

## The Influence of Quality of Work Life on Work Life Balance Which is Mediated by Job Stress, Job Satisfaction and Job Commitment (Study on Employees PT Nindya Karya Project Indonesia)



Bob Arasma<sup>1</sup>, Rahmi Fahmy<sup>2</sup>, Yuliharsi<sup>3</sup>

<sup>1</sup>Master of Management Program, Faculty of Economics and Business, Andalas University, Padang-Indonesia

<sup>2,3</sup>Lecturer in the Master of Management Program, Faculty of Economics and Business, Andalas University, Padang-Indonesia

**ABSTRACT:** This research aims to analyze the influence of Quality of Work Life on Work Life Balance which is mediated by Job Stress, Job Satisfaction and Job Commitment (Study on Employees PT Nindya Karya Project Indonesia). The type of research used in this research is explanatory research, with the research method being an explanatory survey which prioritizes quantitative methods. The population is all employees of PT Nindya Karya Project Indonesia, totaling 197 people, with a sample size of 132 people. The sampling technique uses nonprobability sampling with accidental sampling technique. The data analysis method uses Structural Equation Modeling - Partial Least Square (SEM-PLS). The research results show that Quality of Work Life has a significant positive effect on Job Stress, Job Satisfaction and Job Commitment. Job Stress, Job Satisfaction and Job Commitment has a significant positive effect on Work Life Balance. Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Stress, Job Satisfaction and Job Commitment

**KEYWORDS:** Quality of Work Life, Job Stress, Job Satisfaction, Job Commitment, Work Life Balance

### I. INTRODUCTION

Two concepts that are increasingly receiving attention from researchers in the field of organizational behavior and human resource management are Quality of Work Life (QWL) and Work Life Balance (WLB). Organizations today must compete for the best talent; for employees who hope to successfully manage their work and non-work roles (Aruldoss, et al., 2021)

PT. Nindya Karya (Persero) is a state-owned construction services company, businesses run by the company in the field of construction services, Engineering Procurement Construction (EPC) and investment. PT Nindya Karya (Persero) is a national construction company that has experience, various projects have been carried out by PT Nindya Karya (Persero). These projects include airports, apartments and hotels, docks for industrial buildings and EPCs, hospitals, highways and toll roads, irrigation and dam construction, sports buildings, flyovers and bridges, as well as other commercial buildings located in Indonesian territory.

Overall, the performance achievements of PT Nindya Karya (Persero) for the development of all regions in Indonesia for the period 2021 to 2022, both in terms of business segment performance and financial performance as seen from operating income, gross profit, net profit and comprehensive profit, experienced fluctuations, where segment performance Construction, property and equipment rental businesses experienced a decline and only the performance of the manufacturing business segment experienced an increase. This happens because each business segment has various achievements, such as the transaction value of the construction and equipment rental business segments which has decreased as well as the percentage of performance realization which has decreased. Meanwhile, for the property business segment, the transaction value of the business segment has increased, but the percentage of performance realization has decreased. Specifically, it is only in the manufacturing business segment that the business segment transaction value has increased and the percentage of performance realization has increased. This occurs due to the various project completion targets in all business segments and the various realizations of their implementation.

Furthermore, the existence of project completion targets in all business segments in all PT Nindya Karya (Persero) projects in Indonesia affects the Work Life Balance of employees who must work optimally. Based on an initial survey on one of the projects carried out by PT Nindya Karya (Persero) in May 2023, namely the Riau University project which built 10 new buildings at several

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points on the Riau University land, information was obtained that the number of employees working on this project was 42 people, some of whom were married. and some are not married. These employees are not contract employees who work as project implementers in the field. The Quality of Work Life of Riau University project employees greatly influences Work Life Balance where there are various demands that workers must face, such as work demands that are limited by time, work that must be carried out dynamically, changes in work demands that are uncertain, changes in work regulations and demands. mastering technology to support infrastructure development is a pressure for these workers. Apart from that, the work environment in the project sector which has a high risk also determines the Quality of Work Life. The stressful conditions received by project workers on an ongoing basis give rise to a feeling of psychological discomfort which can give rise to Job Stress, affecting Job Satisfaction and Job Commitment which has an impact on Work Life Balance.

Based on information obtained through interviews in October 2023 with 3 employees of PT. Nindya Karya who worked on a project in Indonesia, who either designed it or left, the reason they left this project work was because they couldn't balance their personal life with their work life. This is because the projects they work on are sometimes outside the city so they have less time to spend with their families, for this reason they prefer to leave their jobs at PT. Nindya Karya. Apart from that, the uncertain area of the project being carried out causes stress regarding completion time and anxiety regarding the work.

Quality of Work life is a situation where employees can fulfill their needs by working in an organization. Quality of Work Life is also a form of every activity (improvement) that occurs at every level in an organization to increase organizational effectiveness through organizational support for its members (Maghfira et al., 2021). Job Stress occurs when there is a mismatch between an employee's abilities, resources and needs, and job requirements. Job stress is related to psychological and physiological reactions to situations in the workplace that may have negative consequences on an individual's health (Aruldoss et al., 2021). Job Stress is a significant predictor of Quality of Work life and is negatively correlated with Quality of Work life. This is because employees carry out their duties with a heavy workload, limited resources and staff shortages, which causes stress among employees (Akter et al., 2018). It was also found that quality of work life was negatively related to job stress (Aruldoss et al., 2021),

Then Job Stress also affects Work Life Balance, where the lack of Work Life Balance causes a number of negative consequences faced by employees, their families and their organizations. Studies show that the main consequences of disrupting Work Life Balance for an employee are the following: higher stress levels (compared to employees who maintain balance), higher risk of burnout, as well as a general increase in so-called life stress (Mazur-Wierzbicka, 2015)

Apart from that, Quality of Work Life and Job Satisfaction are abstract concepts and are related to work and the work environment in an organization (Ramawickrama et al., 2017). In contrast, successful organizations consider Job Satisfaction to be indispensable for job performance. Quality of Work Life is also related to organizational conditions and practices that aim to promote employee safety, health and mental and physical satisfaction, to attract and retain employees by creating positive Job Satisfaction (Acheampong et al., 2016).

Furthermore, although it is very difficult to determine the exact order of influence between Job Satisfaction and Work Life Balance. It can logically be stated that employees who are happy at work are more likely to strike a balance between work and home than those who are not. Job dissatisfaction may have a spillover effect on Work Life Balance because employees tend to carry over the feelings they experience in the organization to home and life (Aruldoss et al., 2021).

Then the employee's desire to Organizational commitment and involvement in attendance will also be influenced by 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 & Hisar, 2016).

According to Kaleel et al., (2018) Quality of Work Life and organizational commitment are the two most important and fundamental things in current organizational behavior. Contemporary employees and entrepreneurs conclude that "low levels of employee organizational commitment can be associated with inappropriate selection and promotion leading to the perpetuation of managerial styles and behaviors that have a negative impact on subordinates' organizational commitment", therefore proper Quality of Work Life is needed. Quality of Work Life can serve as a program designed to increase and strengthen employee satisfaction with workplace learning and help them manage change and transition to generate high organizational commitment (Omugo et al., 2016).

However, studies examining organizational commitment as an influence on Work Life Balance are still limited in number. In a study regarding the mediating effect of organizational commitment on the influence of Work Life Balance and organizational performance. Oyewobi et al., (2019) found that there is a positive influence between Work Life Balance and organizational commitment. This shows that when Job Commitment increases there is potential for employees to maintain a balance between work and life. Aruldoss et al., (2021) found job commitment was positively related to work life balance.

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Quality of Work Life plays an important role in the Work Life Balance of employees in an organization. Many studies examine the direct effects of Quality of Work Life on Work Life Balance and other outcomes. However, the effects of Quality of Work Life are based on fundamental processes that ripple within an individual's cognitive processes. Based on needs and stress-based theories, it is proposed that the effect of Quality of Work Life on Work Life Balance will be mediated by several variables. These variables are Job Stress, Job Satisfaction and Job Commitment (Aruldoss et al., 2021). Work-Life Quality has a significant positive effect on Work-life balance which is mediated by Job Satisfaction and Work Commitment (Amalia et al., 2023). Apart from that, job stress partially mediates the relationship between Quality of work life and work life balance negatively, and it was found that job satisfaction and job commitment partially mediate the relationship between Quality of work life and work life balance positively (Aruldoss et al., 2021)

## **II. LITERATURE REVIEW**

### **Work Life Balance**

Work Life Balance is basically a positive relationship between work and other equally important activities in life which include family matters, free time, personal development, and community development. These relationships cannot be clearly defined and vary from person to person according to the demands of their lives. Work life balance is intended to provide employees with greater flexibility in their work patterns so that they can balance what they do at work with the responsibilities and interests they have outside of work (Mwangi et al., 2017).

Work Life Balance is defined as a balance between the emotional, behavioral and time demands of paid work and personal and family responsibilities (Aruldoss et al., 2021). The changing organizational landscape has resulted in a growing interest in Work Life Balance. Furthermore, changing conditions in the labor market, changes in the demographic profile of employees, increased working hours, and conditions in the home environment require employees to maintain a balance between work and life (Helmle et al., 2014). WLB is said to be achieved when there is harmony (not conflict) between work and life (Semplali & Hassi, 2016). Work includes all activities carried out by an employee in the organization, while life includes all activities that are not related to work, including household work, child care, adult care and care for parents and relatives. It is said that employees are healthy and contribute to the organization by working long hours when there is Work Life Balance (Joo & Lee, 2017). Several researchers document that QWL is significantly and positively related to employee psychological well-being (Hardjanti et al., 2017).

Work life balance is an important construct that reflects people's evaluations of how they combine their work and life roles (Ma et al., 2021). Achieving Work Life Balance is a meaningful goal and an ideal state for employees (Haar et al., 2014). Work life balance is defined as 'an individual's perception that work and non-work activities are compatible and promote growth according to the individual's current life priorities. This definition emphasizes managing expectations and subjective perceptions of balance, and recognizes that these perceptions may develop over time in response to changing life priorities (Chan et al., 2017).

Work life balance is the ability of an individual to fulfill his or her work but still be committed to the responsibilities he or she has outside of the work being carried out (Delecta, 2011). Work life balance only maintains a balance between professional and personal life without limiting self-development and paying attention to various aspects of this balance. In this context, the need for personal fulfillment must also be translated into aspects of life other than professional. However, the concept of work life balance is not about completely separating personal life from professional life, but rather about combining the two quickly and combining them so that work, family and hobbies create one harmonious whole (Mazur-Wierzbicka, 2015).

Initiative work life balance refers to various modifications in the work system to achieve a healthy balance between work life and personal life of employees. This balance allows employees to accommodate work needs and personal activities that are important for their personal and social well-being (Parakandi & Behery, 2016).

Work Life Balance is a state of comfortable balance achieved between an employee's top priorities of their work position and their lifestyle. Most psychologists would agree that the demands of an employee's career should not exceed the individual's ability to enjoy a fulfilling personal life outside of the work environment. Work-life balance is also defined as the extent to which an individual is involved and equally satisfied with his work role and family role which consists of three dimensions of work-family balance, namely: time balance, involvement balance, and satisfaction balance (Aryateja et al., 2021).

### **Quality of Work Life**

Quality of Work Life is defined as the quality of the relationship between employees and the total work environment. It is a multidimensional construct and includes job security, training and career advancement, empowerment, reward systems, and the overall work environment. Basically, Quality of Work Life is aimed at maintaining employee satisfaction, trust in the organization, collegiality and cooperation between employees, recognition of employees in the workplace, and a safe work

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environment. Researchers argue that Quality of Work Life is a favorable work environment that increases satisfaction by providing employee rewards, job safety and security, and career opportunities (Aruldoss et al., 2021).

Quality of work life is the extent to which work in an organization has characteristics that make employees healthy and happy as well as the level of availability of features to ensure a humane work life for each employee of the organization and the extent to which employees' reasonable expectations about work have been met (Ramawickrama et al., 2017). Quality of work life embodies the combined connection of work structure components such as individuals, responsibilities, structural factors, environmental settings, and work-related technology and equipment (Jabeen, et al., 2018). Quality of work life is defined as employees' perceptions of their physical and mental well-being (Penny & Joanne, 2013),

Quality of Work Life is one of the important factors that can shape employee organizational behavior, and this includes the work environment, relationships with directors, job perceptions, as well as working conditions, support services, and wages (Eren & 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., 2018). This relates to better workforce management to improve organizational performance as well as employee commitment, both of which are increasingly recognized as markers of progressive organizational functioning and long-term survival. The idea of Quality of Work Life is significant because it has the potential to preserve human values that have been neglected in the pursuit of technical progress in productivity and economic growth (Alqarni, 2016). In addition, according to Nayak et al., (2018) Quality of Work Life is divided into work environment, Job Stress, professional development, compensation and rewards, and social support.

### **Job Stress.**

Stress is a feeling tension and discomfort caused by the individual feeling unable to handle demands. This shows discomfort and tension, feelings or the heart begins to find it difficult to resolve problems or issues that are focused on the individual, thus causing stress (Sarafino & Smith, 2011).

Stress is generally described by someone as a condition (circumstance) in a negative form. Stress describes conditions (circumstances) whose direction indicates physical and psychological disorders. Widiastuti & Yulihastri (2021) Expressing stress provides a description of conditions (circumstances) where an individual is faced with requests or agreements or resources related to what the individual wants to obtain and the results are considered by the individual to be uncertain and important. When stress is related to demands and resources, these demands can be described as obligations, responsibilities as well as pressure and uncertainty that individuals face at work, while resources describe things within the individual's control that he can use to resolve demands.

Selye deep Ekawarna (2018) defines stress as the body's nonspecific response to any demands placed on it. Sarafino & Smith (2011) states that stress is a condition in which transactions can cause a person to feel a difference between physical or psychological demands and the resources of his biological, psychological and social systems. Lazarus and Folkman in Ekawarna (2018) defines stress as a relationship between a person and his environment, which is considered a burden and endangers the person's health.

### **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 pay, with promotions, with coworkers, with the work itself, and with supervision. Job Satisfaction is an optimistic emotional state that arises from someone's job, which is related to how someone likes their job, has a positive view of their job, and Job Satisfaction is an observable expression of affective reactions to a particular job (Yuspahrudin 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 said that a person's thoughts and actions to produce Job Satisfaction are determined by the individual himself in carrying out his work.

Job Satisfaction is used in an organization or company to describe how satisfied a person is in carrying out their work. Job satisfaction felt by employees is something that is very important and must receive attention from the company because this is one of the benchmarks for employees' feelings about doing their work and feelings towards the company where they work (Aviola et al., 2022)

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Organizational commitment is described as the extent to which employees feel they belong to the organization. An employee in turn will provide support to the organization because he wants to maintain his membership in the organization (Syabarrudin et al., 2020). Organizational commitment also refers to identification with and loyalty to the organization and its goals, which is at the core of human resource management, and is very important for organizations that want to retain talented employees (Dinc et al., 2018).

Basically the definition Organizational commitment emphasizes that employees who are committed to working harder and better have a stronger intention to stay in the organization, compared to employees who have low commitment. Organizations need this type of employee to survive and improve services and products (Setiawan et al., 2020). 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.

Oyewobi et al., (2019) theorized three elements of organizational commitment: Affective, Continuance and Normative commitment. Affective commitment tells about employees' emotional attachment to their organization. Continuance commitment describes an employee's perception of the potential risks and costs associated with leaving their current organization. Randeree & Chaudhry (2012) observed that there are two aspects of continuance commitment – the aspect that considers the individual sacrifice that would involve leaving the organization and the lack of alternatives available to the individual, whereas Normative commitment occurs when an employee continues to stay with the organization. organization because he feels obliged and responsible to the organization where he works for certain reasons.

Randeree & Chaudhry (2012) therefore, report that the basic elements of commitment in various explanations relate to employees' desire to remain in their organization or their reluctance to change the organization for reasonable personal gain. It is believed that employees develop organizational commitment is stronger when they experience greater Job Satisfaction.

### Conceptual Framework and Hypothesis

Conceptual framework This research can be described as follows:

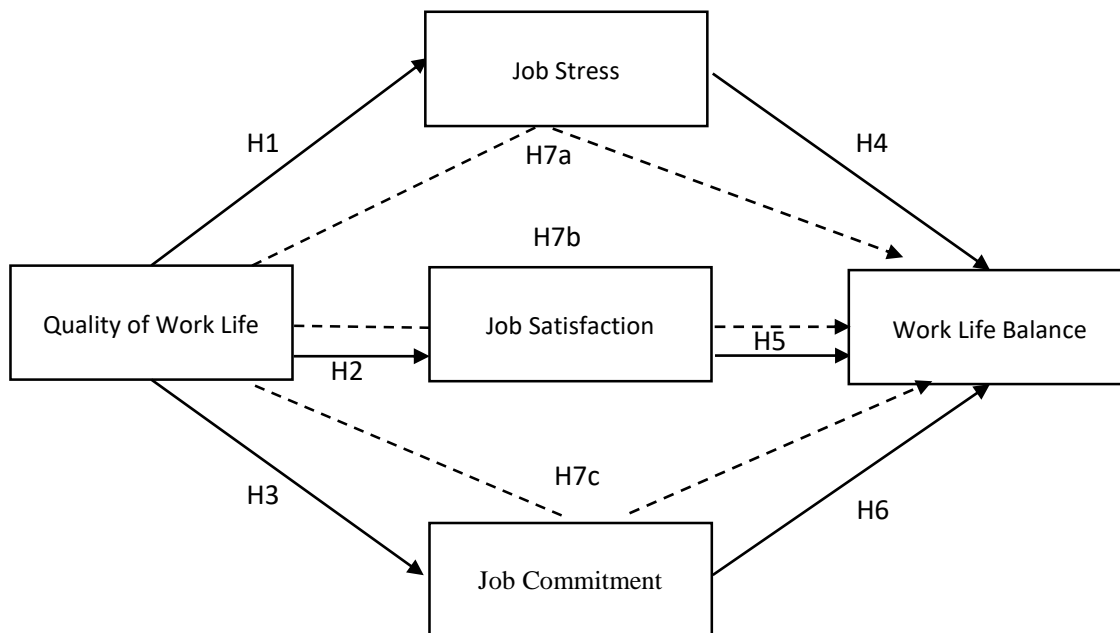


Figure 1. Conceptual Framework

Based on this conceptual framework, the hypothesis used in this research can be described in the form of:

- H1: Quality of Work Life has a negative effect on employee Job Stress
- H2: Quality of Work Life has a positive effect on Job Satisfaction
- H3: Quality of Work Life has a positive effect on Job Commitment
- H4: Job Stress has a negative effect on Work Life Balance
- H5: Job Satisfaction has a positive effect on Work Life Balance
- H6: Job Commitment has a positive effect on Work Life Balance
- H7a: Quality of Work Life has a negative effect on Work Life Balance which is mediated by Job Stress



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- H7b: Quality of Work Life has a positive effect on Work Life Balance which is mediated by Job Satisfaction
- H7b: Quality of Work Life has a positive effect on Work Life Balance which is mediated by Job Commitment

### III. RESEARCH METHODS

This type of research uses explanatory research. Meanwhile, the research method is an explanatory survey which prioritizes quantitative methods. This research uses hypothesis testing. The method used is a quantitative method using a survey method (Sekaran & Bougie, 2016). The population used was all employees of PT Nindya Karya Project Indonesia, totaling 197 people, with a sample size of 132 employees. The sampling technique uses non-probability sampling with accidental sampling technique (Sekaran & Bougie, 2016).

In this research, to measure Quality of Work Life and Job Satisfaction refers to the indicators used Diana et al., (2022). Next to measure Job Stress refers to the indicators used Shukla & Srivastava (2016). Then to measure Job Commitment refers to the indicators used Hafiz (2017). Meanwhile, to measure Work Life Balance refers to the indicators used Fisher et al., (2009). Data collection uses questionnaires filled out online by respondents using Google Form. The questionnaire questions were arranged using a Likert scale (Sekaran & Bougie, 2016). This research data analysis uses Structural Equation Modeling - Partial Least Square (SEM-PLS).

### IV. RESEARCH RESULTS AND DISCUSSION

The structural assessment model uses R-square as well as the t test and the significance of the coefficient parameters for testing hypotheses.

#### R-Square Valuation

The R-squares value is used to assess the ability of the independent latent variable to explain whether the dependent latent variable has substantive explanatory ability. Where an R Square value of 0.75 indicates a strong model, 0.50 a medium model and 0.25 a weak model (Hair et al., 2014). The estimated R-square value can be seen in Table 1 below.

**Table 1 R Square Assessment**

	R Square
Job Satisfaction	0.031
Work Life Balance	0.272
Job Commitment	0.039
Job Stress	0.291

**Source:** Results of primary data processing (2024)

From table 1 it can be seen that the R-Square value for the Job Stress variable is 0.291. This value shows that 29.1% of the employee Job Stress variable can be explained by Quality of Work Life, while the remaining 70.9% is explained by other variables not explained in this research. The R-Square value for the Job Satisfaction variable is 0.031. This value shows that 3.1% of Job Satisfaction can be explained by Quality of Work Life, while the remaining 96.9% is explained by other variables not explained in this study.

The R-Square value for the Job Commitment variable is 0.039. This value shows that 3.9% of Job Commitment can be explained by Quality of Work Life, while the remaining 96.1% is explained by other variables not explained in this study. The R-Square value for the Work Life Balance variable is 0.272. This value shows that 27.2% of the Work Life Balance variable can be explained by Job Stress, Job Satisfaction and Job Commitment, while the remaining 72.8% is explained by other variables not explained in this research.

#### Testing Hypothesis

Test The hypothesis/significance of the value can be obtained from the output path coefficient (Mean, std-dv, and T-value). Next, the original sample value is used to show positive (+) or negative (-) correlation. A hypothesis is accepted if the calculated t value > t table with a confidence level of 95% or a significance level of 5%, or when the significance value is smaller than 0.05, meaning it has a significant influence (Hair et al., 2014).

In this research, testing of the hypothesis results is stated Accepted for the results of a one-tailed hypothesis (1-way hypothesis) is provided that the t-statistic value is large than the t table value (1.65) for a degree of significance of 0.05 (Hair et

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al., 2014). The results of hypothesis testing of direct influence (path coefficient) and indirect influence (indirect effect) in this research can be described as follows:

**Table 2. Path Coefficient and Indirect Effect Results**

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H1	Quality of Work Life -> Job Stress	0.539	0.560	0.067	8,087	0,000
H2	Quality of Work Life -> Job Satisfaction	0.176	0.194	0.095	1,862	0.032
H3	Quality of Work Life -> Job Commitment	0.198	0.209	0.094	2,107	0.018
H4	Job Stress -> Work Life Balance	0.170	0.182	0.072	2,354	0.010
H5	Job Satisfaction -> Work Life Balance	0.194	0.198	0.076	2,559	0.006
H6	Job Commitment -> Work Life Balance	0.426	0.441	0.086	4,942	0,000
H7a	Quality of Work Life -> Job Stress -> Work Life Balance	0.092	0.101	0.042	2,191	0.015
H7b	Quality of Work Life -> Job Satisfaction -> Work Life Balance	0.034	0.035	0.020	1,690	0.047
H7c	Quality of Work Life -> Job Commitment -> Work Life Balance	0.084	0.090	0.043	1,968	0.026

**Source:** Results of primary data processing (2024)

### The Influence of Quality of Work Life on Job Stress

The results of testing the first hypothesis show that the original sample value for the influence of Quality of Work Life on Job Stress is positive at 0.539, which indicates that the direction of influence is positive. The t-statistics value is  $8.087 > 1.65$  with a p value of  $0.000 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on employee Job Stress, thus the first hypothesis is rejected.

This shows that Quality of Work Life makes a significant contribution to increasing employee Job Stress. Causes of Quality of Work Life has a positive impact on Job Stress is because the employees who were respondents in this study generally felt Their Job Stress is high regarding their work in terms of stress due to time and anxiety, so even though their Quality of Work Life is carried out well in terms of compensation, growth and development, participation, physical environment, supervision, social relevance and integration in the workplace, this is not able to influence the condition of reducing Job Stress, but still increasing Job Stress because they are less able to control the Job Stress they have.

Job Stress occurs when there is a mismatch between an employee's abilities, resources and needs, and job requirements. Job stress is related to psychological and physiological reactions to situations in the workplace that may have negative consequences on an individual's health (Aruldoss et al., 2021).

In this regard, if we look at the conditions in the workplace, the highest assessment of the employee Quality of Work Life variable is growth and development. Where the majority of employees who were respondents to the research agreed that working as employees at Nindya Karya provides extensive opportunities for development, allows them to hone various skills and the challenges in working as employees make them grow. This is because employees face different work projects in varying time periods and places, so that employees must be able to adapt their way of working to the working conditions they face so that ultimately employees have diverse skills and experience at work. This shows that employees have good growth and development so that it does not have an impact on Job Stress at work.

A number of causes of Job Stress, namely, role conflicts, frequent downsizing by organizations, reductions in employee benefits, organizations demanding employees to work overtime to meet targets within deadlines, and top management team merging activities that can shift employees. Additional reasons for Job Stress range from lack of cooperation between employees to poor treatment of supervisors. Job stress can also be caused by an uncomfortable work environment, job conflicts, role conflicts and working conditions. Employees also feel stressed when asked to work overtime without prior notification and expect employees to accept it unconditionally. Job stress such as working conditions, expectations from management, workload and non-collegiality among employees has a negative impact on individual health (Aruldoss et al., 2021)

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Furthermore When viewed in terms of Job Stress, the highest assessment of the Job Stress variable is in the anxiety dimension, where only 59 people (44.7%) were respondents in the study who did not agree that their work made them nervous and 46 people (34.8%) who disagree Sometimes when they think about work they feel uneasy, at the same time 47 people (35.6%) disagree that they feel bad when taking time off. This is because for employees the position they have in the company is in accordance with the work they carry out, so that by knowing what they are doing they can be calm and estimate how their work will be completed. Apart from that, leave is the right of every employee and they can apply for it in accordance with applicable regulations and when the work has been completed or can be conditioned

Results This research is inconsistent with the results of previous research which found that Job Stress was a significant predictor of Quality of Work Life and had a negative correlation with Quality of Work Life. This is because employees carry out their duties with a heavy workload, limited resources and staff shortages, which causes stress among employees (Akter et al., 2018). It was also found that quality of work life was negatively related to job stress (Aruldoss et al., 2021)

### **The Influence of Quality of Work Life on Job Satisfaction**

The results of testing the second hypothesis show that the original sample value for the influence of Quality of Work Life on Job Satisfaction is positive at 0.176, which indicates that the direction of influence is positive. The t-statistics value is  $1.862 > 1.65$  with a p value of  $0.032 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on employee Job Satisfaction, thus the second hypothesis is accepted. This shows that the better the implementation of Quality of Work Life, the more employee Job Satisfaction will increase.

If we look at the Quality of Work Life, working employees generally consider growth and development more to influence Job Satisfaction. Researchers found that the majority of employees who were respondents to the research agreed that working as employees at Nindya Karya provided extensive opportunities for development, made it possible to hone various skills and the challenges of working as employees made them grow. This is because employees face different work projects in varying time periods and places, so that employees must be able to adapt their way of working to the working conditions they face so that ultimately employees have diverse skills and experience at work. This shows that employees have good growth and development so that it does not impact Job Stress at work.

Individuals perceive work life as a psychological space where work-related experiences are stored, and these experiences will increase Job Satisfaction (Aruldoss et al., 2021). Quality of Work Life and Job Satisfaction are abstract concepts and are related to work and the work environment in an organization (Ramawickrama et al., 2017). It seems that these two concepts are important concepts for both employee and organizational perspectives. Quality of Work Life can increase employee dignity through Job Satisfaction and humanize work (Jabeen et al., 2018). The scope of Quality of Work Life not only affects employee Job Satisfaction but also their life outside of work, such as free 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 well-being. The literature review emphasizes that Quality of Work Life is a strategy to improve the quality of life of employees to meet organizational goals and employee needs (Ramawickrama et al., 2017). In contrast, successful organizations consider Job Satisfaction to be indispensable for job performance. Quality of Work Life is also related to organizational conditions and practices that aim to promote employee safety, health, and mental and physical satisfaction, to attract and retain employees by creating positive Job Satisfaction (Acheampong et al., 2016).

The results of this study are consistent with the research results Jabeen et al., (2018) found that quality of work life has a significant positive influence on Job Satisfaction in a sample of women working in various public sector organizations in the UAE. Aruldoss et al., (2021) also found that Quality of work life is positively related to job satisfaction. Diana et al., (2022) found that Quality of Work Life has a significant positive effect on Job Satisfaction. meaning that the higher the Quality of Work Life, the higher the nurse's Job Satisfaction. This shows that nurses feel that the Quality of Work Life they receive is in accordance with the conditions and practices of their organization which can improve employee health, safety and mental and physical satisfaction. In this way, nurses are able to make Quality of Work Life very important for the organization which leads to a positive increase in Job Satisfaction.

### **The Influence of Quality of Work Life on Job Commitment**

The results of testing the third hypothesis show that the original sample value for the influence of Quality of Work Life on Job Commitment is positive at 0.198, which indicates that the direction of influence is positive. The t-statistics value is  $2.107 > 1.65$  with a p value of  $0.018 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on employee Job Commitment, thus the third hypothesis is accepted. This shows that the better the implementation of Quality of Work Life, the more employee Job Commitment will increase.



## **The Influence of Quality of Work Life on Work Life Balance Which is Mediated by Job Stress, Job Satisfaction and Job Commitment (Study on Employees PT Nindya Karya Project Indonesia)**

Organizational commitment is aimed at believing and accepting the goals and values of the organization in trying harder for the organization and also shows a continuous willingness to maintain one's membership in the organization (Eren & Hisar, 2016). Commitment is a psychological state that binds individuals to an organization (Aruldoss et al., 2021).

Employees desire to Organizational commitment and involvement in attendance will also be influenced by 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 & Hisar, 2016).

According to Kaleel et al., (2018) Quality of Work Life and organizational commitment are the two most important and fundamental things in current organizational behavior. Contemporary employees and entrepreneurs conclude that "low levels of employee organizational commitment can be associated with inappropriate selection and promotion leading to the perpetuation of managerial styles and behaviors that have a negative impact on subordinates' organizational commitment", therefore proper Quality of Work Life is needed. Quality of Work Life can serve as a program designed to increase and strengthen employee satisfaction with workplace learning and help them manage change and transition to generate high organizational commitment (Omugo et al., 2016). The significant positive relationship between Quality of Work Life and organizational commitment can make employees feel more comfortable and happy. This opinion is also supported by several previous studies (Badawy, Chinta, et al., 2018b; Kaleel et al., 2018; Eren & Hisar, 2016) which states that a better Quality of Work Life will lead to higher organizational commitment.

More recent research on diverse samples in different countries has confirmed these findings. Aruldoss et al., (2021) found that quality of work life is positively related to job commitment. Higher quality of work life leads to positive feelings about the organization and employees are more likely to show commitment. Ojedokun et al., (2015) found that Quality of Work Life is positively related to organizational commitment for public sector employees in Ghana. Using Structural Equation Modeling, Quality of Work Life was found to have a statistically significant effect on organizational commitment for faculty members teaching at India's Central University (Khan & Khan, 2017). In addition, Quality of Work Life has a positive and significant relationship with organizational commitment in emergency nurses who work in one of the hospitals in Kerman Province, Iran (Hashempour et al., 2018). Quality of Work Life has a significant positive influence on organizational commitment of Station Heads selected from the Railway Department in Sri Lanka. This shows that when employees have a high Quality of Work Life, their organizational commitment will be high (Ramawickrama et al., 2019). Quality Work Life positively influences Organizational Commitment (Ong et al., 2019). Quality of Work Life has a significant positive effect on nurses' Organizational Commitment, meaning that the higher the Quality of Work Life, the stronger the nurses' organizational commitment. The results of this study show that nurses consider their quality of work life to be positive, and tend to have higher well-being because they are able to demonstrate self-confidence in their work. In this way, nurses will be more committed to the organization (Diana et al., 2022)

### **The Influence of Job Stress on Work Life Balance**

The results of testing the fourth hypothesis show that the original sample value for the influence of Job Stress on Work Life Balance is positive at 0.170, which indicates that the direction of the influence is positive. The t-statistic value is 2.354 > 1.65 with a p value of 0.010 < 0.05. This shows that Job Stress has a significant positive effect on employee Work Life Balance, thus the fourth hypothesis is rejected. This shows that the lower the employee's Job Stress at work, the greater the employee's Work Life Balance will increase.

Causes of Job Stress provide a positive influence on Work Life Balance is because the employees who were respondents in this study generally felt Their high Job Stress related to their work in terms of stress due to time and anxiety can increase Work Life Balance. Selye deep Ekawarna (2018) grouping stress into two parts, namely as described below, Eustress (positive stress) and Distress (negative stress). Eustress is defined as an adaptive response to a stressor, which is perceived positively by the individual (Martens, 2017). Eustress can be used as motivation and encouragement to make changes to the environment, achieve goals and achieve success in facing the challenges that exist in life (McShane et al., 2010).

Highest rating on variable Job Stress is found in the anxiety dimension, where only 59 people (44.7%) who were respondents in the study did not agree that their job made them nervous and 46 people (34.8%) who disagreed that sometimes when they think about their work feels uneasy, while 47 people (35.6%) disagree that they feel uncomfortable when taking leave. This is because for employees the position they have in the company is in accordance with the work they carry out, so that by knowing what they are doing they can be calm and estimate how their work will be completed. Apart from that, leave is the right of every employee and they can apply for it in accordance with applicable regulations and when the work has been completed or can be conditioned.

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This matter shows that the type of Job Stress experienced by employees is Eustress (positive stress). Positive stress or eustress is that a person brings them to motivate themselves and overcome difficulties. There are Researches that try to analyze whether eustress acts as a mediating factor to improve individual strengths and Work Life Balance along with organizational elements. Provisions such as flexible working hours, job sharing and telecommuting motivate Work Life Balance (Shanafelt et al., 2015)

The results of this research are not consistent with research results which found job stress was negatively related to work life balance (Aruldoss et al., 2021). The results of research on female faculty at Central University of Delhi, India, show that there is a strong negative relationship between Job Stress and Work Life Balance (Zaheer et al., 2016).

### **The Influence of Job Satisfaction on Work Life Balance**

Hypothesis testing results The fifth shows that the original sample value for the influence of Job Satisfaction on Work Life Balance is positive at 0.194, which indicates that the direction of influence is positive. The t-statistic value is  $2.559 > 1.65$  with a p value of  $0.006 < 0.05$ . This shows that Job Satisfaction has a significant positive effect on employee Work Life Balance, thus the fifth hypothesis is accepted. This shows that the better Job Satisfaction, the greater the employee's Work Life Balance will increase.

If we look at the Job Satisfaction of employees who work, employees agree that the Job Satisfaction they get in terms of pay, promotions, supervisors, benefits, contingent rewards, operating conditions, co-workers, nature of work and communication is carried out well so that all of these things affect Work. Employee Life Balance.

Although it is very difficult to determine the exact order of influence between Job Satisfaction and WLB. It can logically be said that employees who are happy at work are more likely to bring balance between work and home than those who are not. Job dissatisfaction may have a spillover effect on Work Life Balance because employees tend to carry over the feelings they face in the organization to home and life (Aruldoss et al., 2021).

Highest rating on variable Job satisfaction is found in supervisors, where the majority of employees who were respondents in the research agreed that supervisors carry out good supervision of their employees. This can be seen from superiors who are quite competent in carrying out their work and are fair towards employees, where when working on projects employees are given each supervisor for each area of work carried out so that the project is carried out in accordance with the stipulated time for implementation.

There is a consensus that happy employees are more productive (Joo & Lee, 2017). By being productive, employees generate more income and gain financial benefits, in addition to the intrinsic satisfaction of work (Koubova & Buchko, 2013). Since Work Life Balance relates to the right ratio of time distribution between family and work, it is likely that employees who are happy at work are likely to maintain a happy balance between work and life (Aruldoss et al., 2021).. The results of this research are consistent with the results of research which found that job satisfaction was positively related to work life balance (Aruldoss et al., 2021).

### **The Influence of Job Commitment on Work Life Balance**

Hypothesis testing results The sixth shows that the original sample value for the influence of Job Commitment on Work Life Balance is positive at 0.426, which indicates that the direction of influence is positive. The t-statistic value is  $4.942 > 1.65$  with a p value of  $0.000 < 0.05$ . This shows that Job Commitment has a significant positive effect on employee Work Life Balance, thus the sixth hypothesis is accepted. This shows that the better the Job Commitment, the more the employee's Work Life Balance will increase.

If we look at the Job Commitment of working employees, employees agree that their Job Commitment in terms of Affective commitment, Continuance commitment and normative commitment is carried out well so that all of these things affect the employee's Work Life Balance. The highest assessment on the Job Commitment variable is in the Normative commitment dimension, where the majority of employees who were respondents in the research agreed that their Normative commitment was carried out well. This can be seen from the employee responses, 54 people (4.9%) agreed that they would feel guilty about leaving this Nindya Karya and 56 people (42.4%) agreed that they were loyal to this Nindya Karya.

Basically the definition Organizational commitment emphasizes that employees who are committed to working harder and better have a stronger intention to stay in the organization, compared to employees who have low commitment. Organizations need this type of employee to survive and improve services and products (Setiawan et al., 2020). 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. The results of this study are consistent with the research results Aruldoss et al., (2021) found job commitment was positively related to work life balance.

### **The Influence of Quality of Work Life on Work Life Balance Mediated by Job Stress**

## **The Influence of Quality of Work Life on Work Life Balance Which is Mediated by Job Stress, Job Satisfaction and Job Commitment (Study on Employees PT Nindya Karya Project Indonesia)**

Hypothesis testing results The seventh shows that the original sample value for the influence of Quality of Work Life on Work Life Balance mediated by Job Stress is positive at 0.092, which indicates that the direction of influence is positive. The t-statistics value is  $2.191 > 1.65$  with a p value of  $0.015 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Stress, thus the seventh hypothesis a is rejected

Based on the calculation of the VAF value for the influence of Quality of Work Life on Work Life Balance mediated by Job Stress, the VAF value in this study was 1,000 or 100%, where the VAF value was above 80%, indicating the role of the mediating variable, as a full mediation. This means that the Job Stress variable perfectly mediates (full mediation) the influence of Quality of Work Life on Work Life Balance.

This shows that Job Stress as a mediating variable can mediate the influence of Quality of Work Life on employees' Work Life Balance, because Job Stress which is seen from stress due to time and anxiety is something that employees consider as a mediator between the influence of Quality of Work Life on Work Life. The employee's balance.

The reason that Job Stress positively mediates the influence of Quality of Work Life on Work Life Balance in employees of PT Nindya Karya Project Indonesia is because employees can still control Job Stress in terms of stress due to time and anxiety, so that the stress experienced is positive stress. Selye deep Ekawarna (2018) group stress into two parts, namely as follows:

Eustress (positive stress). Eustress is defined as an adaptive response to a stressor, which is perceived positively by the individual (Marten, 2017). Eustress can be used as motivation and encouragement to make changes to the environment, achieve goals and achieve success in facing the challenges that exist in life (McShane et al., 2010). Positive stress or eustress is that someone takes them to motivate themselves and overcome difficulties. There are Researches that try to analyze whether eustress acts as a mediating factor to improve individual strengths and Work Life Balance along with organizational elements. Provisions such as flexible working hours, job sharing and telecommuting motivate Work Life Balance (Shanafelt et al., 2015)

Distress (negative stress), distress is stress that is destructive or unpleasant in nature. Stress in this group is experienced when individuals feel anxious, afraid, worried or restless. Under these conditions, individuals face psychological conditions that are negative, painful, and give rise to a desire for avoidance. This type of stress will have the impact of causing sadness, suffering and fear in individuals, for example the death of a loved one, serious illness, termination of employment, and so on.

The results of this study are not consistent with the research results Aruldoss et al. (2021) found that job stress partially mediates the relationship between Quality of work life and work life balance negatively,

### **The Influence of Quality of Work Life on Work Life Balance Mediated by Job Satisfaction**

The results of testing the eighth hypothesis show that the original sample value of the influence of Quality of Work Life on Work Life Balance mediated by Job Satisfaction is positive at 0.034, which indicates that the direction of influence is positive. The t-statistics value is  $1.690 > 1.65$  with a p value of  $0.047 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Satisfaction, thus the seventh hypothesis b is accepted.

Based on the calculation of the VAF value for the influence of Quality of Work Life on Work Life Balance mediated by Job Satisfaction, the VAF value in this study was 1,000 or 100%, where the VAF value was above 80%, thus indicating the role of the mediating variable, as a full mediator. This means that the Job Satisfaction variable perfectly mediates (full mediation) the influence of Quality of Work Life on Work Life Balance.

This indicates that job satisfaction as a mediating variable can mediate the influence between Quality of Work Life on employee Work Life Balance, due to Job Satisfaction which is seen in terms of pay, promotions, supervisors, allowances, contingent rewards, operating conditions, co-workers, nature of work and communication is something that employees consider as a mediator of the influence of Quality of Work Life on their Work Life Balance.

Job Satisfaction is 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 (RM et al., 2019). So, it can be said that a person's thoughts and actions to produce Job Satisfaction are determined by the individual himself in carrying out his work (Diana et al., 2022)

It can logically be said that employees who are happy at work are more likely to bring balance between work and home than those who are not. Job dissatisfaction may have a spillover effect on Work Life Balance because employees tend to carry over the feelings they face in the organization to home and life (Aruldoss et al., 2021). There is a consensus that happy employees are more productive (Joo & Lee, 2017). By being productive, employees generate more income and gain financial benefits, in addition to the intrinsic satisfaction of work (Koubova & Buchko, 2013). Since Work Life Balance relates to the right ratio of time distribution between family and work, it is likely that employees who are happy at work are likely to maintain a happy balance between work and life (Aruldoss et al., 2021).

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The results of this study are consistent with the research results Amalia et al., (2023) who found Work-Life Quality had a significant positive effect on Work-life balance mediated by Job Satisfaction. Aruldoss et al. (2021) also found that job satisfaction partially mediates the relationship between Quality of work life and work life balance in a positive way.

### **The Influence of Quality of Work Life on Work Life Balance Mediated by Job Commitment**

The results of testing the ninth hypothesis show that the original sample value of the influence of Quality of Work Life on Work Life Balance mediated by Job Commitment is positive at 0.084, which indicates that the direction of influence is positive. The t-statistics value is  $1.968 > 1.65$  with a p value of  $0.026 < 0.05$ . This shows that Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Commitment, thus the seventh hypothesis c is accepted

Based on the calculation of the VAF value for the influence of Quality of Work Life on Work Life Balance mediated by Job Commitment, the VAF value in this study was 1,000 or 100%, where the VAF value was above 80%, thus indicating the role of the mediating variable, as a full mediation. This means that the Job Commitment variable perfectly mediates (full mediation) the influence of Quality of Work Life on Work Life Balance

This indicates that Job Commitment as a mediating variable can mediate the influence between Quality of Work Life on employee Work Life Balance, because Job Commitment seen in terms of Affective commitment, Continuance commitment and Normative commitment is something that employees consider as a mediator of the influence of Quality of Work Life to Work Life Balance.

Oyewobi et al., (2019) theorized three elements of organizational commitment: Affective, Continuance and Normative commitment. Affective commitment tells about employees' emotional attachment to their organization. Continuance commitment describes an employee's perception of the potential risks and costs associated with leaving their current organization. Randeree & Chaudhry (2012) observed that there are two aspects of continuance commitment – the aspect that considers the individual sacrifice that would involve leaving the organization and the lack of alternatives available to the individual, whereas Normative commitment occurs when an employee continues to stay with the organization. organization because he feels obliged and responsible to the organization where he works for certain reasons.

The results of this study are consistent with the research results Amalia et al., (2023) also found that Work-Life Quality had a significant positive effect on Work-life balance mediated by Work Commitment. Aruldoss et al. (2021) found that job commitment partially mediates the relationship between Quality of work life and work life balance in a positive way.

## **V. CONCLUSIONS**

Based on the results of the analysis of the research and discussions that have been carried out, it can be concluded that:

1. Quality of Work Life has a significant positive effect on employee Job Stress, thus the first hypothesis is rejected.
2. Quality of Work Life has a significant positive effect on employee Job Satisfaction, thus the second hypothesis is accepted.
3. Quality of Work Life has a significant positive effect on employee Job Commitment, thus the third hypothesis is accepted.
4. Job Stress has a significant positive effect on employee Work Life Balance, thus the fourth hypothesis is rejected.
5. Job Satisfaction has a significant positive effect on employee Work Life Balance, thus the fifth hypothesis is accepted.
6. Job Commitment has a significant positive effect on employee Work Life Balance, thus the sixth hypothesis is accepted.
7. Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Stress, thus the seventh hypothesis a is rejected.
8. Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Satisfaction, thus the seventh hypothesis b is accepted.
9. Quality of Work Life has a significant positive effect on Work Life Balance which is mediated by Job Commitment, thus the seventh hypothesis c is accepted.

Based on the results of this research, researchers have several suggestions as follows:

1. For PT Nindya Karya Project Indonesia
  - a. If we look at the age of PT Nindya Karya Project Indonesia's employees, it is dominated by those with ages ranging from 30 to 34 years as many as 90 people (68.2%) with marital status dominated by married employees as many as 108 people (81.8%). This shows that project employees are young adults who are still productive but already have families, so it is important for companies to pay attention to Work Life Balance in terms of personal life interference with work because they have the lowest rating on the level of achievement of respondents. This needs to be taken into consideration because for employees who are generally married, it will be a burden on their minds if the project

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they are working on is far from their family position, which can affect their effectiveness at work, so that if possible, the placement of employees on various projects can be adjusted to the employee's status.

- b. Efforts that must be made to improve the Quality of Work Life are by increasing the provision of supervision to employees because they have the lowest rating on the level of achievement of respondents by means of supervisors must be more able to provide confidence in employee abilities, develop teamwork and pay attention to employee conditions at work so that in the future Quality of Work Life of employees is better
  - c. Efforts that must be made to improve Job Stress of employees working on projects are by paying attention to the causes of stress due to time because it has the lowest rating on the respondent's level of achievement. What companies can do is adjust the deadline for project work to the workers' abilities so that employees can work optimally and are not burdened and can use their right to leave without feeling worried about work and not getting bored with whatever the company requests regarding work.
  - d. Efforts that must be made to increase Job Satisfaction are by paying more attention to operating conditions because it has the lowest rating on the respondent's level of achievement by providing work according to the employee's abilities so that employees feel they have efficient administrative work as employees and always facilitate procedures so that the work is carried out well.
  - e. Efforts that must be made to increase Job Commitment are by paying attention to employee Affective Commitment because it has the lowest rating on the respondent's level of achievement. What can be done is to pay attention to things that can make employees happy to have a career at Nindya Karya forever, such as by providing non-financial incentives in the form of awards or family gatherings so that employees make Nindya Karya like part of the family and are emotionally attached to Nindya Karya. This aims to reduce employee turnover.
2. For Further Researchers
    - a. Future research is expected to add other variables that influence Work Life Balance by using different objects.
    - b. In the future, the number of samples will be increased in this research so that the research results will be better

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