

Quality of Work Life, Managerial Coaching and Organizational Commitment: Mediated by Psychological Empowerment

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ABSTRACT :: The purpose of this study was to analyze the Role of Psychological Empowerment in Mediating the Influence of Quality of Work Life and Managerial Coaching on Organizational Commitment in Employees of PT. Mardika Griya Prasta. The population in this study were all employees of PT. Mardika Griya Prasta, totaling 108 people. The sample of this research is 108 respondents. The method of determining the sample using a saturated sample. This research uses descriptive analysis techniques. Data were analyzed using SEM (Structural Equation Modeling) with Partial Least Square (PLS) approach. The results showed that the Quality of Work Life and Managerial Coaching had a positive and significant effect on Organizational Commitment. Quality of Work Life and Managerial Coaching have a positive and significant effect on Psychological Empowerment. Psychological Empowerment has a positive and significant effect on Organizational Commitment. Psychological Empowerment partially mediates the effect of Quality of Work Life and Managerial Coaching on Organizational Commitment. The findings in this study imply that to increase employee Organizational Commitment, companies need to emphasize or increase the values of loyalty to employees to foster a sense of loyalty and stay with the company as an obligation for employees. Companies are also expected to pay attention to Psychological Empowerment so that employees can improve the quality of their work and can inspire them to be more proactive, independent and show initiative.

KEYWORDS: *Quality of Work Life, Managerial Coaching, Psychological Empowerment, Organizational Commitment*

I. INTRODUCTION

Organizational commitment is influenced by one factor, namely the quality of work life. Quality of work life is one of the most important factors that can shape employee organizational behavior, and it includes work environment, relationship with directors, perception of work, working conditions, support services, and wages (Diana et al., 2021). Employees who have been properly managed are closely related to improving the quality of work life in an organization because it is expected that with an increase in the quality of work life, the implementation of employee management by organizational management will become easier. The quality of work life basically reveals the importance of the value of respect for employees in the work environment so that it becomes the main basis for the management of an organization to improve the quality of work life in the organization. Research by Kaleel et al. (2018) stated that the quality of work life and organizational commitment are the two most important and fundamental things in current organizational behavior. Research Badawy et al. (2018) also support the statement, that a better quality of work life will lead to higher organizational commitment.

Managerial coaching is also a factor that can influence organizational commitment (Woo, 2017). According to Nugroho et al. (2021) managerial coaching is a technique in developing human resources (HR) that can help companies create a competitive advantage. Saydam (2006) states that skills training is one dimension of managerial coaching.

According to Raza et al. (2018), managerial Coaching means that line managers facilitate the learning of their employees as coaches to encourage the coaching of high-performance work environments. Coaching can also increase employee efficacy, which is an important element of organizational commitment (Pousa & Mathieu, 2015). Woo (2017) states that managerial Coaching can lead to employee satisfaction at work and generate reciprocal commitment to the organization in view of social exchange.

Psychological empowerment can be influenced by the Quality of Work Life (Diana et al., 2021). Psychological empowerment is a set of psychological conditions that are necessary for individuals to feel control in relation to their work, which also reflects the integration of four cognitions related to work, competence, meaning, self-

determination, and impact (Badawy et al., 2018). The quality of work life will examine the relationship between employees and their work environment (Eren& Hisar, 2016). Better quality of work life is considered as a strategy that can improve the quality of relationships between employees and conditions in the work environment, which in turn leads to better organizational effectiveness according to Alqarni, (2016). The quality of work life and psychological empowerment has an important relationship because ongoing changes in work can directly affect the psychological empowerment of employees by requiring them to learn new procedures and develop new competencies beyond normal job requirements (Diana et al., 2021). Psychological empowerment can be enriched by the quality of work life at work, because employees have control over their workload, get support from colleagues, feel more valued for their achievements and are treated fairly (Tarigan et al., 2020).

Psychological empowerment can also be influenced by managerial Coaching (Hahn, 2016). Psychological empowerment means that an individual believes that he has discretionary authority in relation to his duties and work (Hahn, 2016). Hahn's research, (2016) states that various managerial Coaching behaviors can promote employee psychological empowerment. Open communication is characterized by four cognitive dimensions namely meaning, competence, self-determination, collaborative goal setting, and providing feedback which appears to provide employees with opportunities to find meaning in their tasks by aligning their own values with organizational goals and by developing relevant work skills and competencies. The higher the level of psychological empowerment pursued in the Coaching process tends to be able to determine the fate of employees and can enable them to control the employee's own work situation. Hahn, (2016) also stated that managerial Coaching behavior is positively related to the psychological empowerment of employees.

Research Diana et al. (2021) states that psychological empowerment has a positive and significant effect on organizational commitment. Psychological empowerment is also the belief and perception of someone who thinks they can make a difference by having independence in the decision-making process and having the confidence to initiate change, having the ability and skills to determine their own destiny, achieve goals, and feel meaning in the work they do (Kustanto et al., 2020). Employees who have psychological empowerment may also see themselves as influential in their workplace and inspire them to be more proactive, independent and show initiative. Employees who feel empowered at work will develop an active rather than a passive orientation towards their job role (Guerrero et al., 2018). Psychological empowerment is used as intensive intrinsic motivation, which comes from certain cognitive states related to psychological empowerment which have a significant and positive relationship with employee organizational commitment (Qing et al., 2020). Psychological empowerment will produce norms that explain how a person should behave and those who follow these norms are obliged to behave reciprocally (Qing et al., 2020). Such exchange relationships are mostly established when organizations provide full support to their followers and take good care of them.

Diana et al. (2021) found that the quality of work life has a positive effect on organizational commitment through the mediation of psychological empowerment. Badawy et al. (2018) found that the quality of work life has a positive effect on psychological empowerment. Employees will be more committed to organizations that provide a good quality of work life and allow them to balance work and personal commitments and feel productive and valued, especially if they experience something that inspires them to be more proactive, independent, and show initiative with psychological empowerment (Diana et al., 2021). Employees who have good psychological empowerment can increase their sense of autonomy and they can properly control the tasks assigned and the overall work environment which leads to increased organizational commitment.

Managerial Coaching has a positive effect on organizational commitment through the mediation of psychological empowerment. Hahn (2016) found that managerial Coaching behavior is positively related to employee psychological empowerment, the higher the level of psychological empowerment pursued in the training process, this can determine the fate of employees and can enable them to control the employee's own work situation. According to research by Nugroho et al. (2021) Coaching practiced in organizations is based on behavioral and cognitive psychology which aims to change employee behavior through cognitive and motivational changes, so studying employee internal changes is very important in order to understand the mechanisms for the effectiveness of managerial Coaching. Woo (2017) found that managerial Coaching has a positive and significant effect on organizational commitment, managerial Coaching can increase employee efficacy which is an important element of organizational commitment.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Leitao et al. (2021) said that the quality of work life is important for organizations to achieve growth and profitability and obtain more efficient and effective results from employees. An organization cannot get efficient and effective results from its employees without quality of work life because quality of work life is very important for employees and important for the organization to achieve the growth of the organization. Previous research conducted by Diana et al. (2021); Kurniawan & Nurlita, (2021); and (Kaswan, 2017) shows that there is a positive and significant relationship between the quality of work life and organizational commitment.

Quality of work life and organizational commitment have a positive relationship that can make employees feel more comfortable and happier (Diana et al., 2021). This opinion is also supported by several previous studies, namely Badawy et al. (2018); Kaleel et al., (2018); Eren& Hisar, (2016) which states that a better quality of work life will lead to higher organizational commitment.

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

Research conducted by Woo, (2017) found that managerial Coaching has a positive and significant influence on organizational commitment. Woo, (2017) also stated that managerial Coaching can increase employee efficacy which is an important element of organizational commitment. Research from McCarthy & Milner, (2019) also states that managerial Coaching increases employees' willingness to take risks, try new things, and can cope with changes experienced by the employees themselves.

Research from Napitulu (2021); Maamari et al., (2021) stated that Coaching can increase employee work commitment, employees will be more committed when they are aware of organizational efforts to implement Coaching as part of human resource investment. Managerial Coaching can lead to employee satisfaction at work and generate reciprocal commitment to the organization in view of social exchange (Woo, 2017).

H2: Managerial Coaching has a positive and significant effect on Organizational Commitment.

Diana et al. (2021) states that psychological empowerment can be influenced by the quality of work life. Research from Diana et al. (2021); and Badawy et al. (2018) found that the quality of work life has a positive effect on psychological empowerment. Alqarni, (2016) also stated that better quality of work life is considered as a strategy that can improve the quality of relationships between employees and conditions in the work environment, which in turn leads to better organizational effectiveness. Psychological empowerment can also be enriched by the quality of work life at work because employees have control over their workload, get support from co-workers, feel more valued for their achievements, and are treated fairly by the organization (Tarigan et al., 2020).

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

Coaching or Coaching is an organizational coaching strategy that can improve the relationship between managers and subordinates (Pousa& Mathieu, 2015). Managerial Coaching also means that line managers facilitate the learning of their employees as trainers to encourage the coaching of a high-performance work environment (Raza et al., 2018). Rastgar et al. (2019) in his research stated that the use of a managerial Coaching approach can facilitate the empowerment of nurses and their self-awareness of their potential and can create an atmosphere of trust between nurses and managers, so that this can develop employees' talents and ideas.

According to Hahn's research, (2016) managerial Coaching behavior is positively related to employee psychological empowerment. Hahn, (2016) also stated that the higher the level of psychological empowerment pursued in the training process, this can determine the fate of employees and can enable them to control the employee's own work situation.

H4: Managerial Coaching has a positive and significant effect on Psychological Empowerment.

Research conducted by Diana et al. (2021) states that psychological empowerment has a positive and significant effect on organizational commitment. Psychological empowerment is an individual's belief in the extent to which individuals influence the organizational environment, competence, meaningfulness of work, and the autonomy that the individual feels (Robbins & Judge, 2017). Psychological empowerment is also the belief and perception of someone who thinks they can make a difference by having independence in the decision-making process and having the confidence to initiate change, having the ability and skills to determine their own destiny, achieve goals, and feel meaning in the work they do (Kustanto et al., 2020). Psychological empowerment is used as intensive intrinsic motivation, which comes from certain cognitive states related to psychological empowerment which have a significant and positive relationship with employee organizational commitment (Qing et al., 2020).

H5: Psychological Empowerment has a positive and significant effect on Organizational Commitment.

Leitao et al. (2021) said that the quality of work life is important for organizations to achieve growth and profitability and obtain more efficient and effective results from employees. Previous research conducted by Kurniawan & Nurlita, (2021); and (Kaswan, 2017) shows that there is a positive and significant relationship between the quality of work life and organizational commitment. Research from Badawy et al. (2018); Kaleel et al. (2018); Eren& Hisar, (2016) also stated that a better quality of work life will lead to higher organizational commitment. Diana et al. (2021) found that the quality of work life has a positive effect on organizational commitment through the mediation of psychological empowerment.

H6: Psychological Empowerment mediates the effect of Quality of Work Life on Organizational Commitment.

Research conducted by Woo, (2017) found that managerial Coaching has a positive effect on organizational commitment. Woo, (2017) also stated that managerial Coaching can increase employee efficacy which is an important element of organizational commitment. According to research by Nugroho et al. (2021) Coaching practiced in organizations is based on behavioral and cognitive psychology which aims to change employee

behavior through cognitive and motivational changes, so studying employee internal changes, is very important in order to understand the mechanisms for the effectiveness of managerial Coaching.

Rastgar et al. (2019) in his research stated that the use of a managerial Coaching approach can facilitate the empowerment of nurses and their self-awareness of their potential and can create an atmosphere of trust between nurses and managers, so that this can develop employees' talents and ideas. Research conducted by Hahn, (2016) says that employees who feel a high level of psychological empowerment due to managerial Coaching are more likely to make proactive suggestions regarding their new work processes.

H7: Psychological Empowerment mediates the effect of Managerial Coaching on Organizational Commitment

III. METHODS

The population of this research is all employees of PT. Mardika Griya Prasta, totaling 108 people. The sample used in this study were 108 employees. The method of determining the sample in this study using saturated sampling. The data collection technique was a questionnaire filled with several written lists of questions which were distributed to employees for questioning related to the phenomena discussed in this study. Data analysis techniques in this study used two analytical techniques, namely descriptive statistical analysis and inferential statistical analysis using Structural Equation Modeling (SEM).

IV. RESULT AND DISCUSSION

Convergent Validity

Convergent validity with reflexive indicators can be seen from the correlation between the indicator scores and the variable scores. Individual indicators are considered reliable if they have a correlation value above 0.70. The results of the convergent validity test of the indicators of organizational commitment, psychological empowerment, quality of work life and managerial coaching can be seen in Table 1 below.

Table 1. Outer Loading

Variable	Indicators	Outer Loading	Result	
Quality of Work Life (X ₁)	Communication (X _{1.1})	X1.1.1	0,844	Valid
		X1.1.2	0,836	Valid
		X1.1.3	0,868	Valid
		X1.1.4	0,785	Valid
	Career coaching and growth(X _{1.2})	X1.2.1	0,831	Valid
		X1.2.2	0,781	Valid
		X1.2.3	0,811	Valid
		X1.2.4	0,893	Valid
		X1.2.5	0,900	Valid
	Supervisor emotional support(X _{1.3})	X1.3.1	0,771	Valid
		X1.3.2	0,813	Valid
		X1.3.3	0,834	Valid
	Flexible work arrangements(X _{1.4})	X1.4.1	0,922	Valid
		X1.4.2	0,933	Valid
		X1.4.3	0,933	Valid
	Motivation (X _{1.5})	X1.5.1	1,000	Valid
	Org. Support (X _{1.6})	X1.6.1	1,000	Valid
Reward and Benefits(X _{1.7})	X1.7.1	0,945	Valid	
	X1.7.2	0,940	Valid	
Compensation (X _{1.8})	X1.8.1	0,811	Valid	
	X1.8.2	0,877	Valid	
	X1.8.3	0,843	Valid	
Managerial Coaching (X ₂)	Direction (X _{2.1})	X2.1.1	0,789	Valid
		X2.1.2	0,840	Valid
		X2.1.3	0,877	Valid
	Consultation (X _{2.2})	X2.2.1	0,751	Valid
		X2.2.2	0,835	Valid
		X2.2.3	0,815	Valid
	Skills Training(X _{2.3})	X2.3.1	0,868	Valid
		X2.3.2	0,907	Valid
		X2.3.3	0,902	Valid

		X2.3.4	0,826	Valid
		Z1.1	0,797	Valid
	Arti (Meaning) (Z ₁)	Z1.2	0,874	Valid
		Z1.3	0,874	Valid
		Z2.1	0,745	Valid
	Competence(Z ₂)	Z2.2	0,849	Valid
		Z2.3	0,867	Valid
		Z3.1	0,927	Valid
	Self-Determination (Z ₃)	Z3.2	0,921	Valid
		Z4.1	0,934	Valid
	Impact (Z ₄)	Z4.2	0,892	Valid
		Y1.1	0,918	Valid
	Affective Commitment (Y ₁)	Y1.2	0,934	Valid
		Y1.3	0,924	Valid
		Y2.1	0,778	Valid
	Continuance Commitment (Y ₂)	Y2.2	0,845	Valid
		Y2.3	0,862	Valid
		Y3.1	0,872	Valid
	Normative Commitment (Y ₃)	Y3.2	0,865	Valid
		Y3.3	0,882	Valid
		Y3.4	0,776	Valid

Primary Data, 2023

Based on Table 1, it shows that all indicators of the dimensions of organizational commitment, psychological empowerment, quality of work life and managerial coaching have an outer loading value of more than 0.70, so it can be concluded that all indicators have met the requirements of convergent validity.

Discriminant Validity

Evaluation of the measurement model based on cross loading is used to assess whether the construct has good discriminant validity. Discriminant validity is considered valid if the cross loading of each indicator on the variable concerned has the greatest value compared to the cross loading of other latent variables. The cross-loading results of the four variables are presented in Table 1 below:

Table 2. Discriminant Validity

	Quality of Work Life (X ₁)	Managerial Coaching (X ₂)	Org. Commitment (Y)	Psychological Empowerment (Z)
X1	1,000	0,807	0,944	0,816
X1.1.1	0,844	0,464	0,659	0,627
X1.1.2	0,836	0,504	0,574	0,447
X1.1.3	0,868	0,559	0,746	0,668
X1.1.4	0,785	0,523	0,532	0,439
X1.2.1	0,831	0,611	0,788	0,695
X1.2.2	0,781	0,661	0,790	0,666
X1.2.3	0,811	0,615	0,793	0,679
X1.2.4	0,893	0,686	0,859	0,753
X1.2.5	0,900	0,658	0,845	0,748
X1.3.1	0,771	0,403	0,387	0,330
X1.3.2	0,813	0,465	0,419	0,420
X1.3.3	0,834	0,515	0,489	0,415
X1.4.1	0,922	0,689	0,856	0,748
X1.4.2	0,933	0,658	0,835	0,742
X1.4.3	0,933	0,635	0,813	0,722
X1.5	1,000	0,646	0,716	0,691
X1.6	1,000	0,245	0,127	0,288
X1.7.1	0,945	0,604	0,742	0,620
X1.7.2	0,940	0,583	0,676	0,546
X1.8.1	0,811	0,637	0,632	0,485
X1.8.2	0,877	0,685	0,819	0,589

	Quality of Work Life (X ₁)	Managerial Coaching (X ₂)	Org. Commitment (Y)	Psychological Empowerment (Z)
X1.8.3	0,843	0,644	0,784	0,661
X2	0,807	1,000	0,811	0,767
X2.1.1	0,396	0,789	0,307	0,345
X2.1.2	0,428	0,840	0,364	0,451
X2.1.3	0,252	0,877	0,167	0,248
X2.2.1	0,250	0,751	0,248	0,445
X2.2.2	0,512	0,835	0,444	0,482
X2.2.3	0,321	0,815	0,251	0,373
X2.3.1	0,679	0,868	0,789	0,644
X2.3.2	0,712	0,907	0,785	0,577
X2.3.3	0,737	0,902	0,800	0,582
X2.3.4	0,705	0,826	0,786	0,657
Y	0,944	0,811	1,000	0,824
Y1.1	0,821	0,691	0,918	0,746
Y1.2	0,852	0,665	0,934	0,736
Y1.3	0,857	0,636	0,924	0,721
Y2.1	0,744	0,579	0,778	0,648
Y2.2	0,713	0,665	0,845	0,652
Y2.3	0,742	0,592	0,862	0,660
Y3.1	0,700	0,648	0,872	0,689
Y3.2	0,711	0,709	0,865	0,560
Y3.3	0,753	0,676	0,882	0,572
Y3.4	0,693	0,647	0,776	0,643
Z	0,816	0,767	0,824	1,000
Z1.1	0,496	0,457	0,477	0,797
Z1.2	0,509	0,489	0,489	0,874
Z1.3	0,514	0,551	0,457	0,874
Z2.1	0,390	0,448	0,348	0,745
Z2.2	0,675	0,572	0,669	0,849
Z2.3	0,630	0,599	0,659	0,867
Z3.1	0,757	0,740	0,822	0,927
Z3.2	0,746	0,622	0,814	0,921
Z4.1	0,670	0,651	0,668	0,934
Z4.2	0,406	0,343	0,425	0,892

Primary Data, 2023

Based on Table 2 it can be seen that all discriminant validity values of the latent variable correlations in each variable are greater than 0.5 and have a higher value compared to other latent variables. So it can be concluded that all indicators have met the requirements of discriminant validity. In Table 5.7 the correlation of the Quality of Work Life construct (X₁) has a higher indicator than the correlation with the indicators of Managerial Coaching (X₂), Organizational Commitment (Y) and Psychological Empowerment (Z). The correlation of the Managerial Coaching construct (X₂) has a higher indicator than the correlation with the indicators of Quality of Work Life (X₁), Organizational Commitment (Y) and Psychological Empowerment (Z). The construct correlation of Organizational Commitment (Y) has a higher indicator than the correlation of the indicators of Quality of Work Life (X₁), Managerial Coaching (X₂) and Psychological Empowerment (Z).

The discriminant validity test can also be measured by comparing the square root of the average variance extracted (\sqrt{AVE}) for each variable with the correlation between the variables and other variables in the model. The model has good discriminant validity if the AVE square root for each variable is greater than the correlation between the other variables in the model. The discriminant validity test with the square root of the average variance extracted (\sqrt{AVE}) can be seen in Table 3. below.

Table 3. Discriminant Validity Based on \sqrt{AVE}

	AVE	Correlation \sqrt{AVE}								
		X1	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1.8
X1	1,000	1,000								
X1.1	0,695	0,865	0,834							
X1.2	0,713	0,935	0,732	0,844						
X1.3	0,650	0,702	0,584	0,495	0,807					
X1.4	0,863	0,910	0,736	0,937	0,500	0,929				
X1.5	1,000	0,805	0,666	0,760	0,560	0,788	1,000			
X1.6	1,000	0,273	0,321	0,162	0,260	0,189	0,380	1,000		
X1.7	0,888	0,843	0,690	0,749	0,634	0,825	0,678	0,102	0,942	
X1.8	0,713	0,822	0,575	0,824	0,459	0,718	0,541	0,008	0,611	0,845

Table 4. Table 3. Discriminant Validity Based on \sqrt{AVE} (continued)

	AVE	Correlation \sqrt{AVE}												
		X2	X2.1	X2.2	X2.3	Y	Y1	Y2	Y3	Z	Z1	Z2	Z3	Z4
X2	1,000	1,000												
X2.1	0,700	0,704	0,836											
X2.2	0,642	0,752	0,610	0,801										
X2.3	0,768	0,807	0,232	0,328	0,876									
Y	1,000	0,811	0,344	0,405	0,901	1,000								
Y1	0,856	0,718	0,359	0,445	0,720	0,903	0,925							
Y2	0,687	0,739	0,374	0,359	0,794	0,932	0,780	0,829						
Y3	0,722	0,789	0,251	0,331	0,956	0,943	0,748	0,838	0,850					
Z	1,000	0,767	0,428	0,542	0,701	0,824	0,794	0,788	0,725	1,000				
Z1	0,721	0,588	0,432	0,509	0,427	0,559	0,601	0,534	0,444	0,809	0,849			
Z2	0,676	0,661	0,346	0,484	0,610	0,691	0,678	0,637	0,616	0,872	0,558	0,822		
Z3	0,854	0,738	0,323	0,316	0,847	0,885	0,689	0,900	0,872	0,785	0,511	0,622	0,924	
Z4	0,834	0,563	0,313	0,469	0,465	0,613	0,660	0,562	0,500	0,824	0,573	0,652	0,505	0,913

Based on Tables 3 and 4 it can be seen that the Average variance extracted (AVE) values of all variables are greater than 0.50 and the value of each variable has a higher value compared to the correlation between variables. This can give the conclusion that all variables in this study have fulfilled discriminant validity.

Composite Reliability

The reliability of a construct can be measured by looking at the value of composite reliability and Cronbach's alpha. The value of composite reliability and Cronbach's alpha is good if it has a value > 0.70. The following are the results of the instrument reliability research presented in Table 5 below.

Table 5. Composite Reliability

Variable	Indicator	Cronbach's Alpha	Composite Reliability	Result
Quality of Work Life (X ₁)	X1.1	0,854	0,901	Reliable
	X1.2	0,899	0,925	Reliable
	X1.3	0,731	0,848	Reliable
	X1.4	0,921	0,950	Reliable
	X1.5	1,000	1,000	Reliable
	X1.6	1,000	1,000	Reliable
	X1.7	0,874	0,941	Reliable
	X1.8	0,799	0,882	Reliable
Managerial Coaching (X ₂)	X2.1	0,786	0,875	Reliable
	X2.2	0,724	0,843	Reliable
	X2.3	0,899	0,930	Reliable
Org. Commitment (Y)	Y1	0,916	0,947	Reliable
	Y2	0,771	0,868	Reliable
	Y3	0,871	0,912	Reliable
Psychological Empowerment (Z)	Z1	0,805	0,885	Reliable
	Z2	0,758	0,861	Reliable
	Z3	0,829	0,921	Reliable
	Z4	0,803	0,909	Reliable

Primary Data, 2023

Based on Table 5, the output results of composite reliability and cronbachs alpha on all indicators and each variable Quality of Work Life, Managerial Coaching, Psychological Empowerment, and Organizational Commitment are all above 0.70. So, it can be explained that all variables have good reliability.

Evaluation of the Structural Model (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between the constructs, the significance value and the R-square of the research model. In this structural model, there are two dependent variables, namely: Psychological Empowerment (Z) and Organizational Commitment (Y). The coefficient of determination (R²) of each dependent variable can be presented in Table 6 below.

Table 6. R-square value

	R Square	R Square Adjusted
Psychological Empowerment (Z)	0,699	0,693
Org. Commitment (Y)	0,904	0,901

Primary Data, 2023

Based on Table 6, the Psychological Empowerment variable gives an R-square value of 0.699 which can be interpreted that the variability of the psychological Empowerment variable can be explained by the variability of the Variable Quality of Work Life, Managerial Coaching, and Organizational Commitment of 69.9 percent, while 30.1 percent of the Empowerment variable psychologically influenced by other variables outside the model. The Organizational Commitment variable gives an R-square value of 0.904 which can be interpreted that the variability of the Organizational Commitment variable can be explained by the variability of the variables Quality of work life, managerial Coaching, and psychological empowerment of 90.4 percent, while 9.6 percent of Organizational Commitment is influenced by other variables outside models.

A model is considered to have a relevant predictive value if the Q-square value is greater than 0. Based on Table 6, the predictive relevance value (Q²) is calculated as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0,699) (1 - 0,904) \\
 &= 1 - (0,301) (0,096) \\
 &= 1 - 0,0289 = 0,9711
 \end{aligned}$$

The Q² value has a value with a range of $0 < Q^2 < 1$, where the closer to 1 means the better the model. The results of these calculations show that the Q² value is 0.9711 so it can be concluded that the model has good predictive relevance. So it can be explained that 97.11 percent of the variation in Organizational Commitment is influenced by the quality of work life, managerial Coaching, and psychological empowerment, while the remaining 2.89 percent is influenced by other variables not examined in this study.

Hypothesis Testing

Hypothesis testing is done by t-test, namely sorting out the test of direct influence and indirect effect or testing of mediating variables. The description of the results of testing the direct effect and indirect effect or testing the mediating variable is as follows.

Hypothesis	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	Quality of Work Life (X ₁) -> Org. Commitment (Y)	0,759	0,751	0,059	12,828	0,000
H2	ManagerialCoaching (X ₂) -> Org. Commitment (Y)	0,102	0,105	0,050	2,045	0,041
H3	Quality of Work Life (X ₁) -> Psychological Empowerment (Z)	0,565	0,560	0,083	6,790	0,000
H4	ManagerialCoaching (X ₂)) -> Psychological Empowerment (Z)	0,311	0,316	0,085	3,640	0,000
H5	Psychological Empowerment (Z) - > Org. Commitment (Y)	0,127	0,131	0,059	2,146	0,032

Table 7. Direct Effect

Primary Data, 2023

- 1) Based on Table 7, testing the hypothesis on the effect of Quality of work life on Organizational Commitment produces an original sample coefficient value of 0.759, which shows a positive correlation. The t Statistics value was 12.828 ($>$ t-critical 1.96) with a p value of 0.000 $<$ 0.050, so the effect of the quality of work life on Organizational Commitment was significant. Thus, the first hypothesis (H1) which states that the quality of work life has a positive and significant effect on organizational commitment is accepted.
- 2) The results of the analysis in Table 7 show that testing the hypothesis on the effect of managerial Coaching on organizational commitment produces an original sample coefficient value of 0.102 which shows a positive correlation, then the t-statistics value is 2.045, which is more than a critical t-1.96 with a p-value of 0.041 $<$ 0.050, so the effect of managerial Coaching on organizational commitment is significant. Thus, the second hypothesis (H2) which states that managerial coaching has a positive and significant effect on organizational commitment is accepted.
- 3) Table 7 shows that testing the hypothesis on the effect of quality of work life on psychological empowerment produces an original sample coefficient value of 0.565 which shows a positive correlation, then the t Statistics value is obtained at 6.790 which is greater than the critical t-1.96 with a p value of 0.000 $<$ 0.050, so the effect of quality of work life on psychological empowerment is significant. Thus, the third hypothesis (H3) which states that the quality of work life has a positive and significant effect on psychological empowerment is accepted.
- 4) Table 7 shows the hypothesis testing on the effect of managerial Coaching on psychological empowerment resulting in an original sample coefficient value of 0.311 which indicates a positive correlation. The t Statistics value was 3.640 ($>$ t-critical 1.96) with a p value of 0.000 $<$ 0.050, so the effect of managerial Coaching on psychological empowerment was significant. Thus, the fourth hypothesis (H4) which states that managerial Coaching has a positive and significant effect on psychological empowerment is accepted.
- 5) Table 7 shows that testing the hypothesis on the effect of Psychological Empowerment on Organizational Commitment produces an original sample coefficient value of 0.127 which indicates a positive correlation. The t Statistics value was 2.146 ($>$ t-critical 1.96) with a p value of 0.032 $<$ 0.050, so the effect of Psychological Empowerment on organizational commitment was significant. Thus, the third hypothesis (H3) which states that Psychological Empowerment has a positive and significant effect on organizational commitment is accepted.

*Indirect Effect***Table 8. Indirect Effect**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Quality of Work Life (X_1) ->Psychological Empowerment (Z) - >Org. Commitment (Y)	0,072	0,075	0,039	2,046	0,035
Managerial Coaching (X_2) ->Psychological Empowerment (Z) ->Org. Commitment (Y)	0,040	0,041	0,020	1,973	0,049

Primary Data, 2023

- 1) The results of the analysis of the influence of the quality of work life on organizational commitment through Psychological Empowerment show a path coefficient value of 0.072 and a p-value of 0.035 less than 0.05 (p-value $<$ α) so the sixth hypothesis (H6) is accepted. This shows that psychological empowerment can mediate the positive and significant effect of the quality of work life on organizational commitment.
- 2) The results of the analysis of the effect of Managerial Coaching on Organizational Commitment through Psychological Empowerment show a path coefficient value of 0.040 and a p-value of 0.049 less than 0.05 (p-value $<$ α) so the seventh hypothesis (H7) is accepted. This shows that Psychological Empowerment can mediate the effect positive and significant of Managerial Coaching on Organizational Commitment.

V. CONCLUSION

The analysis conducted in this study has shown that the quality of work life and managerial coaching have a positive and significant effect on psychological empowerment and organizational commitment, and psychological empowerment is able to mediate the effect of quality of work life and managerial coaching on organizational commitment.

This research also contributes to social exchange theory, namely the reciprocal relationship between individuals and organizations and individuals, if employees have been given a good quality of work life, good managerial coaching and have been given high psychological empowerment by the organization and its leaders then employees feel obliged to return the favor in the form of high organizational commitment to the company. Employees tend to reciprocate the resources and support they receive which leads to phenomena such as the norm of reciprocity and is expressed by increasing organizational commitment. Based on these findings, the results of this study are able to enrich the coaching of human resource management science, especially related to organizational commitment, psychological empowerment, quality of work life and managerial coaching.

The results of this study can be used practically by the management as input and considerations related to policy making in an effort to increase the level of organizational commitment among employees of PT. Mardika Griya Prasta. The results of the study concluded that employees' perceptions of quality of work life were good, managerial coaching provided was good, employee organizational commitment was high, and psychological empowerment felt by employees was high and able to mediate the effect of quality of work life and managerial coaching on organizational commitment.

PT. Mardika Griya Prasta needs to pay attention to things that can increase organizational commitment in employees of PT. Mardika Griya Prasta namely with high psychological empowerment, good quality of work life, and good managerial coaching. PT. Mardika Griya Prasta needs to pay attention to the psychological empowerment of employees by giving more control to employees over what happens in their department, so that employees can feel more of the impact on PT. Mardika Griya Prasta, which will affect the increase in organizational commitment of employees of PT. Mardika Griya Prasta. PT. Mardika Griya Prasta also needs to pay attention to the motivation given by superiors to their employees so that a good quality of work life can be achieved and followed by increased organizational commitment of employees of PT. Mardika Griya Prasta. PT. Mardika Griya Prasta also needs to pay attention to employee managerial coaching by paying more attention to the skills training needed by each employee by providing knowledge from the company so that employees can carry out their jobs more easily and quickly, which in turn will affect the increase in organizational commitment of employees of PT. Mardika Griya Prasta.

Research Limitation

- 1) This research relies on the results of a questionnaire with many indicators used, this has the potential to confuse respondents or give answers that are considered according to certain values that are acceptable in their environment, so that this can distort the average value for each variable.
- 2) The scope of the research is limited to PT. Mardika Griya Prasta so that the results cannot be generalized, related to how the perception or level of interpretation of each respondent is in other companies.
- 3) This research was only conducted at a certain period or cross-sectional, while the environment is dynamic so it is hoped that this research can be carried out again in the future.
- 4) This research is limited to only examining organizational commitment caused by the quality of work life, managerial coaching, and psychological empowerment, so it cannot examine more deeply the dimensions and indicators outside these variables.

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