

# The mediating effect of life complexity and dynamic, and work-life conflict on the effect of motivation on continuance commitment and quality of life of female factory workers in Jabodetabek

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## ABSTRACT

Motivation arising due to the need can be a factor that increases continuance commitment to an organization, which is expected to have an effect on the improvement of the quality of life. This research was conducted on 126 female factory workers who are already married and have children. This study aims to examine the mediating effect of life complexity and dynamic and work-life conflict on the effect of commitment on continuance commitment and quality of life of the respondents. The results could not prove the significant influence of motivation on the quality of life, either directly or through the mediation of life complexity and dynamic, work life conflict and continuance commitment. Despite a high-perceived value, motivation has no significant positive effect on the quality of life of female factory workers. Other results found in this study show the direct influence of motivation in improving continuance commitment, in which the influence is significant and strong. Meanwhile, life complexity, dynamics, and work-life conflict, as the mediating factors, also have significantly and positively weak influence.

## ABSTRAK

Motivasi yang timbul karena kebutuhan dapat menjadi faktor yang meningkatkan kelangsungan komitmen terhadap sebuah organisasi, yang diharapkan memiliki pengaruh pada peningkatan kualitas hidup. Penelitian ini dilakukan pada 126 pekerja pabrik perempuan yang sudah menikah dan memiliki anak. Penelitian ini bertujuan untuk menguji pengaruh mediasi kompleksitas kehidupan dan konflik yang dinamis dan kehidupan kerja tentang pengaruh komitmen pada kelangsungan komitmen dan kualitas hidup dari responden. Hasil penelitian tidak dapat membuktikan pengaruh yang signifikan motivasi pada kualitas hidup, baik secara langsung atau melalui mediasi kompleksitas dan dinamika kehidupan, konflik kehidupan kerja dan kelangsungan komitmen. Meskipun dirasakan bernilai tinggi, motivasi tidak berpengaruh positif yang signifikan terhadap kualitas hidup pekerja pabrik perempuan. Hasil lain yang ditemukan dalam penelitian ini menunjukkan pengaruh langsung motivasi dalam meningkatkan kelangsungan komitmen, di mana pengaruh yang signifikan dan kuat. Sementara itu, kompleksitas kehidupan, dinamika, dan konflik kehidupan kerja, sebagai faktor mediasi, juga memiliki pengaruh yang lemah secara signifikan dan positif.

## 1. INTRODUCTION

Investment in manufacturing industries in JABODETABEK (Jakarta, Bogor, Depok, Tangerang, and Bekasi) has been one of the supports of the economic growth in the region. Many people in the outskirts of this region are dependent on the job of being factory workers in both local enterprises and

foreign-owned enterprises. Most of them are dominated by both married and unmarried women.

For married women, being factory workers is not a pleasant option. Strict working hours and routine work are boring and tiring. Therefore, it is a challenge for them in running a dual role for those who are married and have children. Such a situa-

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tion can lead to work-life conflict (WLC), in which women as the bearers of dual role have to undergo domestic role in the household and the role in the workplace at the same time. WLC will increase when the life complexity and dynamic contributes to the occurrence of the conflict (Crooker, Smith & Tabak 2002).

On the other hand, the low level of their education makes the compensation received relatively low, which in turn affects the perceived quality of life. This problem is particularly experienced by female factory workers in manufacturing industry. Based on the record of the Central Bureau of Statistics (BPS) in 2012, of 112 million workers in Indonesia, 43 million of them are female workers (Rini 2015). The number of female worker in such industry is very high. As mentioned in national newspaper Kompas (2013), in Jakarta there are about 80,000 factory workers, 90 percent of them are female. Ramidi (2015) suggests 80 percent of female manufacturing workers are only elementary school graduates. The fact can be seen from the phenomenon of quality of life of the manufacturing industry workers who are relatively low, especially in JABODETABEK region. Meanwhile, research shows that the workers who have a good quality of life are believed to have a good performance to support the progress of the organization (Fonseca & Verma 2001). The phenomenon of the number of female workers in manufacturing industry is an indication that the lives of families in the region are still under economic pressure, so that the housewives are encouraged to contribute to the family economy.

Although work-family conflict is recognized to increase turnover intention (Lazar, Osoian & Ratiu 2010), from some observations in the field, it is known that many female factory workers in JABODETABEK can survive working in the factory in the long term. This condition is likely to occur because they need extra income to support their family (Maslow's physiological motivation). With their status as housewives, they are still able to manage their dual role and show their commitment to the company, which is specifically called continuance commitment (CC).

In reality, the organization's attention to the female factory workers in manufacturing industries seems to have not dealt with their dual role so that the work-life conflict (WLC) is unavoidable. The woman's dual role is two or more roles a woman must do at the same time. That roles include domestic role, as a housewife, and public role, as a worker in labor market, (Rustiani 1996 in Purba 2014). This dual role will create a conflict of roles

that can add WLC. In such situations, a factory worker needs organizational support in order to cope with the complexity and conflicts of roles she faces so that her quality of life can be improved.

This study aims to find out the condition of workers at the lower level, in this case the female workers in the factory, in order to obtain an overview of how the workers are motivated and able to commit themselves despite WLC and life complexity and dynamic (LCD) perceived. Additionally, this study also examines the test results of the mediating variables of LCD, WLC, and CC on the motivation in improving perceived quality of life.

As described, the phenomenon of the high number of female factory workers in manufacturing industries in JABODETABEK region is an indicator of the high economic demands in the family that reflects the relatively low quality of life in the region. Although they have low income and experience the complexity in life, the continuance commitment (CC) of female factory workers apparently remains high. The effect of motivation, that drives the factory workers to work, on CC, despite the perceived LCD and WLC, is interesting to study. At the same time, how motivation, LCD, WLC and CC affect the quality of life is also important in this study.

This research is conducted for female factory workers who are already married and have children. The research site is in JABODETABEK (Jakarta, Bogor, Depok, Tangerang, dan Bekasi). Respondents are female factory workers were asked to fill out a questionnaire with limited time and funds. The variable of commitment in this study is only related to continuance commitment (CC).

This research is essential, given that the research on the conditions of female workers in manufacturing industries related to the topic of motivation, WLC, commitment, and quality of life is still relatively rare in Indonesia. This research is also expected to provide an overview and contribution to the company and decision makers with regard to human resources (HR) in the industry in question.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

### Motivation

Maslow's hierarchy of needs theory states that a person will always meet his physiological needs and safety first and then the social needs, esteem and self-actualization. The urgency to meet the needs of economy makes these female factory workers keep working although facing LCD and high WLC. One of motivation theories, namely content theory, states that a person will continue to be

compelled to act because of the encouragement of urgent needs. Hierarchy of needs can also be attributed to how the fulfillment of one's life stage by stage that is ultimately relevant to the perceived picture of quality of life (Clarke & Islam 2004 in Lazim & Osman 2009). In many discussions, the coverage of quality of life can be seen in a broad scope covering the needs and desires. Motivation and commitment are the factors of effort in improving the performance (Ingram, Lee & Skinner 1989), in which the performance can affect the fee that is able to improve the welfare.

Maslow developed his theory for the application beyond psychology. In addition, several researches have also been extended for the purpose of development and quality of life issues in a strong link in the understanding of the relationship between human motivation and quality of life (Hagerty 1999 and Sirgy 1986 in Lazim & Osman 2009). Some of the research findings, among others are conducted by Wittmer (1991) and Moon (2000) also state extrinsic factors such as rewards which are still a high motivational factor even at the level of manager. Thus, the motivation of individuals at work can be a factor that increases the commitment to persevere in the company. For female factory workers, it is expected to meet the necessities of life that will improve their quality of life.

### **Continuance Commitment**

Allen and Meyer (1990) defined organizational commitment as a multidimensional construct consisting of three different types of organizational commitment, namely: affective commitment, normative commitment, and continuance commitment. Furthermore, it is also expressed that, in continuance commitment, the perceived sacrifice from investment is associated with bureaucracy setting (including economic issues such as payments, benefits, and promotion opportunities) and problems outside of work such as matters involving connection with the community and the adjustments that must be made by the employees' families if they leave their job (Powell & Meyer 2004). The employees who have a continuance commitment remain in the organization because the organization gives them benefits and personal outcomes desired that they do not want to sacrifice (Johnson & Chang 2006). Employees feel more attached and committed to the organization if they feel that the organization supports, encourage (ethical conduct), and will apply the opposite of the unethical conduct (Trevino et al. 1998, in Erben & Guneser 2008).

### **Quality of Life**

Quality of life is defined by the World Health Organization (WHO) as an individual assessment of the quality of human life and a person's perception on life under the influence of his cultural value system. There is little consensus on the meaning of quality of life in conceptual and measurement, either according to objective indicators (such as death, income, and attainment in education) or subjective indicators (such as happiness and satisfaction). Hughes & Thomas (1998) in Coverdill, Lopes & Petrie (2011) suggest that quality of life is measured by happiness in marriage, overall happiness, health status and trust. Quality of life also includes both standard of living in the material and subjective measurement such as happiness, fulfillment of interpersonal relationships, and various benefits from central government policies (Tilt 2011). Quality of life refers to the well-being of individuals and society in general. Indicators of quality of life include the factors that not only focus on money and jobs, but also the surrounding, environment, physical and mental well-being, education, leisure, and social relations (Bano, Chadda & Hussain 2015). According to Diener et al. (1999) and Greenley et al. (1997) in Cheung and Leung (2010), quality of life refers to one's evaluation of the living conditions, which are applied in an individual's life. Quality of life consists of his life at work, leisure, finance, and social life.

In Japan, quality of life is expressed in 16 areas, namely: 1) housing; 2) friendship; 3) marriage; 4) standard of living; 5) household income; 6) health; 7) education; 8) work; 9) relations with neighbors; 10) public security; 11) environmental conditions; 12) social welfare system; 13) democratic system; 14) family life; 15) leisure; and 16) spiritual life (Inoguchi and Fujii 2009). In their study found that marriage and satisfaction with married life affect the quality of life in Japan. This research is relevant to the research conducted by Campbell, Converse & Roger (1976) in the United States stating that a person's overall life satisfaction is affected by the satisfaction of domains combination of his life. The perceived domain priority is the determinant of the high degree of perceived life satisfaction. The results show that the domains which have more influence in general are family, marriage, followed by financial, housing conditions, and employment.

In Indonesia, quality of life is still referring to the Human Development Index (HDI) which is determined by WHO. HDI includes physical health, psychological health, social relationships, and environment (Skevington, Lotfy & O'Connel

2004). Low level of quality of life in Indonesia encourages the Government to continue to raise Indonesia's Human Development Index (HDI) through the concept of Human Development in Indonesia, which is then translated into National Action Plan for Human Development in Indonesia. From some of the criteria of quality of life that has been presented, the factor of economic well-being becomes one of the measures included in various sizes of quality of life. In this case, the factors that determine the achievement of the requirements of quality of life are decent food, clothing, and shelter, education and health care, transportation and recreation, and savings, in which all of the requirements need funds to meet them, in addition to environmental and mental health. Due to the urgency to meet the economic needs, the female factory workers keep working despite the high complexity and dynamic life. In addition, that factor affects their perception in assessing quality of life.

### **Life Complexity and Dynamic and Work-Life Conflict**

Researches show that work-family conflict has a negative association with the perceived quality of life. Quality of life is totally related to work, family, community, religion and leisure (Michalos 1985; Rice et al. 1985). The occurrence of work-family conflict on working women who have dual role can degrade a wide range of satisfaction such as job and life satisfaction (Kossek & Ozeki 1998). The various research results on the women working in the field of Information Technology (Quesenberry & Trauth 2007) found that if the women whose husbands have traditionally minded in developing needs of work and family roles, the conflict will increase. If the women become the main breadwinner with the husbands stay at home, the decreased productivity, increased absenteeism, and turnover are the consequences of work-life imbalance. Voydanoff (2004) found that the availability of family support policies and organizational support to the work-family issues can reduce work-family conflict. Work-family conflict on the other hand can also increase the desire to stop working. There are many factors that make employees want to get out of a company, such as dissatisfaction with the organization and the difficulty of dividing time or attention to the family. The more complex and dynamic the individual's life is, the more difficult for him to feel the balance of roles. The variable of life complexity and dynamic is described by the indicators of: (a) home and extended family; (b) job and employer; (c) occupation or profession; and (d)

community and free time activities (Crooker, Smith & Tabak 2002). Everyone has different complexity from one to another, so the solution that can be decided to address the complexity must also be returned to the condition of each individual.

When the work-family conflict continues to rise, it will eventually be a challenge for both employees and organization, because the involvement of employees in two roles of the different field, i.e. workplace and home, is likely to affect the individual's performance as a whole (Grzywacz & Marks 2000). The complexity and dynamic environment is a condition that accompanies an individual in running his role both inside and outside the workplace. Indicators of this variable can be described in several dimensions, such as household size, practical mechanisms, demographic linkage (Tsui, Egan & O'Reilly 1992; Tsui and O'Reilly 1989). Work-family conflict can occur because of the expectations of the two domains (work or family) which cannot be in line due to different obligations and norms (Burke 1986; Zedeck & Mosier 1990 in Hargis et al. 2011). Therefore, the performance in a domain of life (eg employment) reduces the amount of time, energy, and the availability of other resources for another domain (eg family). In a society that is capable of managing household chores the same as in the company, the use of substitution to replace tasks / work at home with sharing, outsourcing or delegating with trust can be considered to lower the WLC, (De Ruijter et al. 2005 in Purba 2014). For the case in Indonesia, one of the solutions is to use the services of a housekeeper (Purba 2014). But this will surely be very different for the families with low income level. For them, it will be difficult to pay the other parties to take over the tasks in the household. One of the ways that are most likely done by female workers in overcoming a dual role conflict, when there is no organizational support, is to manage their domestic role well, either alone or with their partner.

The phenomenon of the female factory workers in JABODETABEK indicates that work-life conflict (WLC) does not always encourage factory workers to stop working. This may be related to one of job satisfaction factors: i.e. factor of discrepancies, in which job satisfaction is a level, so that every individual has what is expected from the work he does

### **Research Models**

This study will test the models that address the problems that have been raised on the background of the study. These models will examine the effect

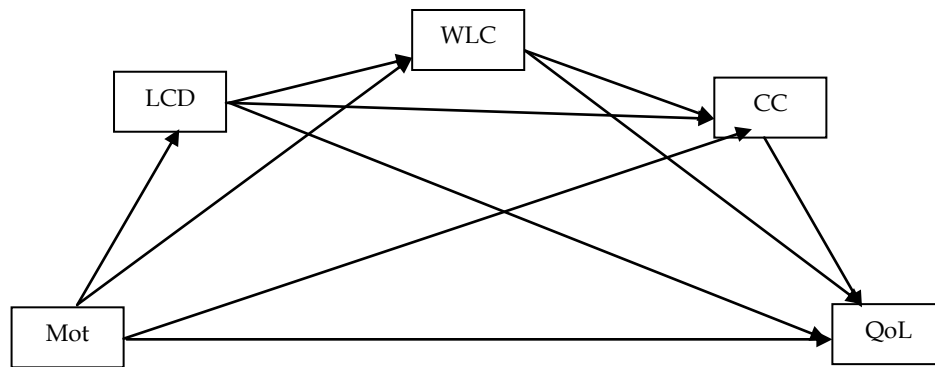


Figure 1

**Model 1: The Mediation of Life Complexity and Dynamic, Work-Life Conflict, and Continuance Commitment on the Effect of Motivation on Quality of Life**

Description:

Mot = Motivation

LCD = Life Complexity and Dynamic

QoL = Quality of Life

WLC = Work-Life Conflict

CC = Continuance Commitment

of motivation on quality of life with the mediating effect of life complexity and dynamic, work-life conflict, and continuance commitment (see Figure 1).

### Conceptual Hypothesis

H1: Motivation can increase life complexity and dynamic

H2: Motivation can increase work-life conflict.

H3: Life complexity and dynamic can increase work-life conflict

H4: Life complexity and dynamic can decrease continuance commitment

H5: Work-life conflict can decrease continuance commitment

H6: Motivation has an effect on continuance commitment

H7: Life complexity and dynamic can decrease quality of life

H8: Work-life conflict can decrease quality of life

H9: Continuance commitment can increase quality of life

H10: Motivation has direct effect on quality of life

H11: Life complexity and dynamic, work-life conflict and continuance commitment can mediate the effect of motivation on quality of life.

## 3. RESEARCH METHOD

### Population and Sample

The population consists of female factory workers in JABODETABEK who were already married and had children. It is so hard to count the number of population in this study that the research was conducted using convenience sampling technique.

Questionnaires were distributed to residential areas of factory workers in Jakarta, Bogor, Depok, Tangerang and Bekasi, in which each area gets 50 copies of questionnaire. Of the 250 questionnaires distributed, only 126 questionnaires were fit to use because many questionnaires were not returned or returned but incomplete.

### Data and Measurement

Data were collected from participants of female factory workers who were already married and had children in JABODETABEK using questionnaire. The questionnaire was designed using a scale of 1 to 10, representing the answers from strongly disagree to strongly agree on respondents' perceptions of the statements that had been prepared for each indicator of the variable.

### Operational Definition

The operational definitions in this stud are:

1. *Motivation* is a factor that encourages female factory workers to work with Maslow's hierarchy of needs. Here are examples of the five indicators of motivation, among others: I work for a living to support the family, I work in a factory because it is more secure and not easily dismissed (Maslow's hierarchy of Needs theory).
2. *Life complexity and dynamic* is the living conditions of workers related to the family environment and complex and dynamic work. Here are examples of the six indicators of LCD: The number of people living in my home is more than four people, my children today need atten

**Table 1**  
**Description of the Mean Value of Questionnaire Results**

No	WLC	QoL	MOT	CC	LCD
Q1	4.7	8.1	8.8	7.9	5.5
Q2	4.2	9.1	7.6	6.9	8.8
Q3	6.0	-	8.9	7.8	6.6
Q4	8.0	-	8.0	4.7	6.1
Q5	5.3	-	8.4	6.6	-
Q6	5.7	2.6		7.3	-
Q7	-	-			3.3
Q8	5.2	-			6.6
Q9	2.7	4.9			
Q10	-	5.8			
Q11	5.1	7.7			
Q12	6.9	7.4			
Q13	4.7	7.6			
Q14					
Q15					
Q16					
Mean	5.3	6.7	8.3	6.9	6.2

tion and supervision (Crooker, Smith & Tabak 2002).

3. *Work-life conflict* is a work conflict arising from the pressure of mutually exclusive roles at the same time. Here are examples of the eleven indicators of WLC, among others: I find it difficult to divide time between responsibility for family and responsibility for work, I find it difficult to take care of my children.
4. *Continuance commitment* is a commitment arising from awareness of the impossibility of choosing other social identities or other alternative behaviors because of the threat of big losses (Allen & Meyer 1990). Here are examples of the six indicators of CC, among others: I work here because there are no other factories that pay a larger salary, I will continue to work here because I cannot get a better company.
5. *Quality of Life* is the concept of levels which are summarized intricately referring to HDI set by the WHO, such as physical health, psychological health, social relationships and environment. Here are examples of the eight indicators of QoL, among others: By working, my family can meet the needs of a healthy diet, my environmental and social condition is comfortable (clean, safe, neat and family-oriented).

#### Research Limitations

In this study, there are still some limitations which make this study cannot be generalized to all female factory workers in JABODETABEK. Some of the limitations are as follow:

1. It is so difficult to calculate the population of female factory workers who are already married and have children that the sampling is merely a convenience sampling.
2. It is so difficult to obtain the index number of quality of life of each participant that the measurement of quality of life is derived only from subjective perception of participants.
3. It is so difficult to obtain complete and detailed data that the sample used in this study is less than half the data spread.
4. Characteristics of respondents with low levels of education become one of the constraints in designing a more complete indicator for the difficulty in filling out questionnaires with more complex indicators.

#### 4. DATA ANALYSIS AND DISCUSSION

##### Data Analysis

Research data analysis was conducted using SPSS application for Windows 22.0 by employing macros and templates of Preacher and Hayes 2013. The test was done to get an overview of the effect of each independent variable on the dependent variable as well as to examine the mediating effect of the variables in the model.

Validity test was carried out on 34 samples of 50 questionnaires distributed on preliminary research, in which 16 of them are incomplete and therefore unusable. After conducting validity and reliability tests using Cronbach alpha test, some invalid variables are not processed. For the variables of continuance commitment and motivation,

**Table 2**  
**Model Summary of Test Results**

R	R-sq	MSE	F	df1	df2	p
Model Summary Outcome LCD						
0.1593	0.0254	3.7792	3.2292	1.0000	124.0000	0.0748
Model Summary Outcome WLC						
0.1917	0.0368	3.9773	2.3466	2.0000	123.0000	0.10
Model Summary Outcome CC						
0.6558	0.4301	3.0829	30.6920	3.0000	122.0000	0.0000
Model Summary Outcome QoL:						
0.1744	0.0304	2.1625	0.9493	4.0000	121.0000	0.4381

**Table 3**  
**Hypothesis Test Results**

Description	coeff	se	t	p	LLCI	ULCI
Outcome LCD						
constant	5.0344	0.7090	7.1010	0.0000	3.6312	6.4377
MOT	0.1481	0.0824	1.7970	0.0748	-0.0150	0.3112
Outcome WLC						
constant	3.5264	.8626	4.0880	0.0001	1.8189	5.2338
LCD	0.1583	0.0921	1.7180	0.0883	-0.0241	0.3406
MOT	0.0881	0.0856	1.0292	0.3054	-0.0814	0.2577
Outcome CC						
constant	-0.5383	0.8094	-0.6651	0.5073	-2.1406	1.0640
LCD	0.2674	0.0821	3.2577	0.0015	0.1049	0.4299
WLC	0.2298	0.0794	2.8944	0.0045	0.0726	0.3869
MOT	0.5561	0.0757	7.3437	0.0000	0.4062	0.7060
Outcome QoL:						
constant	5.9147	0.6791	8.7093	0.0000	4.5702	7.2592
LCD	0.1127	0.0717	1.5724	0.1185	-0.0292	0.2546
WLC	-0.0491	0.0687	-0.7142	0.4765	-0.1852	0.0870
CC	-0.0180	0.0758	-0.2371	0.8130	-0.1681	0.1321
MOT	0.0609	0.0762	0.8000	0.4253	-0.0899	0.2117

Source: Processed Results using SPSS and macro Hayes 2013.

all indicators meet the requisites of being *valid* and *reliable*. The indicators of variable of work-life conflict, which are neither valid nor reliable, are not processed. They are Q7 and Q10, for the variable of life of complexity and dynamic are Q5 and Q6, while for the variable of quality of life are Q3, Q4, Q5, Q7 and Q8 (see Table 1 ).

### Description of Respondents

The majority of > 50% of respondents are between 22 and 30 years old, and 37.3% are over 30 years old, while the rest are between 18 and 21 years old. Almost all of the respondents claim not to have housekeeper and 80.16% have 1 or 2 children. Most (42%) employees have been working for between 2 and 5 years, while 26% are less than 2 years, and 21.4% have been working between 6 and 10 years. In general, the respondents live not far from where

they work. The employees agreed to receive wages as much as minimum wage in a scale 7 out of 10. Their last education is from primary school to secondary school. Here are the results of participants' perceptions on the indicators in the questionnaire in the overall mean number for the indicators whose validity and reliability have been tested.

Based on the results of the calculation of the overall average (Table 1), it is found that according to the perception of respondents, the value of motivation is relatively high (8.3). In general, they agree that they are working for a living, have friends/acquaintances, improve family status and are able to excel in the figure above 8 out of 10. For the sense of security from job dismissal, they also agreed with the figure of 7.6. For the quality of life, there are various answers. They agreed that working can meet healthy food and decent shelter and

**Table 4**  
Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
0.0609	0.0762	0.8000	0.4253	-0.0899	0.2117

**Table 5**  
Indirect effect(s) of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Total	0.0000	0.0468	-0.0936	0.0949
Ind1	0.0167	0.0168	-0.0022	0.0723
Ind2	-0.0012	0.0022	-0.0121	0.0006
Ind3	-0.0007	0.0036	-0.0106	0.0047
Ind4	-0.0001	0.0005	-0.0021	0.0005
Ind5	-0.0043	0.0079	-0.0349	0.0040
Ind6	-0.0004	0.0022	-0.0087	0.0022
Ind7	-0.0100	0.0439	-0.1093	0.0737

can meet the needs of daily life in the figure above 8. Although in the pre-test, the statement for the children to attend school at the age of school and can seek treatment when ill, the figure is high but this statement cannot be processed further because it is invalid. While the answer for saving is relatively low at 4.9, and for the environment and mental health, the answer is relatively good with the figure above 7.

Overall, quality of life is at 6.7 with the highest figure is on their statement to live in decent housing and followed with a good perception on the fulfillment of the needs of daily life.

Continuance commitment is also relatively high, at the figure of above 6.9 except for the desire to work for long periods at a relatively low figure of 4.7. It is different from the previous supposition that in fact participants perceive the life complexity and dynamic and work-life conflict moderately, although by working as factory workers they undergo a dual role in such a manner.

### Results of Hypothesis

In the model, motivation was tested whether it could improve the quality of life mediated by the variables of life complexity and dynamic, work-life conflict, and continuance commitment. In other words, these variables will be analyzed whether they have an effect on quality of life of female factory workers or not.

The test was carried out using SPSS V.22 and macros, Hayes 2013; Model= 6; Y= QoL; X = Mot; M1 = LCD; M2= WLC; and M2 = CC. The test results are shown in the Model Summary with the outcome that quality of life has R-sq value of 0.0304; F= 9493; p= 0.4381 indicating that life complexity and dynamic, work-life conflict, conti-

nuance commitment, and motivation simultaneously have no significant effect on quality of life of women factory workers in JABODETABEK, in which the p-value > 0.05. The test results are presented in Table 2.

The results in Table 3 show that the hypothesis 1, 2, 3 proved to be insignificant. The test results for hypothesis 1 show that motivation has an effect to increase life complexity and dynamic, with t value of 1.7970 and p value of 0.0748. In the test results for hypothesis 2, motivation has insignificant effect on work-life conflict, with t value of 1.0292 and p value of 0.3054. This similarly occurs in the test results of hypothesis 3 on the effect of life complexity and dynamic on work-life conflict, with t value of 1.7180 and p value of 0.0883.

Meanwhile, the test results for the hypothesis 4, life complexity and dynamic has significant effect to decrease continuance commitment, but with reverse direction with t value of 3.2577 and p value of 0.0015. Similarly to the test results for hypothesis 5 in which work-life conflict has significant effect to decrease continuance commitment, but with reverse direction. However, the test results for hypothesis 6, motivation has significant positive effect to increase continuance commitment, with t value of 7, 3437 and p value of 0.0000.

In another section, the test results for the hypothesis 7, 8, 9 and 11 found no significant results. For the hypothesis 7, 8, 9, the p value is shown in Table 6, in which all > 0.05, so that the life complexity and dynamic, work-life conflict, continuance commitment, and motivation partially have no significant effect on quality of life.

The test results for direct-effect (hypothesis 10), the effect of motivation on quality of life is also proved to be insignificant. For hypothesis 11, the

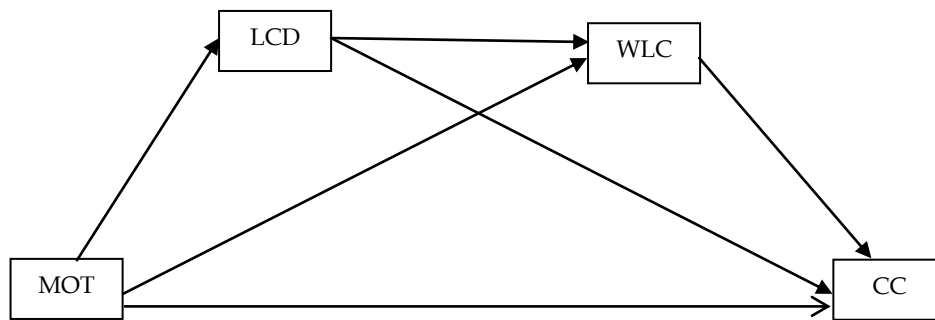


Figure 2

**Model 2: The Mediation of Life Complexity and Dynamic and Work-Life Conflict on the Effect of Motivation on Continuance Commitment**

test results are shown in Table 5, where simultaneously from indirect 1 to indirect 7 are not significant, in which the value of Boot ULCI and the value of Boot LLCI are in positive and negative figures.

From these results, it is known that when life complexity and dynamic, work-life conflict and continuance commitment are associated with quality of life, then the effect of motivation on the commitment is relatively strong. But it is different from the influence of the three mediating variables on the quality of life, in which apparently none is significant. This is contrary to the opinion of Kossek & Ozeki (1998) which states that WLC can reduce quality of life. This result is also not in accordance with the opinion of Michalos (1985) and Rice et al. (1989) that the quality of life is totally related to work, family, community, religious and leisure. The female factory workers in this study do not perceive life complexity and dynamic, work-life conflict and motivation in working as the variables that are associated with their quality of life. The perception of quality of life may be studied further and perceived differently from the standard of living according to the WHO.

The test results also show that motivation has no direct influence on quality of life (Table 4), where the t value is 0.8000 and p value is 0.4253. So, hypothesis 10 is also rejected. From these findings to the case of the respondents in this study, then the statement proposed by Clarke & Islam (2004) in Lazim & Osman (2009) that the hierarchy of needs can be attributed to the fulfillment of one's life stage by stage, which is relevant to the image of quality of life perceived, in fact, does not fit. The quality of life described by the respondents is relatively high, at 6.7, and is not associated with perceived motivation.

From the test results for the direct effects and mediation, it is found that there is no mediating effect of each variable on the indirect effect 1, 2, 3, 4, 5, 6, and 7, as shown in Table 5.

*Indirect effect key:*

Ind1 : Mot -> LCD -> QoL

Ind2 : Mot -> LCD -> WLC -> QoL

Ind3 : Mot -> LCD -> CC -> QoL

Ind4 : Mot -> LCD -> WLC -> CC -> QoL

Ind5 : Mot -> WLC -> QoL

Ind6 : Mot -> WLC -> CC -> QoL

Ind7 : Mot -> CC -> QoL

The test results illustrate that the quality of life perceived by the respondents cannot be explained by motivation, life complexity and dynamic, work-life conflict, and continuance commitment. What can be stated with these results is that female factory workers in JABODETABEK who are already married and have children perceive the quality of life relatively high as indicated in the perception results (Table 1) of the statement in the questionnaire which shows an average score of 6.7 out of 10, and they feel that they have high motivation as stated in the answer perceived at score of 8.3, and has a relatively high commitment with the score of 6.9, but quality of life is not influenced by both factors.

From the findings on the test results of hypotheses that have been described appears that motivation, in fact, has a significant effect on continuance commitment. So, this discussion can test the model for the effect of motivation on continuance commitment without the variable of quality of life. The test will also be made to see the mediating effect of life complexity and dynamic and work-life conflict on the influence of motivation on continuance commitment. This is done in accordance with the terms of the path analysis using macros Hayes 2013, to see the influence of motivation on continuance commitment mediated by life complexity and dynamic and work-life conflict without the variable of quality of life.

### The Test of Mediating Effect on Continuance Commitment

From the test results of the research model of motivation as the independent variable and quality of

**Table 6**  
**Test Results of the Second Model**

Model	coeff	se	t	p	LLCI	ULCI
Outcome LCD						
constant	4.9434	0.5620	8.7967	0.0000	3.8311	6.0557
MOT	0.0934	0.0653	1.4292	0.1555	-0.0359	0.2227
Outcome WLC						
constant	3.0811	.8528	3.6128	0.0004	1.3930	4.7692
LCD	0.3356	0.1069	3.1386	0.0021	0.1240	0.5473
MOT	0.0683	0.0784	0.8707	0.3856	-0.0870	0.2236
Outcome CC						
Constant	-0.7623	0.8662	-0.8800	0.3806	-2.4770	0.9525
LCD	0.3487	0.1073	3.2486	0.0015	0.1362	0.5612
WLC	0.1771	0.0871	2.0343	0.0441	0.0048	0.3495
MOT	0.5712	0.0760	7.5171	0.0000	0.4207	0.7216

**Table 7**  
**Direct effect of X on Y**

Effect	SE	t	p	LLCI	ULCI
0.5712	0.0760	7.5171	0.0000	0.4207	0.7216

**Table 8**  
**Indirect effect(s) of X on Y**

	Effect	Boot SE	BootLLCI	BootULCI
Total	0.0502	0.0272	0.0064	0.1160
Ind1	0.0326	0.0206	0.0032	0.0884
Ind2	0.0056	0.0050	0.0001	0.0225
Ind3	0.0121	0.0140	-0.0043	0.0530

life as the dependent variable show that motivation, life complexity and dynamic and work-life conflict can improve continuance commitment, then the test is carried out with the model of the influence of motivation on continuance commitment (see Figure 2).

From Table 6, it can be seen that in the model, motivation has no significant effect on life complexity and dynamic. This means that the drive to work, on participants (female factory workers who are already married and have children in JABODETABEK, does not increase life complexity and dynamic. From the results of respondents' answers are known that the perceived work-life conflict is only at the level of 5 out of 10, meaning that their high motivation to work does not affect the perceived work-family conflict. However, the perceived life complexity and dynamic can increase the perceived work-life conflict. This can be proven from the significant test results, in which t value is 3.1386 and p value is 0.0021. These results are certainly related to the state of the dual role of each respondent, in which, as a working mother will affect the work-life conflict in accordance with the opinion of Crooker, Smith & Tabak (2002).

In this study, the phenomenon of female factory workers in JABOPDETABEK, as described in the background of the problem, seems to be relevant to the results of tests performed. Life complexity and dynamic has positive significant effect on continuance commitment. Work-life conflict also has positive significant effect on continuance commitment. As mentioned above, though the lives of female factory workers experience life complexity and dynamic at a medium level, the commitment to continue working at the factory remains high. Similarly, despite the perceived condition of work-life conflict as a result of the dual role that must be followed, the commitment to continue working at the factory remains high.

Although these findings are on the contrary to the assumption that life complexity and dynamic and work-life conflict can decrease continuance commitment, the justification for the results can be given. Considering the factory workers whose motivation to work is to meet the needs of life, the perceived life complexity and dynamic even relates with a very poor economic condition. This is demonstrated by their high responses to questionnaires to pay attention to children and parents. For female

factory workers, with the choice to work or take care of the children, is more likely to choose to continue to work because the motivation to work is to support the family income. These results are also supported by the high responses to the statements 3.4 and 12 on work-life conflict: My family experiences economic hardship (Q3), I need a bigger income (Q4), I work because my husband's salary is not enough (Q12). As explained above, the results of the responses to the questionnaire show that female factory workers have high economic motives. The high demands of economic and social needs make the motivation of the female factory workers stronger which eventually drives the commitment to keep working despite the life complexity and dynamic life that has an effect on perceived work-life conflict.

Thus, the justification is also supported by the significant test results (Table 7), in which motivation has a significant effect in improving the continuance commitment. Female factory workers will feel the loss of economic benefits needed when leaving the job because of the perceived role conflict, and this supports continuance commitment theory by Allen & Meyer (1990). These results are also in accordance with Wittmer (1991) and Moon (2000) stating that extrinsic factor, like reward, is still becoming high motivation factor. Test results of the mediating effect of the variables of life complexity and dynamic and work-life conflict on the effect of motivation on continuance commitment can be seen in Table 7 and Table 8.

The test results (Table 7) show that motivation directly has a significant effect to increase continuance commitment with *t* value of 7.5171 and *p* value of 0.0000 with a relatively strong effect coefficient of 0.5712. This means that female factory workers, with high motivation, are compelled to have a continuance commitment to address their family economic problems.

Here are the mediating effects shown from the test results on the effect of motivation on continuance commitment.

*Indirect effect key:*

Ind1 : Mot -> LCD -> CC

Ind2 : Mot -> LCD -> WLC -> CC

Ind3 : Mot -> WLC -> CC

By entering life complexity and dynamic and work-life conflict in mediating effects model (Table 8), it is evident that life complexity and dynamic can mediate the effect of motivation on continuance commitment with an effect coefficient of 0.0326, with the value of Boot LLCI of 0.0032 and Boot ULCI of 0.0884. Similarly, simultaneously (indirect

effect 2) with the value of Boot LLCI of 0.0001 and Boot ULCI of 0.0025, the life complexity and dynamic and work-life conflict has a significant mediating effect on the effect of motivation on continuance commitment with an effect coefficient of 0.0056. However, for mediation of work-life conflict on the effect of motivation on continuance commitment is insignificant (Indirect 3).

From these results, the direct effect of motivation on commitment seems to be stronger than its indirect effect when viewed from the effect coefficient of 0.5712 for the direct effect, and 0.0056 for the indirect effect. This shows that the motivation of the female factory workers to work has an effect on the continuance commitment. In other words, female factory workers choose to keep working because of the encouragement of subsistence. Life complexity and dynamic with a variety of problems experienced and work-life conflict may mediate motivation to increase the commitment positively, but the motivation itself has direct effect and more powerful.

## **Discussion**

From the test results of the two models discussed above, there are some interesting findings in this study. From the second model, it is known that motivation has an effect on continuance commitment. This shows that female factory workers in JABODETABEK work with the motivation to meet the needs according to Maslow's hierarchy so that the motivation can directly increase continuance commitment towards the organization. Despite the life complexity and dynamic and work-life conflict at a moderate rate, the effect of these two variables in mediating the motivation of the commitment is weak and positive. It is in contrast to the previous research, which claimed that the life of complexity and dynamic and work-life conflict has negative effect on commitment, but in this study, it was found positive effect. These results illustrate that life complexity and dynamic and perceived work-life conflict even encourage them to have commitment because in work-life conflict the respondents say that the family economic indicator is the reason for them to keep working.

It shows a strong impetus of needs so that the perceived dual role conflict can still increase the continuance commitment. This result can be explained by the statement that the higher the life complexity and dynamic and work-life conflict, the greater the commitment to work within the organization, or in spite the difficulty in carrying out their dual role, the strong impetus of needs makes the

female factory workers keep working in factory.

The perceptions of female factory workers (participants) on motivation is very high, in which they work to improve the economy of the family, to make friends, achievements and social status, however working does not make them feel that life complexity and dynamic and work-life conflict are high. It is proved in the moderate answers to the questionnaire. From the questionnaire answers, it is known that in the statement to the solution of the dual role, the participants believe that they can complete the household chores before and after work outside the home. For the participants, dual role conflict and other activities besides work can be handled in such a way.

Another different result is that motivation cannot affect the quality of life either directly or through mediating variables of life complexity and dynamic, work-life conflict, and continuance commitment. This might happen because of the perception of factory workers toward their quality of life of which is relatively high, based on the standard of living, which is perceived with their experiences in their environment that are under poverty line. By working, they think their life is feasible and qualified. This is proven from their answers stating that they live in a decent home and comfortable to live in, even though the facts on the ground show a different condition.

## 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Female factory workers who are already married and have children in this study perceive that their motivation to work is high. Besides that, their continuance commitment is also relatively high. Although their motivation is high, the life complexity and dynamic and work-life conflict on questionnaire results are perceived at a moderate level only. In the hypothesis testing, it is found that motivation cannot improve the quality of life of female factory workers in JABODETABEK either directly or through the mediation of variables of life complexity and dynamic, work-life conflict and continuance commitment. However, in the second model testing in which quality of life is excluded from the model, then motivation to work can directly increase the continuance commitment of the female factory workers. Despite the weak mediating effect of life complexity and dynamic and work-life conflict on the influence of motivation on continuance commitment, it is found to be the opposite to the hypothesis where the effect is supposed to be negative.

From the findings, it indicates that the female

factory workers still perceive that their continuance commitment is high, but life complexity and dynamic and work-life conflict have a positive effect to increase continuance commitment. Thus, the perceived motivation of female factory workers is more driven by motive of subsistence.

The research results reveal that the respondents perceive their quality of life is relatively good even though they claim to feel difficult to meet the needs of life. Further research needs to be conducted on how female factory workers who live a life with the perceived quality of life in order to know what the underlying perceptions of female factory workers declare that their quality of life is good.

For that reason, it can be questioned whether women factory workers in Greater Jakarta have not considered life complexity and dynamic and work-life conflict as a problem and considered it as mediocre in the pattern of their lives? How do they address the work-life conflict with the views of the multiple roles? Detailed studies need to be done more about it.

Based on these results, whether or not the female factory workers in JABODETABEK have considered life complexity and dynamic and work-life conflict as a problem and even considered them as mediocre in the pattern of their lives, and how they address the work-life conflict with the views of the dual role, detailed studies need to be done more about it.

From these results, the decision makers such as the Government and the people's representatives as the observers of female workers should be present and see firsthand the quality of life conditions of the female factory workers in JABODETABEK and not merely assume that they have been in a decent life with the Provincial Minimum Wage (UMP) even though they have a high commitment. It is necessary to provide knowledge related to quality of life based on the Human Development Index (HDI) in Indonesia and WHO, so that female workers at lower levels can realize whether the perceived quality of life is good or still needs improvement.

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