

The Influence of Quality of Work Life and Spiritual Intelligence Through Organizational Commitment to the Performance of Civil Servants

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Abstract

This research aims to determine and analyze the influence of Quality of Work Life and Spiritual Intelligence on organizational commitment and employee performance, analyze the influence of commitment on employee performance, and to analyze the influence of quality of work life and spiritual intelligence through organizational commitment on the performance of Civil Servant employees at Bapas Class I Makassar. To achieve this goal, data collection techniques were used through distributing questionnaires with data analysis techniques using path analysis. The results of the research found that quality of Work Life and spiritual intelligence had a positive and significant effect on organizational commitment, quality of Work Life, spiritual intelligence and organizational commitment had a positive and significant effect on employee performance, and from the results of the mediation test it was found that organizational commitment could mediate The influence of quality of work life and spiritual intelligence on the performance of civil servants at Bapas Class I Makassar.

Keywords: Quality of Work Life, Spiritual Intelligence, Organizational Commitment, Employee Performance

Introduction

One of the crucial aspects of governance is the organization and regulation of government apparatus. This includes the structuring of bureaucratic institutions, systems, and the management of human resources, specifically Civil Servants. Human resources or the apparatus play a pivotal role within an organization or government in delivering services to the public (Berman et al., 2021).

Employee performance can also be influenced by factors such as quality of work life and spiritual intelligence. Employees who work continuously view their work as an integral part of their life activities. The workplace, therefore, becomes a second home, in addition to their primary residence where they rest and spend time with their families (Cuerdo-Vilches et al., 2021). Employee performance can also be influenced by factors such as quality of work life and spiritual intelligence.

The primary focus of this study is on the performance of Civil Servants at the Class I Correctional

Facility in Makassar. Consequently, the main issue addressed in this research is the performance of Civil Servants, with the research question being, "How can employee performance be enhanced through Quality of Work Life, Spiritual Intelligence, and Organizational Commitment at the Class I Correctional Facility in Makassar Spiritual intelligence refers to the individual's ability to confront and solve problems related to meaning and values, as well as the capacity to contextualize behavior and life within a broader and richer framework Inglehart & Oyserman, (2004).

Based on the previously stated research question, the researcher has formulated the objectives of this study (Alam, 2021). These objectives need to be well-defined to ensure the research remains focused and within its scope, thereby yielding objective results. The aim of this study is to examine and analyze the impact of Quality of Work Life and Spiritual Intelligence on Civil Servant performance through Organizational Commitment at the Class I Correctional Facility in Makassar.

Theoretical Framework

Quality of Work Life (QWL) is a management system paradigm rooted in humanistic philosophy. When applied within an organization or company, the principles of work are outlined as an organizational management model that treats employees humanely. As a philosophy, Quality of Work Life represents a perspective on the management of people, work, and organizations.

Quality of Work Life is a systematic organizational effort to provide greater opportunities for each employee to enhance their work outcomes and contributions to the overall organizational performance. It encompasses effective supervision, a conducive and supportive work climate and environment, a fair remuneration system, incentives and rewards, and equitable competition Chebet (2015).

The perspective on Quality of Work Life, often referred to as the quality of work life, can be understood in two ways. One approach equates Quality of Work Life with a set of objective organizational conditions and practices, such as internal promotion policies, democratic supervision, employee involvement, and safe working conditions (Gachie, 2016).

Quality of Work Life (QWL) is a multidimensional concept that offers satisfaction in work life and balance between work and personal life. This is reflected in feelings of belonging to a work group, being oneself, and receiving appreciation and respect.

Quality of Work Life pertains to the job itself, encompassing job design requirements, work environment, decision-making processes, behavioral supervision, working conditions, and the balance between work and employees' personal lives (Dettmers & Bredehöft, 2020).

Spiritual intelligence emerged from debates surrounding the roles of intellectual and emotional intelligence. This term arose because intellectual and emotional intelligence are considered to only partially determine an individual's success in life. Spiritual intelligence plays a crucial role in providing meaning to life and is not limited to religious aspects.

Spiritual intelligence is the foundation necessary to optimize intellectual and emotional intelligence by emphasizing the meaning of life and the ability to manage and endure difficulties

and suffering. The role of spiritual intelligence is to serve as the essential groundwork for effectively functioning intellectual and emotional intelligence. Spiritual intelligence is not limited to religious aspects but is broad in nature. Differences in an individual's spiritual intelligence will affect their work outcomes Skrzypińska (2021).

Organizational commitment refers to the level of loyalty, dedication, and desire of individuals to remain actively engaged within an organization. In the literature, organizational commitment has been defined in various ways. One definition, proposed by Mowday, Steers, and Porter, describes it as "the psychological strength of an individual's attachment to the organization," as cited in (Akbar, 2018).

Latu et al. (2016) define performance as the result of individual effort achieved through abilities and actions in specific situations. Employee performance is also related to the level of attainment of goals and objectives set by the government. It reflects the extent to which the vision, mission, and strategic plans of the government organization are realized through the activities carried out by employees in implementing established programs and policies.

Methods

This study is a survey research that employs questionnaires to gather data from a sample within a population. It can be classified as quantitative descriptive research because the collected data will be processed quantitatively. The data will be used to provide descriptions of empirical facts related to the research variables, the relationships between variables, and other relevant descriptions. In this study, the population under investigation consists of all employees with Civil Servant status (Aparatur Sipil Negara) working at the Class I Correctional Facility in Makassar, totaling 120 employees. The saturation sampling technique involves selecting the entire population as the sample. This approach is used because the population size is relatively small, consisting of 120 employees, thus allowing the entire population to be included as the research sample.

Instrument Testing

In this study, the researcher will utilize SPSS (Statistical Product and Service Solution) software, a computer program designed for statistical data analysis. The data analysis techniques employed in this research include validity and reliability tests, classical assumption tests, and Path Analysis. To examine the influence of intervening variables, a two-path path analysis method will be used to estimate the causal relationships between variables (causal model) as established based on theory. Path analysis itself cannot determine causality and should not be used as a substitute for assessing causal relationships between variables. Based on the research paradigm and hypotheses presented in the previous chapter, the data analysis method employed to test the hypotheses is Path Analysis. Path analysis, a part of regression modeling, can be used to analyze causal relationships between variables. In path analysis, both direct and indirect effects are considered, meaning it accounts for both direct and indirect influences. Based on the research paradigm developed according to the theoretical framework, the conceptual framework can be depicted as follows:

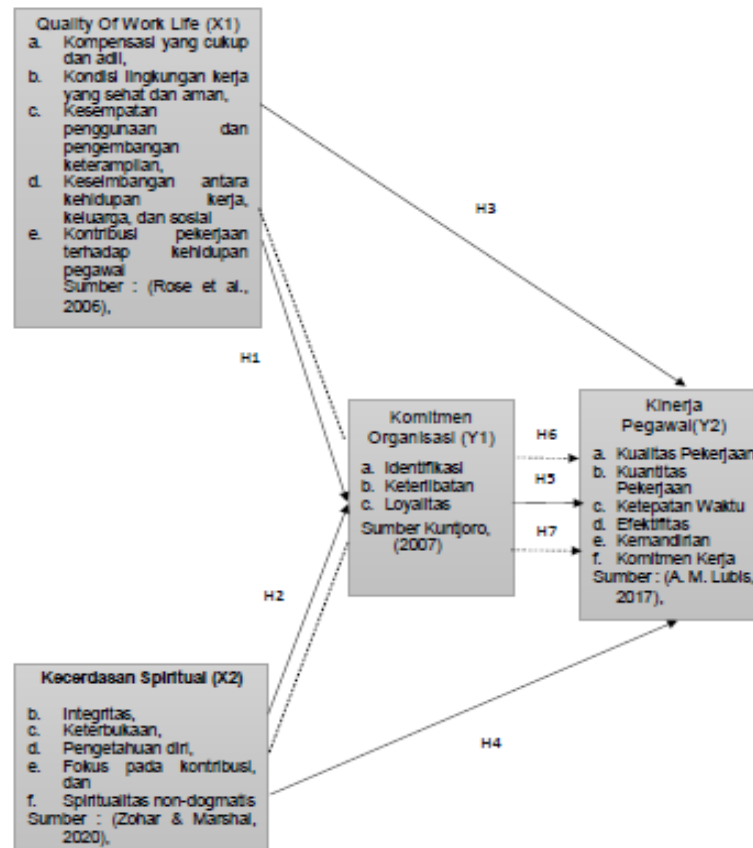


Figure 1. Conceptual Framework

Explanation:

—————> = Direct Effect

-----> = Indirect Effect

Results and Discussion

Validity and Reliability Testing of Research Instruments

Validity testing is conducted to assess the level of validation of the measurement tools used in the research. An instrument is considered valid if it accurately measures what it intends to measure and can precisely assess the data of the variables under study. The validity of an instrument reflects how closely the collected data aligns with the intended representation of the variables. To determine the validity of the instrument, a response is considered valid if it meets a minimum value of $r \geq 0.30$. Conversely, if the value is $r \leq 0.30$, the instrument is deemed invalid and unsuitable for data collection. For a more detailed examination of the validity testing results for the variables of Quality of Work Life, Spiritual Intelligence, Organizational Commitment, and Employee Performance, please refer to the following table:

Table 1. Results of Validity Testing (Quality of Work Life, Spiritual Intelligence, Organizational Commitment, and Employee Performance)

Variable Study	Statement	Corrected item total correlation	Conclusion (Fcorelas) > 0.30)
Quality of work Life (X1)	Statement X1.1.1	0.435	
	Statement X1.1.2	0.581	
	Statement X1.2.1	0.570	
	Statement X1.2.2	0.551	
	Statement X1.3.1	0.655	Valid
	Statement X1.3.2	0.498	
	Statement X1.4.1	0.589	
	Statement X1.4.2	0.444	
	Statement X1.5.1	0.444	
	Statement X1.5.2	0.390	
Intelligence Spiritual (X2)	Statement X2.1.1	0.461	
	Statement X2.1.2	0.515	
	Statement X2.2.1	0.436	
	Statement X2.2.2	0.636	
	Statement X2.3.1	0.590	Valid
	Statement X2.3.2	0.541	
	Statement X2.4.1	0.525	
	Statement X2.4.2	0.439	
	Statement X2.5.1	0.364	
	Statement X2.5.2	0.582	
Organization (Y)	Statement Y1.1	0.813	
	Statement Y1.2	0.702	
	Statement Y2.1	0.738	Valid
	Statement Y2.2	0.749	
	Statement Y3.1	0.638	
	Statement Y3.2	0.696	
Performance Employee (Z)	Statement Z.1.1	0.660	
	Statement Z.1.2	0.503	
	Statement Z.2.1	0.659	
	Statement Z.2.2	0.626	
	Statement Z.3.1	0.755	
	Statement Z.3.2	0.615	Valid
	Statement Z.4.1	0.732	
	Statement Z.4.2	0.731	
	Statement Z.5.1	0.787	

Source: Primary data processed with SPSS

Based on the data in the table above, the corrected item-total correlation values for Quality of Work Life (X1), Spiritual Intelligence (X2), Organizational Commitment (Y), and Employee Performance (Z) are all above the 0.30 significance level. Since the correlation values exceed 0.30, it can be concluded that the items for each research variable are valid and can be used for further analysis.

Reliability Testing of Research Instruments

Reliability is an index that indicates the extent to which a measurement tool can be trusted or depended upon (Mokkink et al., 2020). Reliability testing is conducted to determine whether the instrument used can serve as an effective information-gathering tool. The criterion for reliability testing is considered satisfactory if the Cronbach's alpha value is greater than 0.60. The results of the reliability testing for the variables of Quality of Work Life, Spiritual Intelligence, Organizational Commitment, and Employee Performance are presented in the following table:

Table 2. Results of Reliability Testing

Reliability Statistics quality of work life	
Cronbach's Alpha	N of Items
0,830	10
Reliability Statistics Kecerdasan spiritual	
Cronbach's Alpha	N of Items
0,823	10

Based on Table 2, which presents the results of the reliability testing, the Quality of Work Life variable, with 10 items, has a Cronbach's alpha of 0.830. The Spiritual Intelligence variable, with 10 items, has a Cronbach's alpha of 0.823. The Organizational Commitment variable, with 6 items, has a Cronbach's alpha of 0.897, and the Employee Performance variable, with 12 items, has a Cronbach's alpha of 0.923. Since the Cronbach's alpha values for all four research variables exceed 0.60, it can be concluded that each variable is reliable, and thus, all four variables are suitable for further analysis.

Path Analysis of the Impact of Quality of Work Life and Spiritual Intelligence on Civil Servants' Performance Through Organizational Commitment (Sub-Structure 1 Testing)

The effect of Quality of Work Life and Spiritual Intelligence on Civil Servant performance through Organizational Commitment at the Class I Correctional Facility in Makassar (sub-structure 2 testing). Based on the regression equation analysis processed using SPSS version 27, the results can be described as follows:

The Impact of Quality of Work Life and Spiritual Intelligence on Organizational Commitment (Sub-Structure 1)

To assess the impact of Quality of Work Life and Spiritual Intelligence on Organizational Commitment at the Class I Correctional Facility in Makassar using SPSS version 27, the results are presented in the following table:

Table 3. Path Analysis of Sub-Structural Model 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.110	0.382		0.288	0.774
	Quality Of Work Life	0.464	0.110	0.349	4.206	0.000
	Kecerdasan Kecerdasan	0.557	0.112	0.414	4.982	0.000
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate		
1	0.678	0.459	0.450	0.557		

Source: Data was processed with SPSS version 27

Based on the regression data processed using SPSS version 27, the regression equation is as follows: $Y = 0.349X_1 + 0.414X_2$. This indicates that the regression coefficient for the variable X_1 is 0.349, meaning that Quality of Work Life positively influences Organizational Commitment at the Class I Correctional Facility in Makassar. Similarly, the regression coefficient for the variable X_2 is 0.414, which signifies that Spiritual Intelligence positively impacts Organizational Commitment at the same facility.

Furthermore, to understand the relationship between Quality of Work Life and Spiritual Intelligence on Organizational Commitment at the Class I Correctional Facility in Makassar, we examine the correlation and coefficient of determination. The obtained R value is 0.678, indicating a strong relationship between Quality of Work Life and Spiritual Intelligence and Organizational Commitment. The coefficient of determination is 0.450, meaning that Quality of Work Life and Spiritual Intelligence account for 45% of the variance in Organizational Commitment, while the remaining 55% is explained by other factors not included in this research model.

The Impact of Quality of Work Life, Spiritual Intelligence, and Organizational Commitment on the Performance of Civil Servants at Bapas Kelas I Makassar (Sub-Structure 2)

To determine the impact of Quality of Work Life, Spiritual Intelligence, and Organizational Commitment on Civil Servant performance at the Class I Correctional Facility in Makassar, the results of the multiple regression analysis are presented in the following table:

Table 4. Path Analysis of Sub-Structural Model 2

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.649	0.303		2,142	0.034
	Quality Of Work Life	0.333	0.094	0.296	3.546	0.001
	Kecerdasan Spritual	0.235	0.098	0.207	2.407	0.018

	Komitmen Organisasi	0.296	0.073	0.345	3.981	0.000
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.727	0.528	0.516	0.442		

Source: Data was processed with SPSS version 27

Based on Table 4, which presents the results of the regression data analysis, the multiple regression equation can be formulated as follows: $(Y = 0.296 + 0.207X_2 + 0.345X_3)$. From the analysis of the regression equation, it can be concluded that the regression coefficient for (X_1) is 0.296, indicating that an improvement in the quality of work life positively influences the performance of civil servants at Bapas Kelas I Makassar. The regression coefficient for (X_2) is 0.207, suggesting that spiritual intelligence has a positive effect on enhancing the performance of civil servants at Bapas Kelas I Makassar. The regression coefficient for (X_3) is 0.345, implying that organizational commitment positively impacts the performance of civil servants at Bapas Kelas I Makassar. Furthermore, with an R-value of 0.727, it can be concluded that there is a strong correlation between the quality of work life, spiritual intelligence, and organizational commitment and the performance of civil servants. This strong correlation underscores the collective importance of these factors in influencing employee performance.

The adjusted (R^2) value of 0.516 indicates that 51.6% of the variability in the performance of civil servants can be explained by the variables quality of work life, spiritual intelligence, and organizational commitment. The remaining 48.4% is influenced by other factors not included in this research model.

In relation to the results of the path analysis conducted, this study demonstrates that both directly and indirectly, quality of work life and spiritual intelligence have a positive and significant effect on the performance of civil servants through organizational commitment. Therefore, this research will present the hypothesis testing results, as shown in the following table:

Table 5. Hypothesis Testing Results

No	Hipotesis	Standardized Coefficient			pvalue	Conclusion
		Direct Effect	Indirect Effect	Total Effect		
1	H.1	0.349	-	0.349	0.000	Proven
2	H.2	0.414	-	0.414	0.000	Proven
3	H.3	0.296	-	0.296	0.001	Proven
4	H.4	0.207	-	0.207	0.018	Proven
5	H.5	0.345	-	0.345	0.000	Proven
6	H.6	0.296	0.121	0.417	0.008	Proven
7	H.7	0.207	0.143	0.350	0.003	Proven

Based on the hypothesis testing results shown in the table, the findings indicate that the first through the fifth hypotheses are supported. Additionally, the sixth and seventh hypotheses are also supported, demonstrating that organizational commitment mediates the impact of quality

of work life and spiritual intelligence on the performance of civil servants at Bapas Kelas I Makassar.

Conclusion

The conclusions drawn from the results of this research are as follows: The analysis of the regression equation indicates that the quality of work life has a positive and significant effect on organizational commitment at Bapas Kelas I Makassar. Additionally, spiritual intelligence has a positive and significant effect on organizational commitment at Bapas Kelas I Makassar.

The analysis of the regression equation concludes that the quality of work life has a positive and significant effect on the performance of civil servants at Bapas Kelas I Makassar. Similarly, the analysis indicates that spiritual intelligence also has a positive and significant effect on the performance of civil servants. Additionally, organizational commitment positively and significantly impacts the performance of civil servants at Bapas. Mediation tests using the Sobel test calculator online reveal that organizational commitment mediates the effect of quality of work life on the performance of civil servants. Similarly, organizational commitment mediates the effect of spiritual intelligence on the performance of civil servants at Bapas Kelas I Makassar. It is recommended to establish a healthy and safe work environment by increasing security measures, such as adding security personnel and installing additional CCTV cameras, to ensure that civil servants feel safe in their daily work activities. To enhance the performance of civil servants, Bapas Kelas I Makassar should organize training, workshops, and seminars aimed at improving the skills of each employee. Civil servants should always focus on making positive contributions to improve the quality of their work in the future. It is also suggested that every employee should internalize the organization's values and goals, fostering a sense of pride in being a part of Bapas Kelas I Makassar.

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