment can

then be considered to form a mechanism that will have an impact on a worker who will complete his/her task adequately in fulfilling the results of increasing job performance.

H14. Quality of Work Life has a positive effect on Job Performance through mediation of Psychological Empowerment

The conceptual framework for the above-mentioned hypotheses can be seen in Figure 1.

3. Research methods

This study uses quantitative methods in testing the hypotheses that have been set. According to Creswell and Creswell (2018), quantitative research is a method of testing objective theory by looking at the connection between variables. Furthermore, Creswell and Creswell (2018) also stated that quantitative research will create hypotheses and collect data. The instrument's data will be used to assess attitudes and information, which will then be evaluated using statistical techniques and hypothesis testing, with the hypothesis being approved or rejected afterwards. The quantitative approach is the most suited for the purpose of this study, because it examines the relationship between quality of work life on job performance with the mediation of organizational commitment, job satisfaction and psychological empowerment.

This research was conducted at an accredited type B hospital in DKI Jakarta. The independent variable in this study is Quality of Work life, the mediating variable in this study is organizational commitment, job satisfaction and psychological empowerment, while the dependent variable in this study is job performance.

3.1. Measurement

This study previously conducted a try out to test the measurement scale of the variables, namely quality of work life, organizational commitment, job satisfaction, psychological empowerment, and job performance on 30 nurses (who are excluded from the research sample) at a type B hospital in the city of Tangerang. The results of the try out show that the item validity of the quality of work life is 0.571–0.858 and the reliability of Cronbach's Alpha is 0.944. Psychological empowerment shows a validity range of 0.645–0.811 with a reliability value of Cronbach's Alpha of 0.933. Next, all job satisfaction items have a validity range between 0.376–0.732 and Cronbach's Alpha reliability of 0.933. In self-rated performance, the validity value is in the range of 0.764–0.837 with Cronbach's Alpha reliability of 0.826. While the supervisor rated performance has a validity value in the range of 0.683–0.885 and Cronbach's Alpha reliability is 0.847. Overall, these results indicate that the measurement scale used in this study is valid and reliable because all items from the five variables (quality of work life, organizational commitment, job satisfaction, psychological empowerment, and job performance) exceed the limit of the r critical value table (3.61) with a significance level of 5% in the calculation of 30 samples, and exceed the minimum limit of Cronbach's Alpha (0.06). It can be concluded that the measurement scale used in this study has been supported by pre-research results.

All items in this study were measured using a five-point Likert Scale. Sekaran and Bougie (2016) explain that the Likert Scale is used to test how strong the agree or disagree responses are given by the respondents to the statements presented. The Likert scale used in this study has five scales with 1 (strongly disagree) – 5 (strongly agree).

Quality of Work Life in this study was developed from research by Zin (2004) which consists of seven dimensions of Quality of Work Life, namely compensation, growth and development, participation, physical environment, supervision, social relevance and workplace integration. A higher score indicates a higher level of quality of work life experienced by nurses.

Organizational Commitment in this study uses 15 items of OQC (Organizational Commitment Questionnaire) which were modified from

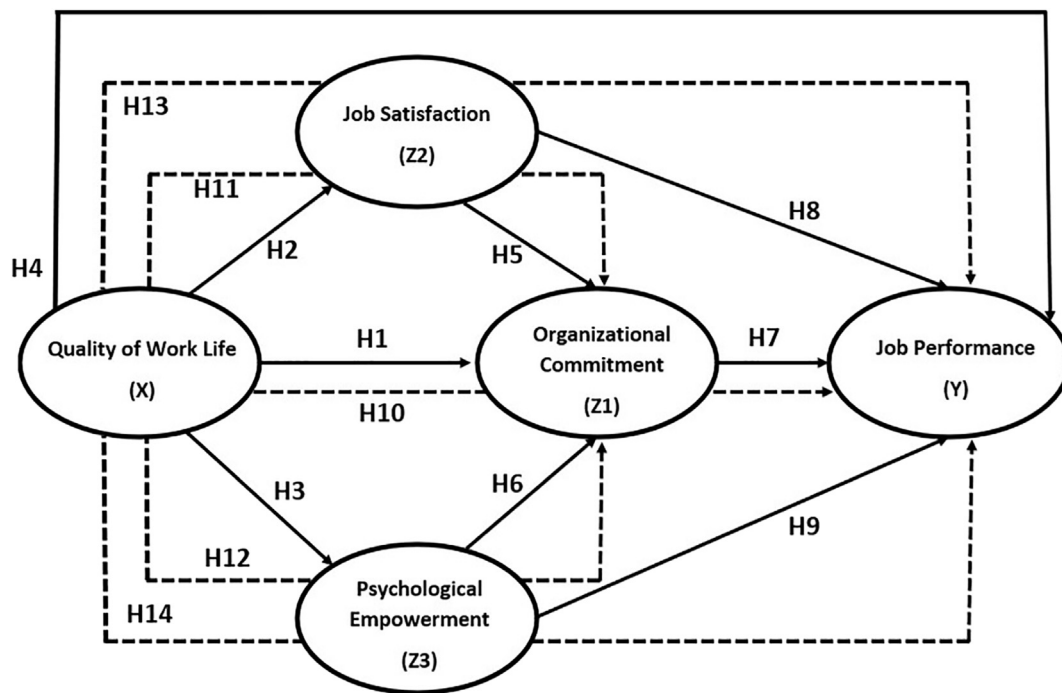


Figure 1. Conceptual framework.

research by Porter et al. (1979). A higher score indicates a higher level of organizational commitment experienced by nurses.

Moreover, Job Satisfaction with the Job Satisfaction Survey (JSS) measurement tool was developed from research by Raddaha et al. (2012). A higher score indicates a higher level of job satisfaction experienced by nurses.

Psychological Empowerment in this study was developed from research by Kundu et al. (2019). The scale measured four dimensions of psychological empowerment, namely, enriched understanding of job tasks (EUJT) or meaning, competence in job related abilities (CJRA), level of self-determination (LSD) and overall impact on department (OID). A higher score indicates a higher level of psychological empowerment experienced by nurses.

Job Performance in this study was modified from research according to Parker and Kulik (1995). This study uses two methods to measure Job Performance, namely five measurements that are filled in by employees (Self-Rated Performance) and those carried out by supervisors (Supervisor-Rated Performance). The results are then combined into a single size that complements each other.

3.2. Data and sample collection techniques

The type of instrument used in this study is a questionnaire with closed questions meaning that the choices of answers have been priorly determined. A letter explaining the survey's aim and ensuring anonymity was provided with the questionnaire. These respondents were also sent reminders, with the request that they needed to complete answering each item, ensuring that no data was missing. The sampling technique used in this study was purposive sampling with the criteria of a service period of >2 years. The selection of nurses with a tenure of >2 years refers to the statement by Brimeyer et al. (2010) that workers with at least two years of experience already have sufficient personal importance of the job that helps predict the variables well. The total population of the study is 7178 nurses. After being selected based on their tenure, 400 nurses met the qualification as the respondents of the study.

A questionnaire was distributed to nurses who worked at the 36 Type B Hospital in DKI Jakarta in this study. Because the data obtained on variables X and Y reflects only one moment in time, this design is referred

to be cross-sectional (Olsen and George, 2004). The fundamental argument for choosing a cross-sectional design is that it is thought to be more efficient in terms of utilizing scarce research resources (Spector, 2019). As a result, it would make sense to start a new line of study, one that uses the most efficient means of presenting preliminary proof that the research subject is worthy of consideration. Furthermore, in a more advanced field of research, it is appropriate to adopt a cross-sectional design in order to rule out alternative hypotheses where possible. The distribution of questionnaires had problems with access to hospitals and limited time for nurses in the midst of the Covid-19 pandemic, so it took time from June to December 2020.

Universitas Airlangga, especially its research and development section, has given its ethical permission to this project. Universitas Airlangga's Research and Innovation Institutes which is now known as Development and Innovation Institute for Publishing Journal and Intellectual Property Rights (LIPJIPHKI) is an institute at Universitas Airlangga that is in charge of overseeing a number of areas, including publications and journals, innovation and intellectual property rights, and publishing (Airlangga University Press). This institute is responsible for conducting research and guiding the outcomes of new research products for the community's benefit. This Institute also has the power to grant ethical approval for research conducted by Universitas Airlangga academics.

3.3. Data analysis techniques

The data analysis technique in this study uses Structural Equation Modeling (SEM), or it is stated as a statistical modeling technique that is very cross-sectional, linear and general in nature. Structural Equation Modeling (SEM) is a factor analysis, path analysis and regression. This study uses SPSS software version 24 to test the validity and reliability of the instrument and Amos v.24 software to test the research model that has been formed based on the formulated hypothesis.

3.4. Findings

In this study, the questionnaire was addressed to nurses who worked at Type B Hospitals in DKI Jakarta.

Table 1. Demographic characteristics of respondents.

Characteristics of Respondents	Category	Numbers	Percentage
Gender	Male	80	20,00%
	Female	320	80,00%
Age Range	<25 y.o	81	20,25%
	25 - 30 y.o	197	49,25%
	31 - 40 y.o	110	27,50%
	>40 y.o	12	3,00%
Marital status	Single	161	40,25%
	Married	232	58,00%
	Widow widower	7	1,75%
Level of education	High school	8	2,00%
	D3	179	44,75%
	S1	47	11,75%
	Profession	166	41,50%
Working period	2-5 Years	285	71,25%
	6-10 Years	91	22,75%
	11-15 Years	15	3,75%
	>15 Years	9	2,25%

Based on [Table 1](#), it is known that female respondents dominate the numbers of respondents. Then respondents with an age range are dominated by 25–30 years. Furthermore, the results of respondents who have married status have the highest number. In the category of education level, respondents are dominated by nurses with D3 education. The results showed that respondents who had a long work span had worked 2–5 years at most.

The validity test in this study was conducted by measuring the validity of the questionnaire using Pearson's product moment correlation (r). If the correlation value of r in each statement item produces a value greater than r table or produces a significance value (Sig.) < 5%, then the statement item is declared valid. The value of r table for n = 400 and 5% is 0,098. Validity testing was carried out with the SPSS version 24 program. [Table 2](#) shows that the calculated r value of each measurement item on the research variable has a range between 0.543-0.793, meaning all statement items have r value > r table 0,098 and also a significance value (Sig.) < A 5%. Thus, it can be concluded that all statement items used to measure the research variables are valid and can be used for further analysis.

Reliability testing was carried out using the cronbach's alpha technique. According to Malholtra, questionnaire is declared reliable if it produces a cronbach's alpha value greater than 0.60 ([Solimun et al., 2017](#)). From [Table 3](#), it can be seen that the cronbach's alpha value for all variables has a value of > 0.60, so it is concluded that the arrangement of questionnaire statement items used to measure the variables used, such as quality of work life, psychological empowerment, job satisfaction, organizational commitment, and job performance can be declared reliable and trusted as a consistent measuring tool.

The average results of respondents' responses to each statement item, indicator, and variable were then categorized using the class interval formula guide ([Nazir, 2009](#)). The resulting class interval is 0.80, this value is then used as a guideline to determine the category based on the average interval. [Table 4](#) shows that all variables used in type B hospital nurses in DKI Jakarta are perceived as high category, this is indicated by the average answer score in the range of 3.4–4.2 (agree/high).

Based on [Table 5](#), it shows that the normality test results have a multivariate c. r of 34.89 which is outside the range -1.96 to +1.96 at the 5% significance level, so it can be concluded that multivariate data are not normally distributed. This result is not a significant problem, because according to [Hair et al. \(2014\)](#) MLE in SEM is proven to remain robust under abnormal distribution conditions, and [Solimun et al. \(2017\)](#) are also able to strengthen that the MLE estimation method in SEM is still good even if there is a violation of the normality assumption. Thus, the analysis can be continued to the next stage.

Table 2. Test the validity of measurement items on research variables.

Indicator	Item	Pearson Correlation	Sig.	Information
Quality of Work Life				
Compensation (QWL.1)	C1	0,804	0,000	Valid
	C2	0,844	0,000	Valid
	C3	0,641	0,000	Valid
Growth and Development (QWL.2)	G1	0,845	0,000	Valid
	G2	0,529	0,003	Valid
	G3	0,538	0,002	Valid
Participation (QWL.3)	P1	0,815	0,000	Valid
	P2	0,771	0,000	Valid
	P3	0,801	0,000	Valid
Physical Environment (QWL.4)	PE1	0,566	0,001	Valid
	PE2	0,698	0,000	Valid
	PE3	0,869	0,000	Valid
Supervision (QWL.5)	S1	0,829	0,000	Valid
	S2	0,699	0,000	Valid
	S3	0,678	0,000	Valid
Social Relevance (QWL.6)	SR1	0,710	0,000	Valid
	SR2	0,674	0,000	Valid
	SR3	0,494	0,006	Valid
Workplace Integration (QWL.7)	WI1	0,581	0,001	Valid
	WI2	0,674	0,000	Valid
	WI3	0,661	0,000	Valid
Job Satisfaction				
Pay (JS.1)	PA1	0,568	0,001	Valid
	PA2	0,492	0,006	Valid
	PA3	0,568	0,001	Valid
	PA4	0,483	0,007	Valid
Promotion (JS.2)	PR1	0,498	0,005	Valid
	PR2	0,635	0,000	Valid
	PR3	0,432	0,017	Valid
	PR4	0,543	0,002	Valid
Supervisor (JS.3)	SU1	0,530	0,003	Valid
	SU2	0,479	0,007	Valid
	SU3	0,472	0,009	Valid
	SU4	0,451	0,012	Valid
Fringe Benefits (JS.4)	FB1	0,680	0,000	Valid
	FB2	0,490	0,006	Valid
	FB3	0,513	0,004	Valid
	FB4	0,502	0,005	Valid
Contingent Rewards (JS.5)	CR1	0,448	0,013	Valid
	CR2	0,572	0,001	Valid
	CR3	0,476	0,008	Valid
	CR4	0,479	0,007	Valid
Operating Conditions (JS.6)	OP1	0,604	0,000	Valid
	OP2	0,514	0,004	Valid
	OP3	0,528	0,003	Valid
	OP4	0,476	0,008	Valid
Co-workers (JS.7)	CW1	0,531	0,003	Valid
	CW2	0,525	0,003	Valid
	CW3	0,557	0,001	Valid
	CW4	0,497	0,005	Valid
Nature of Work (JS.8)	NW1	0,505	0,004	Valid
	NW2	0,505	0,004	Valid
	NW3	0,443	0,014	Valid
	NW4	0,526	0,003	Valid
Communication (JS.9)	CM1	0,662	0,000	Valid
	CM2	0,601	0,000	Valid
	CM3	0,461	0,010	Valid
	CM4	0,568	0,001	Valid

(continued on next page)

Table 2 (continued)

Indicator	Item	Pearson Correlation	Sig.	Information
Psychological Empowerment				
Competence (PE.1)	CO1	0,835	0,000	Valid
	CO2	0,790	0,000	Valid
	CO3	0,836	0,000	Valid
Self Determination (PE.2)	SD1	0,693	0,000	Valid
	SD2	0,839	0,000	Valid
	SD3	0,860	0,000	Valid
Impact (PE.3)	IM1	0,750	0,000	Valid
	IM2	0,649	0,000	Valid
	IM3	0,855	0,000	Valid
Meaning (PE.4)	M1	0,846	0,000	Valid
	M2	0,727	0,000	Valid
	M3	0,787	0,000	Valid
Organizational Commitment				
Organizational Commitment	OC1	0,869	0,000	Valid
	OC2	0,804	0,000	Valid
	OC3	0,586	0,001	Valid
	OC4	0,786	0,000	Valid
	OC5	0,672	0,000	Valid
	OC6	0,766	0,000	Valid
	OC7	0,630	0,000	Valid
	OC8	0,816	0,000	Valid
	OC9	0,611	0,000	Valid
	OC10	0,741	0,000	Valid
	OC11	0,547	0,002	Valid
	OC12	0,612	0,000	Valid
	OC13	0,834	0,000	Valid
	OC14	0,829	0,000	Valid
	OC15	0,606	0,000	Valid
Job Performance				
Self-Rated Performance	SLR1	0,647	0,000	Valid
	SLR2	0,769	0,000	Valid
	SLR3	0,672	0,000	Valid
	SLR4	0,756	0,000	Valid
	SLR5	0,793	0,000	Valid
Supervisor-Rated Performance	SPR1	0,663	0,000	Valid
	SPR2	0,543	0,002	Valid
	SPR3	0,784	0,000	Valid
	SPR4	0,745	0,000	Valid
	SPR5	0,727	0,000	Valid

Univariate outlier detection can be done by calculating the Z-score value of each indicator. In samples of 80 or less, outliers are defined as observations with Z-scores outside the range of ± 2.50 , while for samples > 80 , outliers are defined as observations with Z-scores outside the range of ± 3 (Hair et al., 2014). As shown in Table 6 that the Z-score value for each indicator on the variable quality of work life, psychological empowerment, job satisfaction, organizational commitment, and job performance, all of which show that the Z-Score is in the ± 3 range, thus

Table 3. Reliability test on each research variable.

Variable	Cronbach's Alpha	Critical Value	Information
Quality of Work Life	0,947	$\geq 0,60$	Reliable
Psychological Empowerment	0,944	$\geq 0,60$	Reliable
Job Satisfaction	0,923	$\geq 0,60$	Reliable
Organizational Commitment	0,930	$\geq 0,60$	Reliable
Job Performance	0,890	$\geq 0,60$	Reliable

univariate. It can be concluded that none of the observations in the study were identified as outliers.

Table 7 shows the results of the detection of multivariate outliers which have 15 observations that have expensive d-squared values $>$ the chi-square limit of the table 73.40, hence the fifteen observations (respondents) can be indicated as outliers, and are then eliminated from the analysis. The number of samples is by 15–385, meaning 96.25% of all respondents in this study were free from extreme or deviant answer data.

Tests for model fit use at least one absolute index and one incremental fit index (Hair et al., 2014). The absolute index that is often used is GFI, while the incremental index is CFI, because this index is not sensitive to the impact of model complexity (Hair et al., 2014). Table 8 shows the analysis from Figures 2, 3, 4, and 5 by showing the evaluation of the suitability of the measurement model on exogenous constructs, intervening constructs, and endogenous constructs consisting of variables of quality of work life, psychological empowerment, job satisfaction, organizational commitment, and job performance. the value of GFI is > 0.90 and the CFI is also > 0.95 . Only exogenous constructs have a CFI value < 0.95 but still > 0.80 indicating a marginal fit or acceptable category. Thus, the measurement model for exogenous constructs, intervening constructs, and endogenous constructs is concluded to be fit with the data used.

In SEM, the construct validity test is carried out through convergent validity, with the rule of thumb that a construct is said to meet convergent validity if the indicator on the construct has a standardized regression weight (lambda/factor loading) value above 0.50 and an Average Variance Extracted (AVE) also greater than 0.50 (Hair et al., 2014). Table 9 shows that each indicator in the exogenous construct, the intervening construct (revised model), and the endogenous construct consisting of the variables of quality of work life, psychological empowerment, job satisfaction, organizational commitment, and job performance, all have a factor loading value. > 0.50 , and each construct also produces an AVE value > 0.50 , thus the indicators are valid in forming constructs and can be used to build models.

The rule of thumb construct reliability value must be greater than 0.70 (Hair et al., 2014), but actually the internal consistency test (reliability) is not absolute if the validity of the indicator has been met, because a valid construct is a reliable construct. On the contrary a reliable construct not necessarily valid. Thus, the value of construct reliability greater than 0.60 is still acceptable as long as each indicator has met convergent validity (Hair et al., 2014). As shown on Table 10 that each variable produces the respective construct reliability value > 0.70 , so it can be concluded that these indicators are reliable in reflecting exogenous constructs, intervening constructs, and endogenous constructs consisting of variables of quality of work life, psychological empowerment, job satisfaction, organizational commitment, and job performance.

Based on Table 11, the results of the structural model suitability test (base model) as seen in Figure 6 show that each of them has at least one criterion for absolute fit indices and incremental fit indices that meet the requirements, namely chi-square and RMSEA for absolute fit indices, as well as TLI and CFI for incremental fit indices. Therefore, the structural model (base model) is actually acceptable. However, there are two criteria for absolute fit indices that are still not good (poor fit), namely GFI and Cmin/df, so the researchers want the structural model to be even better by modifying the model.

Table 12 also shows the results of the calculation of the goodness of fit index values generated by the structural modification model SEM in Figure 7. Table 12 shows that the size of the suitability criteria for the modification model is appropriate and much better than the base model, as well as the standardized residual value. The covariances are in the ± 2.58 range, it can be concluded that the modified structural model is acceptable and can be continued to the next analysis.

Based on Table 13, RJS2 is 0.261, meaning that the percentage of the influence of quality of work life on job satisfaction is 26.1%, while the remaining 73.9% is influenced by other variables. RPE2 is 0.507, meaning that the percentage effect of quality of work life on

Table 4. Descriptive statistics of research variables.

Indicator	Item	Information	Mean Item	Mean Indicator
Quality of Work Life				
Compensation (QWL.1)	C1	The hospital provides a salary according to the employee's position	3,60	3,48
	C2	The hospital provides a salary according to labor regulations	3,39	
	C3	The hospitals provide good incentives	3,44	
Growth and Development (QWL.2)	G1	A job as a nurse in a hospital provides ample opportunities for growth	3,57	3,71
	G2	A job as a nurse allows to hone a variety of skills	3,75	
	G3	There are challenges in working as a nurse to make me grow	3,80	
Participation (QWL.3)	P1	The hospitals provide opportunities to contribute ideas	3,52	3,47
	P2	The hospitals provide effective job advice scheme	3,48	
	P3	The hospitals implement the nurse's advice	3,42	
Physical Environment (QWL.4)	PE1	The hospitals are conducive and safe	3,70	3,67
	PE2	The hospital buildings are appropriate and suitable for employees	3,59	
	PE3	Hours of work for nurses are good	3,72	
Supervision (QWL.5)	S1	The supervisors have confidence in the ability of nurses	3,63	3,64
	S2	The supervisors are able to develop teamwork for nurses	3,63	
	S3	The supervisors pay attention to nurses' conditions at work	3,67	
Social Relevance (QWL.6)	SR1	The nurses' job in the hospital allows contribution to society	3,68	3,70
	SR2	The nurses' job in the hospital makes it possible to be part of the community	3,73	
	SR3	The nurses' job in the hospital is in accordance with personal values	3,67	
Workplace Integration (QWL.7)	WI1	The working relationship among nurses is like a team	3,75	3,82
	WI2	The nurses support each other	3,86	
	WI3	There is a mutual relationship among nurses	3,86	
Mean Variable			3,64	
Job Satisfaction				
Pay (JS.1)	PA1	I feel satisfied with the opportunity for a raise	3,71	3,62
	PA2	The salary increase is sufficient	3,94	
	PA3	The raise is sufficient. I feel appreciated by the hospital considering what they are paying	3,45	
	PA4	I feel that I am being paid a fair amount for the work I do	3,38	
Promotion (JS.2)	PR1	Those who do well in hospital jobs stand a fair chance of being promoted	3,66	3,61
	PR2	The employees have rapid promotions in this hospital like anywhere else	3,58	
	PR3	I am satisfied with my chances for promotion	3,73	
	PR4	There are some opportunities for promotion in my job as a nurse	3,48	
Supervisor (JS.3)	SU1	I like my supervisor	3,63	3,50
	SU2	My supervisor shows a lot of interest in the feelings of the subordinates	3,38	
	SU3	My supervisor is quite competent in doing his job	3,74	
	SU4	My supervisor is fair to me	3,23	
Fringe Benefits (JS.4)	FB1	The incentive package received is good	3,29	3,34
	FB2	The incentives this hospital provides are just as good as those offered by most other hospitals	3,38	
	FB3	I am satisfied with the incentives I received	3,31	
	FB4	There are incentives that have been paid by the hospital that I should have received	3,37	
Contingent Rewards (JS.5)	CR1	The work I do is appreciated	3,35	3,34
	CR2	When I do a good job, I get the recognition I deserve	3,45	
	CR3	There are many awards for the nurses who work here	3,31	
	CR4	My efforts are properly rewarded	3,25	
Operating Conditions (JS.6)	OP1	My efforts to do a good job are rarely hindered by hospital bureaucracy	3,36	3,32
	OP2	I have an efficient administrative job as a nurse	3,34	
	OP3	The hospital procedures can make the job easy to do well	3,28	
	OP4	The work I have to do in the hospital is quite appropriate	3,32	
Co-workers (JS.7)	CW1	I enjoy working with other nurses	3,84	3,64
	CW2	I feel comfortable with other nurses	3,96	
	CW3	I have to work hard as a nurse because my fellow nurses are competent	3,44	
	CW4	Disputes are rare in the workplace	3,33	
Nature of Work (JS.8)	NW1	I like to do the things that I do in the hospital	3,33	3,37
	NW2	My job as a nurse is meaningful	2,82	
	NW3	I take pride in doing nursing work	3,73	
	NW4	My job as a nurse is very enjoyable	3,62	
Communication (JS.9)	CM1	Communication seems to be working well within this hospital	3,73	3,37
	CM2	The duties have been explained by the hospital	3,33	
	CM3	I know what happened at the hospital	3,13	
	CM4	The purpose of this hospital is clear to me	3,30	
Mean Variable			3,46	

Table 4 (continued)

Indicator	Item	Information	Mean Item	Mean Indicator
Psychological Empowerment				
Competence (PE.1)	CO1	I am confident about my ability to do my job as a nurse	3,92	3,94
	CO2	I am confident about my ability to carry out my work activities as a nurse	3,87	
	CO3	I have mastered the skills necessary for my job as a nurse	4,04	
Self Determination (PE.2)	SD1	I have autonomy in my job as a nurse	3,97	3,89
	SD2	I have great opportunities in the way I do my job as a nurse independently	3,89	
	SD3	I can decide for myself how to do my job as a nurse	3,82	
Impact (PE.3)	IM1	I have great control over what goes on in my department	3,85	3,71
	IM2	I have significant influence over what happens in my department	3,57	
	IM3	The influence of my department is huge for other departments in the hospital	3,72	
Meaning (PE.4)	M1	The job as a nurse is very important to me	3,93	3,92
	M2	My work activity as a nurse is personally meaningful to me	3,91	
	M3	The work I do as a nurse is very important to me	3,93	
Mean Variable			3,87	
Organizational Commitment				
Organizational Commitment	OC1	I will do my best to help achieve the success of this hospital	3,22	
	OC2	I told friends that this hospital was a good place to work	3,60	
	OC3	I feel that loyalty to the hospital is already high	2,96	
	OC4	I will accept almost any type of assignment given by the hospital	3,57	
	OC5	I feel there is a similarity in views of the values at the hospital	3,39	
	OC6	I proudly tell others that I am part of the hospital	3,30	
	OC7	I wouldn't have been able to do better at another hospital	3,07	
	OC8	This hospital has truly provided the best inspiration for my performance as a nurse	3,30	
	OC9	Even though there have been many changes that have happened to me, I will not leave this hospital	3,25	
	OC10	I am very happy that I chose this hospital to work over other hospitals	3,29	
	OC11	There are many things that can be obtained by continuing to work at this hospital	2,94	
	OC12	I agree to hospital policy on important matters relating to nurses	3,26	
	OC13	I really care about the fate of this hospital	3,30	
	OC14	For me, this hospital is the best organization	3,25	
	OC15	The decision to work in this hospital is the right decision in life	3,07	
Mean Variable			3,25	
Job Performance				
Self-Rated Performance	SLR1	Nurse's understanding of work procedures	3,82	3,91
	SLR2	Interaction skills of nurses with peers	3,89	
	SLR3	Dedication of the nurse as towards the hospital	3,86	
	SLR4	Quality of nursing care for patients	4,07	
	SLR5	Overall performance of the nurse	3,91	
Supervisor-Rated Performance	SPR1	Nurse's understanding of work procedures	3,92	3,97
	SPR2	Interaction skills of nurses with peers	3,96	
	SPR3	Dedication of the nurse as towards the hospital	3,93	
	SPR4	Quality of nursing care for patients	4,13	
	SPR5	Overall performance of the nurse	3,94	
Mean (Self-Rated dan Supervisor-Rated)	JP.1	Nurse's understanding of work procedures	3,87	3,94
	JP.2	Interaction skills of nurses with peers	3,93	
	JP.3	Dedication of the nurse as towards the hospital	3,90	
	JP.4	Quality of nursing care for patients	4,10	
	JP.5	Overall performance of the nurse	3,92	
Mean Variable			3,94	

psychological empowerment is 50.7%, while the remaining 49.3% is influenced by other variables. Furthermore, ROC2 is 0.484, meaning that the percentage effect of quality of work life, psychological empowerment, and job satisfaction on organizational commitment is 48.4%, while

Table 5. Multivariate normality test results.

Testing	Kurtosis	c.r multivariate	Conclusion
Multivariate normality	202,27	34,89	c.r. are outside the range ±1.96, so that the multivariate data are not normally distributed

the remaining 50.6% is influenced by other variables. Finally, RJP2 is 0.604, meaning that the percentage effect of quality of work life, psychological empowerment, job satisfaction, and organizational commitment to job performance is 60.4%, while the remaining 39.6% is influenced by other variables.

Based on Table 14, it shows that in testing structural relationships, hypothesis testing is carried out to test the significance of the influence between variables, using the critical ratio (CR) value and the probability value (p-value). If the CR value is ≥ 1.96 or the p-value is $\leq 5\%$ significant, then it is decided that there is a significant influence between these variables, on the contrary, if the CR value is < 1.96 or the p-value $> 5\%$ real, then it was decided that there was an insignificant influence

Table 6. Univariate outlier test results.

Variable	Indicator	Z-score		Terms	Information
		Min.	Max.		
Organizational Commitment	OC.2	-2.299	2.005	$-3 < Z\text{-score} < 3$	non outlier
	OC.3	-1.313	2.779	$-3 < Z\text{-score} < 3$	non outlier
	OC.4	-2.101	1.920	$-3 < Z\text{-score} < 3$	non outlier
	OC.5	-1.965	2.284	$-3 < Z\text{-score} < 3$	non outlier
	OC.6	-1.394	1.817	$-3 < Z\text{-score} < 3$	non outlier
	OC.7	-1.593	2.895	$-3 < Z\text{-score} < 3$	non outlier
	OC.8	-1.384	1.823	$-3 < Z\text{-score} < 3$	non outlier
	OC.9	-1.854	2.613	$-3 < Z\text{-score} < 3$	non outlier
	OC.10	-1.463	1.939	$-3 < Z\text{-score} < 3$	non outlier
	OC.11	-1.253	2.736	$-3 < Z\text{-score} < 3$	non outlier
	OC.12	-2.234	2.974	$-3 < Z\text{-score} < 3$	non outlier
	OC.13	-1.640	2.153	$-3 < Z\text{-score} < 3$	non outlier
	OC.14	-1.553	2.167	$-3 < Z\text{-score} < 3$	non outlier
	OC.15	-1.369	2.460	$-3 < Z\text{-score} < 3$	non outlier
	Job Satisfaction	JS.1	-2.676	2.291	$-3 < Z\text{-score} < 3$
JS.2		-2.712	2.336	$-3 < Z\text{-score} < 3$	non outlier
JS.3		-2.862	2.467	$-3 < Z\text{-score} < 3$	non outlier
JS.4		-2.924	2.651	$-3 < Z\text{-score} < 3$	non outlier
JS.5		-2.908	2.629	$-3 < Z\text{-score} < 3$	non outlier
JS.6		-2.819	2.591	$-3 < Z\text{-score} < 3$	non outlier
JS.7		-2.881	2.389	$-3 < Z\text{-score} < 3$	non outlier
JS.8		-2.819	2.826	$-3 < Z\text{-score} < 3$	non outlier
JS.9		-2.640	2.646	$-3 < Z\text{-score} < 3$	non outlier
Psychological Empowerment	PE.1	-2.597	1.706	$-3 < Z\text{-score} < 3$	non outlier
	PE.2	-2.839	2.020	$-3 < Z\text{-score} < 3$	non outlier
	PE.3	-2.940	2.215	$-3 < Z\text{-score} < 3$	non outlier
	PE.4	-2.114	1.823	$-3 < Z\text{-score} < 3$	non outlier
Job Performance	JP.1	-1.354	1.763	$-3 < Z\text{-score} < 3$	non outlier
	JP.2	-1.520	1.767	$-3 < Z\text{-score} < 3$	non outlier
	JP.3	-1.331	1.636	$-3 < Z\text{-score} < 3$	non outlier
	JP.4	-1.884	1.553	$-3 < Z\text{-score} < 3$	non outlier
	JP.5	-1.365	1.598	$-3 < Z\text{-score} < 3$	non outlier

Table 7. Multivariate outlier test results.

Observation number	Mahalanobis d-squared	p1	p2
263	101.994	.000	.000
347	99.073	.000	.000
373	92.418	.000	.000
94	89.275	.000	.000
225	88.895	.000	.000
87	87.026	.000	.000
394	84.952	.000	.000
390	82.990	.000	.000
399	82.034	.000	.000
279	81.053	.000	.000
334	80.320	.000	.000
364	79.277	.000	.000
264	75.647	.001	.000
85	74.705	.001	.000
319	74.025	.001	.000
366	73.324	.001	.000
346	72.817	.001	.000
377	72.430	.001	.000
239	71.123	.002	.000
86	70.684	.002	.000
278	70.465	.002	.000
150	70.067	.002	.000
391	68.902	.003	.000
261	68.747	.003	.000
90	67.439	.004	.000
320	67.272	.004	.000
:			
:			
314	50.281	.128	.000
179	50.189	.130	.000
392	50.115	.131	.000

Table 8. Measurement model fit.

Measurement Model	GFI	CFI	Information
Exogenous constructs	0,905	0,938	Marginal fit
Intervening constructs			
Initial model	0,783	0,830	Poor fit
Revised model	0,840	0,887	Marginal fit
Endogenous constructs	0,985	0,986	Good fit
Terms	≥0,90	≥0,95	

between these variables (Hair et al., 2014). In short it was found that there are seven hypotheses that have a significant influence on each other, and two hypotheses that show no significant relationship with each other.

As seen in Table 15 that the next stage of structural model analysis is the testing of structural relationships in the path of the indirect effect. Hypothesis testing to test the significance of this indirect effect is carried out in the same way, namely using the critical ratio (CR) value and the probability value (p-value). If the CR value is ≥ 1.96 or the p-value is $\leq 5\%$ significant, then it is decided that there is a significant effect, on the contrary if the CR value is < 1.96 or the p-value $> 5\%$ real level, then it was decided that there was an insignificant effect variable (Hair et al., 2014). After testing the significance of the mediation effect, the next step is to know the nature of the mediation. Detecting the nature of mediation can be seen from the effect of mediation, if the direct effect of exogenous variables on endogenous variables is significant, and the indirect effect through intervening variables is also significant, then it is said to be

partially mediation (Baron and Kenny, 1986). On the other hand, if the direct effect of the exogenous variable on the endogenous variable is not significant, while the indirect effect of the intervening variable is significant, then it is said to be fully mediation or perfect meditation. So that in testing the indirect relationship between variables, it was found that there were 2 hypotheses that were proven to be fully mediation, 2 hypotheses that were proven to be partially mediation, and one hypothesis showed that the variables used were unable to mediate.

4. Discussion

The results show that the estimated parameter of the influence of quality of work life on organizational commitment shows a significant effect with a CR value of 2.057 (> 1.96) and a significance value (p-value) of 0.040 ($<$ real level 5%). The resulting coefficient of influence is 0.158 (positive), meaning that the higher the quality of work life, the stronger the nurse's organizational commitment. Thus, the first hypothesis which states that quality of work life has a positive and significant effect on organizational commitment to type B hospital nurses in DKI Jakarta, is acceptable (H1 accepted). It can be stated that when the quality of work life that occurs in Type B Hospitals in Jakarta is getting higher, it will also affect the increase in organizational commitment to nurses at Type B Hospitals in Jakarta, in line with previous research (El Badawy et al., 2018a,b; Kaleel et al., 2018; Eren and Hisar, 2016) which states that a better quality of work life will lead to higher organizational commitment. The results of this study indicate that nurses at the Type B Hospital in Jakarta consider their quality of work life to be positive, and tend to have higher welfare because they are able to show confidence in their work. Thus, the nurses at the Type B Hospital in Jakarta will be more committed to the organization.

The next data analysis shows that the estimated parameter of the effect of quality of work life on job satisfaction also proved to be significant with a CR value of 8.136 (> 1.96) and a significance value (p-value) of 0.000 ($< 5\%$ real level). The resulting coefficient of influence is 0.511 (positive), meaning that the higher the quality of work life, the higher the job satisfaction of the nurses. Thus, the second hypothesis which states that quality of work life has a positive and significant effect on job satisfaction at type B hospital nurses in DKI Jakarta, is also acceptable (H2 is accepted). This is in line with previous research Chmiel et al. (2017); Diriwachter & Shvartsman (2018); Jabeen et al. (2018); Ramawickrama et al. (2017) which have explicitly emphasized job satisfaction because of its positive effect on quality of work life. The results of this study indicate that nurses at the Type B Hospital in Jakarta feel that the quality of work life they receive is in accordance with the conditions and practices of their organization that can promote employee health, safety, and mental and physical satisfaction. That way, nurses at the Type B Hospital in Jakarta are able to make quality of work life very important for the organization which leads to an increase in positive job satisfaction. Furthermore, the increase in job satisfaction of nurses at the Type B Hospital in Jakarta will be of greater use in the planning process of nursing resources that will be carried out by nurses at the Type B Hospital in Jakarta.

The results of data analysis show that the estimated parameter of the effect of quality of work life on psychological empowerment also shows a significant effect with a CR value of 11.660 (greater than 1.96) and a significance value (p-value) of 0.000 (less than the real level of 5%). The resulting coefficient of influence is 0.712 (positive), meaning that the higher the quality of work life, the higher the psychological empowerment of nurses. Thus, the third hypothesis which states that quality of work life has a positive and significant effect on psychological empowerment in type B hospital nurses in DKI Jakarta, is also acceptable (H3 accepted). It can be stated that when the quality of work life in the Type B Hospital in Jakarta is getting higher, it will also affect the increase in psychological empowerment of nurses at the Type B Hospital in Jakarta. These findings are supported by some previous studies by Patah et al. (2009) (Salimi and Saeidian, 2015); Türkay et al. (2018); Tarigan et al.

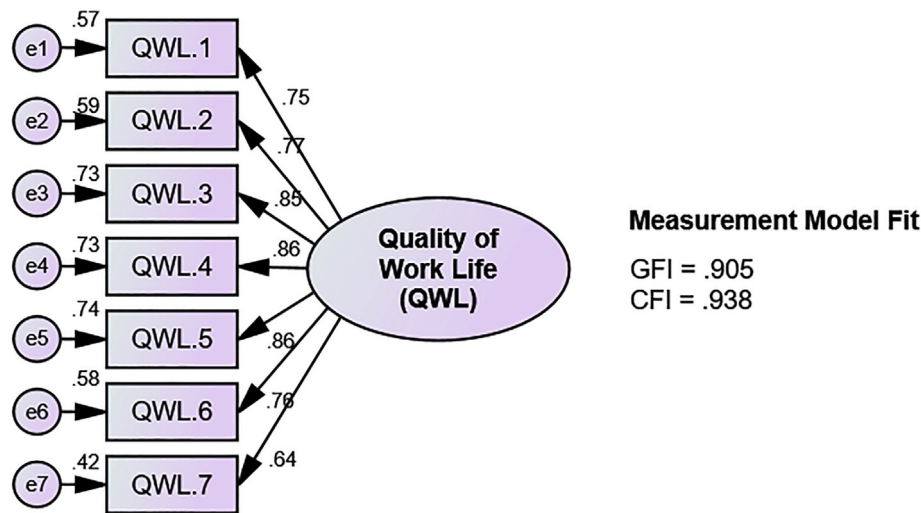


Figure 2. Evaluation of the exogenous construct measurement model.

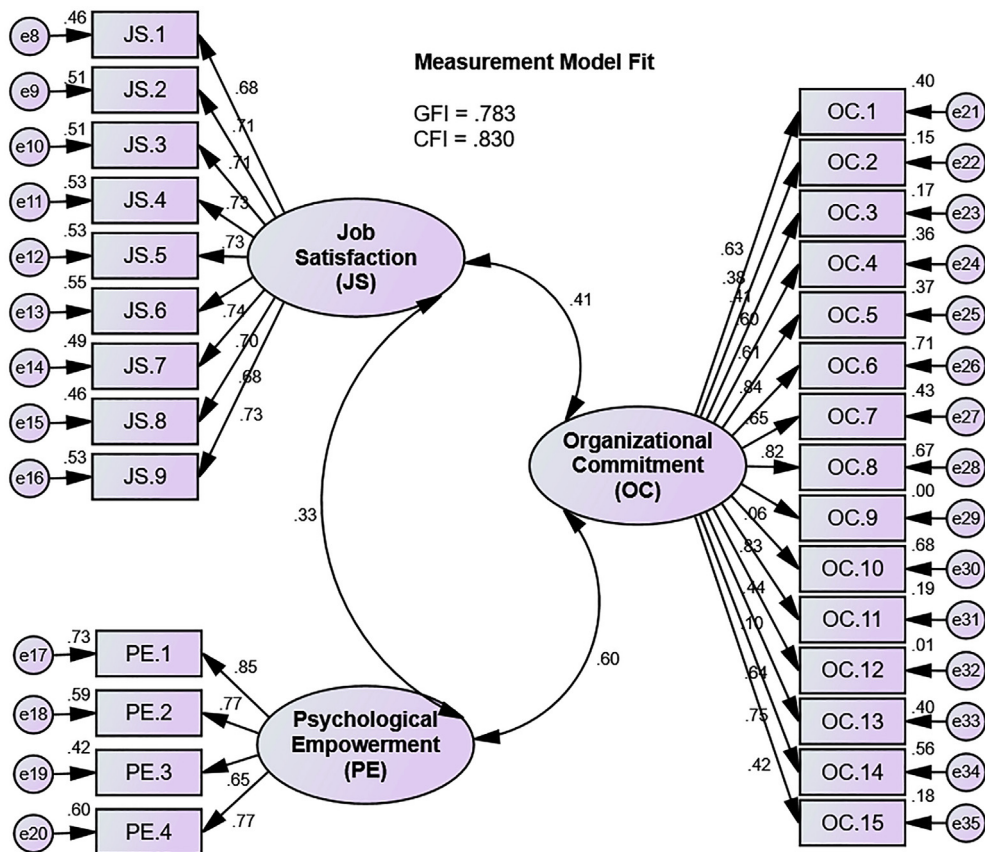


Figure 3. Evaluation of the intervening construct measurement model.

(2020). The results of this study indicate that the quality of work life received by nurses at the Type B Hospital in Jakarta can provide pleasure from their work life, especially in individual decision making. That way, during this pandemic, the nurses still feel psychologically empowered by their organization, this means their workplace have fulfilled what have been expected.

The results of data analysis show that the estimated parameter of the influence of quality of work life on job performance shows an insignificant effect with a CR value of 0.141 (less than 1.96) and a significance value (p-value) of 0.888 (greater than the real level 5 %). The resulting

coefficient of influence is only 0.010 (close to zero), meaning that the higher the quality of work life is not able to have a direct impact on increasing job performance. Thus, the fourth hypothesis which states that quality of work life has a positive and significant effect on job performance in type B hospital nurses in DKI Jakarta, cannot be accepted (H4 is rejected). This finding is not in line with previous research [Acheampong et al., 2016](#); [Thakur and Sharma, 2019](#); [Tarigan et al. \(2020\)](#); [Suyanti-ningsih et al. \(2018\)](#) which stated that the quality of work life has a positive and significant effect on jobs. The results of this study indicate that the nurses at the Type B Hospital in Jakarta do not pay attention to

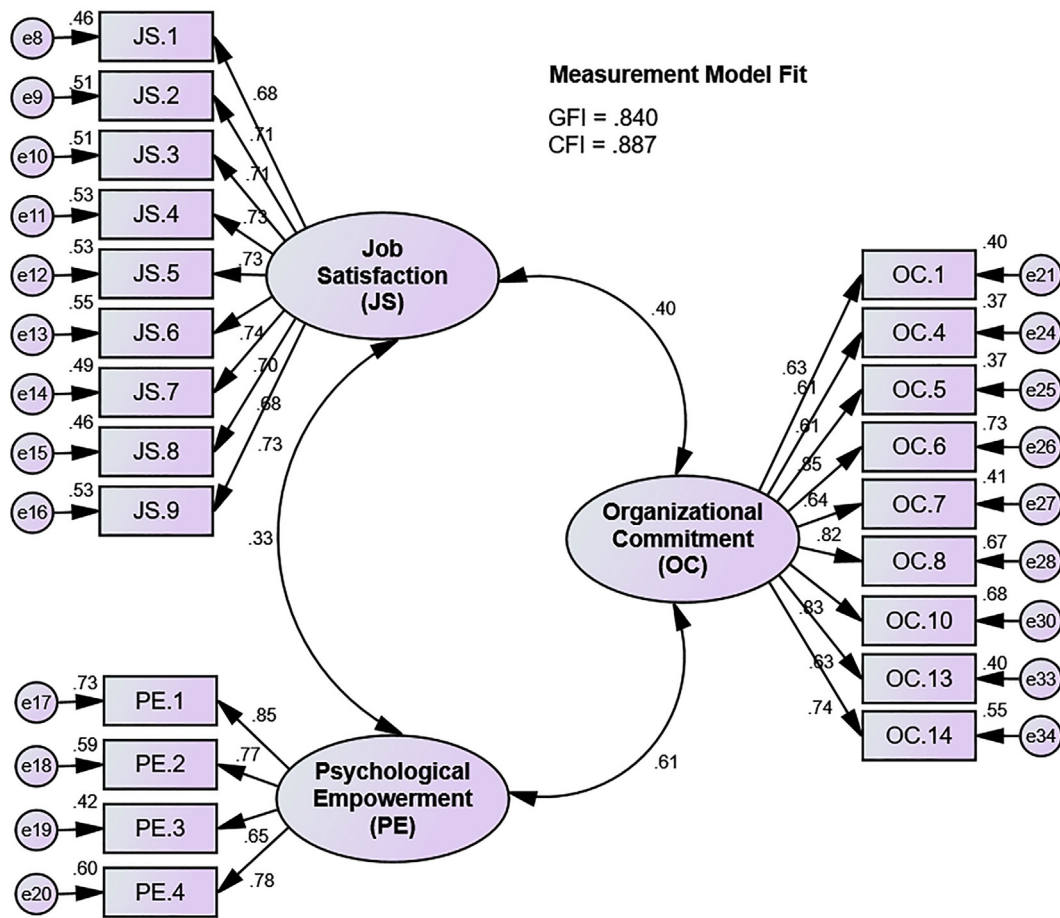


Figure 4. Evaluation of the intervening construct measurement model (revised).

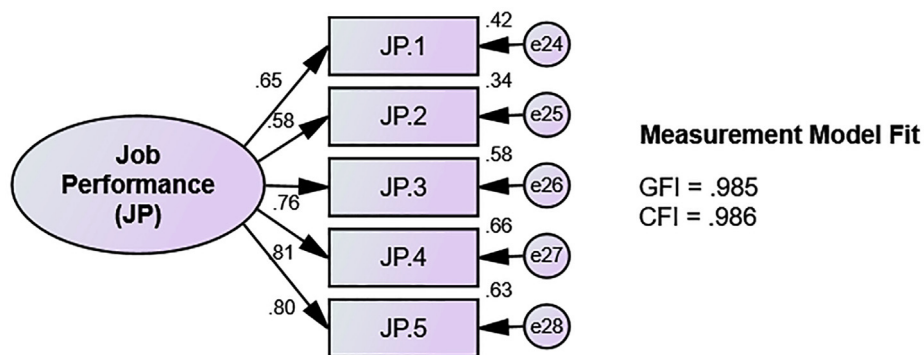


Figure 5. Evaluation of the endogenous construct measurement model.

the quality of work life in terms of affecting job performance. It is enough if only pay attention to the quality of work life. They need something else so that they are more effective and motivated to improve job performance in the workplace. Sometimes, the quality of work life does not affect the job performance of workers, because they have different reasons to trigger job performance.

The results of data analysis show that the estimated parameter of the effect of job satisfaction on organizational commitment shows a significant effect with a CR value of 3.551 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the real level of 5%). The resulting coefficient of influence is 0.196 (positive), meaning that the higher the job satisfaction, the stronger the organizational commitment to nurses. Thus, the fifth hypothesis which states that job satisfaction has a positive and significant effect on organizational commitment to type B hospital

nurses in DKI Jakarta, is acceptable (H5 accepted). Therefore, it can be stated that when the job satisfaction that occurs in Type B Hospitals in Jakarta is getting higher, it will also affect the increase in organizational commitment to nurses at Type B Hospitals in Jakarta. In line with the previous research of Sait (2017); Fabi et al. (2015); Ocen et al. (2017); Mahmood et al. (2019); Suyantiningsih et al. (2018); Ashraf (2020) regarding job satisfaction has a positive and significant effect on organizational commitment. The results of this study indicate that the job satisfaction of nurses at Type B Hospital in Jakarta creates good mental persuasion towards their positive work, so that it will bring positive consequences in the form of higher organizational productivity, and can result in an increase in organizational commitment.

The results of data analysis show that the parameter estimation of the influence of psychological empowerment on organizational commitment

Table 9. Construct validity test.

Variable	Indicator	Initial Model			Revised model			
		Factor Loadings	AVE	Note.	Factor Loadings	AVE	Note.	
Quality of Work Life	QWL.1	0.754	0.622	Valid	0.754	0.622	Valid	
	QWL.2	0.768		Valid			Valid	
	QWL.3	0.853		Valid			Valid	
	QWL.4	0.856		Valid			Valid	
	QWL.5	0.860		Valid			Valid	
	QWL.6	0.761		Valid			Valid	
	QWL.7	0.644		Valid			Valid	
Organizational Commitment	OC.1	0.632	0.352	Valid	0.632	0.501	Valid	
	OC.2	0.382		Invalid			-	-
	OC.3	0.409		Invalid			-	-
	OC.4	0.599		Valid			0.599	Valid
	OC.5	0.609		Valid			0.609	Valid
	OC.6	0.844		Valid			0.844	Valid
	OC.7	0.654		Valid			0.654	Valid
	OC.8	0.817		Valid			0.817	Valid
	OC.9	0.060		Invalid			-	-
	OC.10	0.826		Valid			0.826	Valid
	OC.11	0.437		Invalid			-	-
	OC.12	0.105		Invalid			-	-
	OC.13	0.636		Valid			0.636	Valid
	OC.14	0.750		Valid			0.750	Valid
	OC.15	0.419		Invalid			-	-
Job Satisfaction	JS.1	0.679	0.507	Valid	0.679	0.507	Valid	
	JS.2	0.713		Valid			Valid	
	JS.3	0.711		Valid			Valid	
	JS.4	0.728		Valid			Valid	
	JS.5	0.728		Valid			Valid	
	JS.6	0.740		Valid			Valid	
	JS.7	0.700		Valid			Valid	
	JS.8	0.681		Valid			Valid	
	JS.9	0.728		Valid			Valid	
Psychological Empowerment	PE.1	0.853	0.585	Valid	0.853	0.585	Valid	
	PE.2	0.770		Valid			Valid	
	PE.3	0.649		Valid			Valid	
	PE.4	0.774		Valid			Valid	
Job Performance	JP.1	0.649	0.526	Valid	0.649	0.526	Valid	
	JP.2	0.583		Valid			Valid	
	JP.3	0.761		Valid			Valid	
	JP.4	0.811		Valid			Valid	
	JP.5	0.796		Valid			Valid	

also shows a significant effect with a CR value of 5.748 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the real level of 5%). The resulting coefficient of influence is 0.466 (positive), meaning that the higher the psychological empowerment, the stronger the organizational commitment to nurses. Thus, the sixth hypothesis which states that psychological empowerment has a positive and significant effect on organizational commitment to type B hospital nurses in

Table 10. Construct reliability test.

Variable	Construct Reliability	Information
Quality of Work Life	0,919	Reliable
Organizational Commitment	0,898	Reliable
Job Satisfaction	0,903	Reliable
Psychological Empowerment	0,848	Reliable
Job Performance	0,845	Reliable

DKI Jakarta, is also acceptable (H6 accepted). Therefore, it can be stated that when psychological empowerment that occurs in Type B Hospitals in Jakarta is getting higher, it will also affect the increase in organizational

Table 11. Goodness of fit criteria in base model SEM.

Goodness of Fit criteria		Model Test Results	Critical Value	Conclusion
Absolute Fit Indices	Probability Chi-square	0,000	≤0,05	Good fit
	Cmin/DF	3,049	≤3,00	Poor fit
	GFI	0,772	≥0,90	Poor fit
	RMSEA	0,073	≤0,08	Good fit
Incremental Fit Indices	TLI	0,858	≥0,95	Marginal fit
	CFI	0,869	≥0,95	Marginal fit
Parsimony Fit Indices	AGFI	0,738	≥0,90	Poor fit

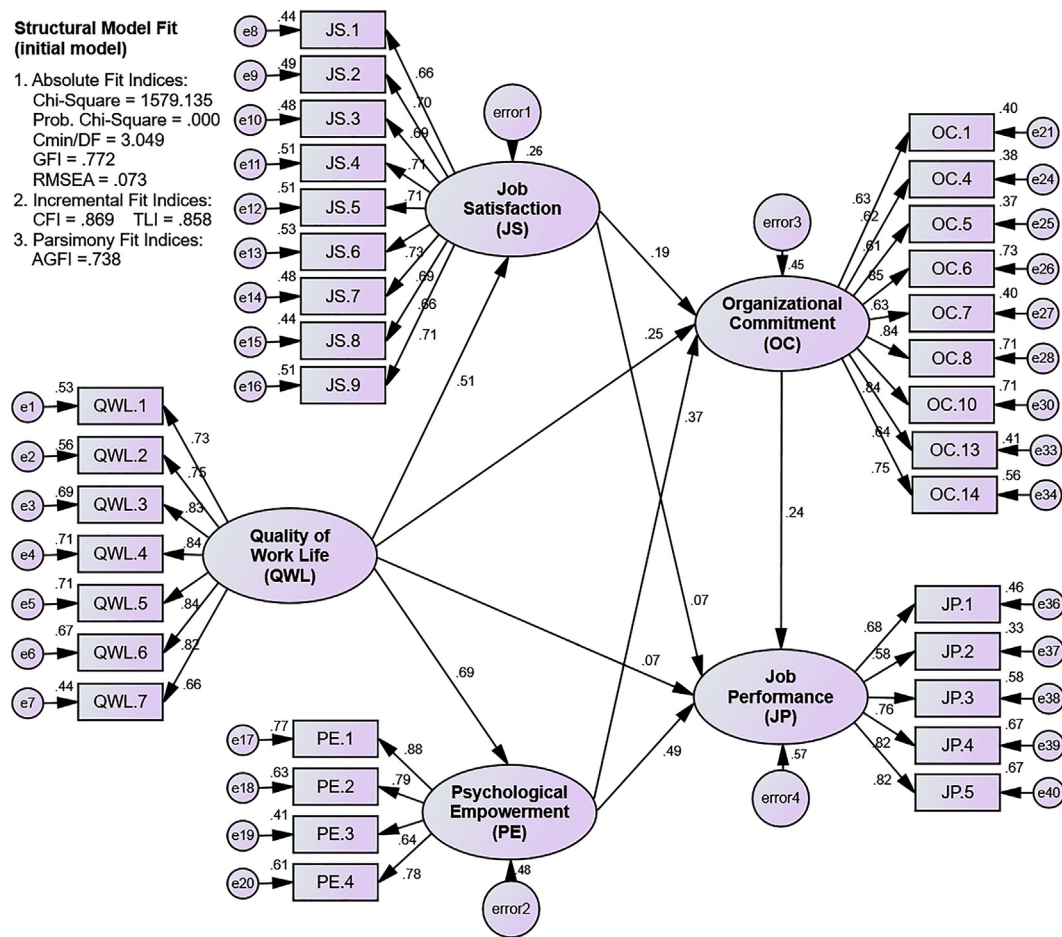


Figure 6. Estimation results of structural equation modelling (base model).

Table 12. Goodness of fit criteria in the SEM modification model.

Goodness of Fit criteria		Model Test Results	Critical Value	Conclusion
Absolute Fit Indices	Probability Chi-square	0,000	≤0,05	Good fit
	Cmin/DF	2,155	≤3,00	Good fit
	GFI	0,854	≥0,90	Marginal fit
	RMSEA	0,055	≤0,08	Good fit
Incremental Fit Indices	TLI	0,920	≥0,95	Marginal fit
	CFI	0,928	≥0,95	Marginal fit
Parsimony Fit Indices	AGFI	0,826	≥0,90	Marginal fit

commitment to nurses. This result is in line with previous research by El Badawy, Magdy and Srivastava (2018); Nikpour (2018); Qing et al. (2020); Almadhoun and Ling (2015) regarding psychological empowerment's positive and significant effect on organizational commitment. The results of this study indicate that psychological empowerment will be related to the attitudes of the nurses at the Type B Hospital in Jakarta during Covid 19 pandemic which are relatively based on their needs which have been fulfilled by the increasingly empowered organization. So, they will have the intention to maintain their membership in the organization which leads to increased organizational commitment.

The results of data analysis show that the estimated parameter of the influence of organizational commitment on job performance shows a significant effect with a CR value of 2.754 (greater than 1.96) and a significance value (p-value) of 0.006 (smaller than the 5% real level). The resulting influence coefficient is 0.181 (positive), meaning that the

stronger the organizational commitment of nurses, the higher the job performance. Thus, the seventh hypothesis which states that organizational commitment has a positive and significant effect on job performance in type B hospital nurses in DKI Jakarta, is acceptable (H7 accepted). Therefore, it can be stated that when the organizational commitment that occurs in Type B Hospitals in Jakarta is getting higher, it will also affect the increase in job performance of nurses at Type B Hospitals in Jakarta. In line with the previous research of Chiang and Hsieh (2012); Vough et al. (2018); Dinc, Kuzey, & Steta (2018); Kock & Moqbel (2019); Karem et al. (2019); Dinc et al. (2018a) regarding organizational commitment have a positive and significant effect on job performance. The results of this study indicate that nurses at type B hospitals in Jakarta who are committed can effectively internalize organizational goals and identify with their well-being, and they are motivated to engage in behaviors that are beneficial to the organization that lead to an increase in their job performance.

The results of data analysis show that the estimated parameter of the effect of job satisfaction on job performance shows an insignificant effect with a CR value of 1.916 (less than 1.96) and a significance value (p-value) of 0.055 (greater than the real level of 5%). The resulting coefficient of influence is only 0.101 (close to zero), meaning that the higher job satisfaction on nurses is not able to have a real impact on improving their job performance. Thus, the eighth hypothesis which states that job satisfaction has a positive and significant effect on job performance at type B hospital nurses in DKI Jakarta, cannot be accepted (H8 is rejected). Therefore, it can be stated that when the job satisfaction that occurs at Type B Hospitals in Jakarta is getting higher, it does not affect the increase or decrease the job performance of nurses at Type B Hospitals in Jakarta. This finding is not in line with previous studies by Torlak, N. G.,

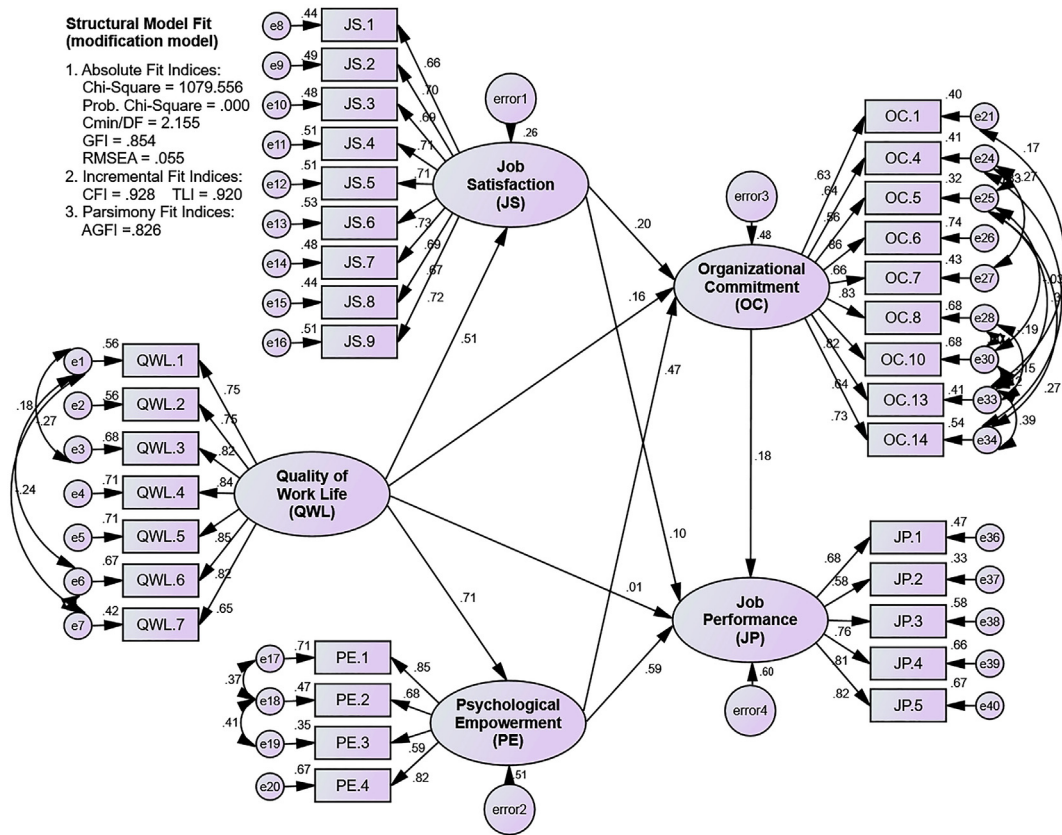


Figure 7. Estimation results of structural equation modeling (modification model).

Table 13. Coefficient of determination (R2).

Influence Between Variables	R ²
QWL → JS	R _{JS} ² = 0,261
QWL → PE	R _{PE} ² = 0,507
QWL, JS, PE → OC	R _{OC} ² = 0,484
QWL, JS, PE, OC → JP	R _{JP} ² = 0,604

Information:

QWL: Quality of Work Life.
 JS: Job Satisfaction.
 PE: Psychological Empowerment.
 OC: Organizational Commitment.
 JP: Job Performance.

& Kuzey (2019); Dinc, Kuzey, & Steta (2018); Kareem et al. (2019); Hendri (2019) regarding job satisfaction has a positive and significant effect on job performance. The results of this study indicate that the

nurses at the Type B Hospital in Jakarta experience many obstacles in influencing their job performance when they are satisfied with their work. In short, nurses at the Type B Hospital in Jakarta in influencing their job performance, it is not enough just to pay attention to job satisfaction. Today's healthcare business environment is known to be very dynamic, complex and unpredictable. This makes nurses at the Type B Hospital in Jakarta, who are satisfied with their work, still unable to create an increase in their job performance. This can also be triggered because the service standards are getting higher to be achieved, especially in the industrial era 4.0 in the health world. The results of data analysis show that the parameter estimation of the effect of psychological empowerment on job performance shows a significant effect with a CR value of 6.647 (greater than 1.96) and a significance value (p-value) of 0.000 (less than the real level of 5%). The resulting effect coefficient is 0.591 (positive), meaning that the higher the psychological empowerment of the nurses, the higher the job performance. Thus, the ninth hypothesis which states that psychological empowerment has a positive and significant effect on job performance for type B hospital nurses in DKI

Table 14. Testing structural relationships between variables.

Hip.	Structural Relations	Std. Estimate	C.R.	P value	Information
H ₁	Quality of Work Life → Organizational Commitment	0.158	2.057	0.040	Significant
H ₂	Quality of Work Life → Job Satisfaction	0.511	8.136	0.000	Significant
H ₃	Quality of Work Life → Psychological Empowerment	0.712	11.660	0.000	Significant
H ₄	Quality of Work Life → Job Performance	0.010	0.141	0.888	Not significant
H ₅	Job Satisfaction → Organizational Commitment	0.196	3.551	0.000	Significant
H ₆	Psychological Empowerment → Organizational Commitment	0.466	5.748	0.000	Significant
H ₇	Organizational Commitment → Job Performance	0.181	2.754	0.006	Significant
H ₈	Job Satisfaction → Job Performance	0.101	1.916	0.055	Not significant
H ₉	Psychological Empowerment → Job Performance	0.591	6.647	0.000	Significant

Table 15. Testing of indirect path structural relationships.

Hypothesis	Indirect Path	Estimate	SE	C.R.	P-value	The nature of the mediator
H ₁₀	QWL → OC → JP	0.023	0.011	2.010	0.045 ^(s)	Fully mediation
H ₁₁	QWL → JS → OC	0.112	0.035	3.222	0.001 ^(s)	Partially mediation
H ₁₂	QWL → PE → OC	0.371	0.072	5.135	0.000 ^(s)	Partially mediation
H ₁₃	QWL → JS → JP	0.041	0.022	1.849	0.065 ^(ts)	No mediation
H ₁₄	QWL → PE → JP	0.336	0.058	5.762	0.000 ^(s)	Fully mediation

Information: s (significant); ts (not significant).

Jakarta, is acceptable (H₉ accepted). Therefore, it can be stated that when psychological empowerment that occurs in Type B Hospitals in Jakarta is getting higher, it will also affect the increase in job performance of nurses at Type B Hospitals in Jakarta. This finding provides support for Chiang and Hsieh's (2012) previous research; Torlak, N. G., & Kuzey (2019); Sun (2016); Guerrero et al. (2018); TETIK, (2016) regarding psychological empowerment has a positive and significant effect on job performance. The results of this study indicate that nurses at the Type B Hospital in Jakarta who feel psychological empowerment will feel encouraged in the assigned task, and they will exert themselves to work well and are determined to complete it efficiently. Therefore, the psychological empowerment of nurses at the Type B Hospital in Jakarta will act as a driving force to guide behavior in improving job performance.

The results of data analysis show that the result of the indirect path significance test QWL→OC→JP shows a significant effect with a CR value of 2.010 (greater than 1.96) and a significance value (p-value) of 0.045 (<5% significance level). Thus, the tenth hypothesis which states that quality of work life affects job performance through mediating organizational commitment to type B hospital nurses in DKI Jakarta, is acceptable (H₁₀ accepted). The nature of the mediator is known to be fully mediation, meaning that improving the performance of nurses cannot only rely on the quality of work life, but must also be supported by strengthening the nurse's organizational commitment, so that their performance can be increased. In line with previous research (Gulbahar et al., 2014; Farid et al., 2015; Farjad and Varnous, 2013; Ehido et al., 2019) regarding the role of Organizational Commitment in influencing the quality of work life on job performance. The results of this study indicate that the quality of work life resulting from the response to the various desires of nurses at the Type B Hospital in Jakarta is an important predictor of organizational commitment. This leads the nurses at the Type B Hospital in Jakarta to believe that they are receiving benefits that will be tied to a strong obligation to return those benefits in some way. So that it will lead to an increase in job performance that is appropriate for nurses at Type B Hospitals in Jakarta and its organizations.

The results of data analysis show that the results of the indirect path significance test QWL→JS→OC show a significant effect with a CR value of 3.222 (greater than 1.96) and a significance value (p-value) of 0.001 (<5% real level). Thus, the eleventh hypothesis which states that quality of work life affects organizational commitment through mediation of job satisfaction on type B hospital nurses in DKI Jakarta, is acceptable (H₁₁ accepted). The nature of the mediator is known to be partially mediation, meaning that it can actually strengthen nurses' organizational commitment only by increasing the quality of work life, but if it is also supported by increased job satisfaction, then the nurse's organizational commitment can be even stronger. In line with previous studies by Mahmood et al. (2019); Ocen et al. (2017); Yousef (2002); Rekhi & Sharma (2018) regarding job satisfaction become a mediating variable in the relationship, including hr practice with organizational commitment, including as a mediator in the quality of work life relationship. Previous research acknowledged that quality of work life is associated with organizational commitment. The results of this study indicate that in principle, quality of work life is a major determinant of the overall quality of human experience at work and simply offering physical well-being can lead to

increased employee commitment. In addition, it is known that job satisfaction is based on an attitudinal perspective approach, where this approach focuses on identifying events that contribute to the development of organizational commitment. So that job satisfaction is a positive thing for nurses at the Type B Hospital in Jakarta which leads to job characteristics and working conditions in increasing organizational commitment.

The results of data analysis showed that the results of the indirect path significance test QWL→PE→OC showed a significant effect with a CR value of 5.135 (greater than 1.96) and a significance value (p-value) of 0.000 (less than the real level of 5 %). Thus, the twelfth hypothesis which states that quality of work life affects organizational commitment through mediation of psychological empowerment in type B hospital nurses in DKI Jakarta, is acceptable (H₁₂ accepted). The nature of the mediator is known to be partially mediation, meaning that it can actually strengthen nurses' organizational commitment by increasing the quality of work life, but if it is also supported by increased psychological empowerment, the nurses' organizational commitment can be even stronger. In line with previous research by Fong & Snape (2015); Özaralli (2015) regarding traces of psychological empowerment mediation. The results of this study indicate that psychological empowerment will be related to the perceptions of nurses in the Type B Hospital in Jakarta regarding their strength to overcome situations and problems which consist of sharing information, solving problems upward, autonomy of tasks, forming attitudes, and self-management. able to serve as an individual's experience of intrinsic motivation. That way, the nurses at the Type B Hospital in Jakarta are able to improve the quality of service continuously and make them committed to the organization because they want to achieve the main organizational and personal goals.

The results of data analysis showed that the results of the indirect path significance test QWL→JS→JP showed insignificant influence with a CR value of 1.849 (less than 1.96) and a significance value (p-value) of 0.065 (greater than the real level. 5%). Thus, the thirteenth hypothesis which states that quality of work life affects job performance through mediation of job satisfaction on nurses at type B hospital in DKI Jakarta, cannot be accepted (H₁₃ is rejected). Hence, it can be stated that when nurses at Type B Hospital in Jakarta improve job performance, it can only depend on the quality of work life and cannot be strengthened by the existence of job satisfaction. That way, when job satisfaction increases, the quality of work life on organizational commitment produced by nurses at the Type B Hospital in Jakarta has no effect. This finding is not in line with previous studies by Gazioglu & Tansel (2006); Basher Rubel & Kee (2014) regarding job satisfaction as an antecedent of quality of work life and job performance as a result of the mediating effect of job satisfaction. The results of this study indicate that job satisfaction is not able to make nurses at the Type B Hospital in Jakarta make quality of work life an antecedent that can improve their job performance. That way, it is known that nurses at the Type B Hospital in Jakarta are able to improve their job performance which is influenced by other aspects. Nurses at the Type B Hospital in Jakarta have been able to improve job performance without first having to feel more satisfied.

The results of data analysis show that the results of the indirect path significance test QWL→PE→JP show a significant effect with a CR value of 5.762 (greater than 1.96) and a significance value (p-value) of 0.000

(less than the real level of 5 %). Thus, the fourteenth hypothesis which states that quality of work life affects job performance through psychological empowerment mediation in type B hospital nurses in DKI Jakarta is acceptable (H14 accepted). The nature of the mediator is known to be fully mediation, meaning that improving the performance of nurses cannot only rely on the quality of work life, but must also be supported by increasing the psychological empowerment of the nurses, so that their performance can be improved. In line with previous research [Seibert et al. \(2011\)](#); [Gregory et al. \(2010\)](#); [Rostami et al. \(2016\)](#) regarding the role of psychological empowerment as a mediating variable, especially in designing structural models of quality work life and job performance. The results of this study indicate that nurses at the Type B Hospital in Jakarta with psychological empowerment will feel the contribution of their work is meaningful and feel strong in the nurse's ability to form a good organization or an appropriate quality work life. In addition, nurses at the Type B Hospital in Jakarta will be more suited to the organization they are in, which indicates that their working mechanism will have an impact on completing their duties adequately in meeting the results of increasing job performance.

5. Conclusions

It can be concluded in this study that the direct effect of quality of work life on organizational commitment, job satisfaction, and psychological empowerment showed significant results, while the effect of quality of work life on job performance was not significant. Furthermore, the direct relationship of job satisfaction on organizational commitment showed a significant effect, but on job performance showed an insignificant result. The direct effect of psychological empowerment on organizational commitment and job performance have been shown to be significant. Organizational commitment also significantly affects job performance. Furthermore, when measuring the indirect effect, organizational commitment and psychological empowerment fully mediate the effect of quality of work life on job performance, while job satisfaction and psychological empowerment partially mediate the indirect effect of quality of work life on organizational commitment. Job satisfaction in fact does not mediate the effect of quality of work life on job performance. In conclusion, paying attention to the quality that supports the needs of nurses to work optimally and empowered, can create a high level of performance and satisfaction, and can support the success of the hospital. The purpose of the study is to examine factors in the work environment by taking into account commitment, satisfaction, and psychological factors of employees in creating the best quality of service for patients during this pandemic. Based on the findings, it has been proven that the problems faced by nurses who work in stressful and unhealthy conditions during this pandemic can be dealt properly through an appropriate quality of work life approach, involving other variables, namely organizational commitment, job satisfaction and psychological empowerment. It is hoped that the hospital will also continue to grow sustainably beyond the challenging situations that may occur.

6. Implications and limitations

6.1. Theoretical implications

This study highlights the positive behavior of human resources that supports the research framework which postulates that the quality of work life of nurses is able to improve performance, especially in the Covid-19 pandemic situation. The findings of the data analysis add to the existing literature in terms of variable development by demonstrating empirically that nurses can improve their performance by improving their quality of work life, but this, contrary to what previous research have found, should be done through mediating variables such as organizational commitment, job satisfaction, and psychological empowerment.

Furthermore, how organizations implement various mentoring activities will result in positive behavior and promote the social exchange

theory by allowing nurses to believe that the organization trusts them. According to this idea, nurses will tend to reward their organization with activities that benefit both themselves and the organization. This behavior can be seen when a nurse's performance is significant in accomplishing organizational goals, and it is accompanied by numerous factors such as commitment to their work, satisfaction with their work, and a sense that psychological empowerment has been effectively met. Therefore, regardless of how they perceive their quality of work life to be well established, nurses may be more involved in organizational commitment, job satisfaction, and psychological empowerment which will lead to increased job performance.

6.2. Practical implications

Based on the discussion and conclusions described in this study, this study can be used as a recommendation for management in organizations in measuring the effect of quality of work life on job performance in hospital nurses through the mediation of organizational commitment, job satisfaction and psychological empowerment. This is known to create solutions to save neglected environmental and human values, motivate employees to work harder and better, increase their desire to stay with the organization, generate pleasant states of mind and positive emotions in the workplace, and inspire employees to be more proactive, independent, and show initiative. Furthermore, it can be a construct related with an individual's ability to attain personal and organizational goals through meeting the organization's targets, work, and standards. Based on the average result of job performance variable, nurse's understanding of work procedures has a value of 3.82 indicating that it is an indicator with the smallest mean value. Although the average result is in the high category, it shows the lowest category among other indicators. Thus, nurses are expected to always pay attention to the work procedures established by the hospital in carrying out their work. Because this can affect the performance results needed in creating good quality work.

6.3. Limitations

The study has a drawback in terms of the generalizability of findings. Because we used data from a single profession, namely nurses, the validity of our findings may be hampered when applied to other professional groups or sectors. When extending our findings to other occupational groups or industries, future researchers should use caution. The second limitation is that, due to the pandemic restriction, the surveys were only distributed once since we were mindful of the participants' time constraints during the epidemic. Because all data was acquired at the same time, causality arguments were limited ([Antonakis et al., 2010](#)). Furthermore, because our participants were mainly female, the interpretation of our findings should be applied cautiously to other groups where the male–female ratio is not unbalanced.

Declarations

Author contribution statement

Diana: Performed the experiments; Wrote the paper.
Anis Eliyana: Conceived and designed the experiments.
Mukhtadi: Analyzed and interpreted the data.
Aisha Anwar: Contributed reagents, materials, analysis tools or data.

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Data availability statement

Data will be made available on request.

Declaration of interests statement

The authors declare no conflict of interest.

Additional information

No additional information is available for this paper.

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