

The Influence of Quality of Work Life (QWL) on Employees' Organizational Commitment

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Abstract

Employees' organizational commitment refers to the individuals' loyalty and involvement in all institution activities. Therefore, the variable becomes fundamental in a higher education institution. It indicates the need for the institution to improve the work life quality. The present study aimed to know and analyze the influence of QWL on the employees' organizational commitment. The quantitative research was conducted in State Islamic Institute (IAIN) Kendari in 2019 with 55 samples out of 142 population. The precision was 10%. The findings showed that QWL has a positive and significant influence, reaching a score of 0.727 or 72.7%. It means that the employees' commitment can be increased by improving the Quality of Work Life (QWL).

Keywords: Quality of Work Life, Organizational Commitment

Abstrak

Komitmen organisasi pegawai adalah loyalitas dan keterlibatan individu pada segenap aktivitas yang dilaksanakan di institusinya sehingga variabel ini merupakan variabel yang sangat fundamental bagi perguruan tinggi. Hal ini mengindikasikan perlunya upaya dari pimpinan institusi untuk berupaya semaksimal mungkin guna meningkatkannya, salah satunya melalui upaya peningkatan quality of work life (QWL). Penelitian ini berusaha untuk mengetahui dan menganalisis pengaruh QWL terhadap komitmen organisasi pegawai. Penelitian ini adalah penelitian kuantitatif yang dilakukan di IAIN Kendari pada tahun 2019. Sampel penelitian ini sebanyak 55 orang yang bersumber dari populasi sebanyak 142 orang dengan presisi 10%. Penelitian ini membuktikan bahwa QWL memiliki pengaruh positif secara signifikan, yakni sebesar 0.727 atau 72.7%. Hal ini berarti bahwa untuk meningkatkan komitmen pegawai maka perlu adanya peningkatan quality of work life (QWL).

Kata Kunci: Quality of Work Life, Komitmen Organisasi

Introduction

Higher education institution plays a significant role in establishing educational process. At the same time, it holds a strategic and prestigious position since it serves to ensure civilization's sustainability through various members' academic activities. The activities include knowledge development through innovative learnings, competence development, especially soft skills, through discussion and scientific debates.¹

Moreover, through the institution, each society member can obtain an education so that they are ready to participate in the community. Besides, the knowledge and skills allow them to compete, either at the local, regional, or global level, according to the discipline they focus on. Therefore, higher education holds the duties to do strategic function in guiding and preparing competent and competitive graduates having specific expertise.

Higher education is demanded to create and innovate fundamental education to generate graduates with academic, social, and economic skills due to the role complexity. For example, they are expected to have entrepreneurship skills as the main element of higher education transformation. The transformation includes harmonization or redesign, starting from the strategies, structure, system, public relations, human resources, hard and soft skills, leadership style, and shared values. This way, higher education institutions will be able to respond to the challenges that will guide them to take the role properly. Of course, it becomes the core indicator in measuring higher education self-transformation effectiveness, including restructuring, reconstruction, reposition, and revitalization on all components, allowing the institution to maintain the existence amidst the global competition.

On the other hand, higher education internal management is faced with various and complex problems. One of them is related to the organizational commitment of the employees, which includes lecturers and staff. For example, several lecturers have outside campus activities because of

¹ Welcoming Speech of the Islamic Higher Education Directorate (*Direktur Diktis*) of the Ministry of Religious Affairs of the Republic of Indonesia at the Work Meeting of IAIN Kendari in Malang City March 7, 2019.

financial reasons; they consider the take-home pay insufficient. Frequently, other lecturers move to other institutions to take another position, either in the government or private institutions, for more promising rewards. Sometimes, they apply for job transfer because of personal excuses. Similarly, the staff are seen as less productive and do not accomplish their tasks, both the daily duties related to the structural position and additional tasks from the subordinate.

However, it is undeniable that many lecturers and staff are concerned with the higher education where they are working at. Therefore, the employees' commitment (lecturers and staff) in completing the tasks should be taken care of. The fact shows that the employees' absence is not aligned with the higher education duties, especially in completing the Tridharma (three pillars of education).

Almost all higher education institutions in Indonesia, both state and private, experience various problems and phenomena mentioned above. Similarly, it occurs to the State Islamic Institute (IAIN) of Kendari. The researcher's initial study found that many lecturers were given additional tasks at the structural position, yet they worked less optimally. For example, they were often included in the committee for an event, but they contributed less. The condition worsened when the lecturers requested a transfer, regardless of their roles, functions, and responsibilities. Indeed, five lecturers proposed a job transfer, and three of them have officially moved to other institutions.² Correspondingly, the staff frequently came late to the office. Meanwhile, other than discipline in terms of commitment, lateness will lead to punishment in deduction of the performance allowance.³

Hence, it becomes a significant indication not to abandon the problem. The apathy towards the issues may have a negative implication on the institution's productivity and performance. Further, it can harm the students as the primary consumers of education. They expect excellent services from the lecturers in the class and the staff in public and academic administration. Therefore, innovation is necessary to overcome or minimize the problems related to employees' organizational commitment, preventing institutional

² Data of IAIN Kendari employment Year 2019.

³ Data of employees' absence of IAIN Kendari year 2018.

loss. In general, organizational commitment refers to the strong desire to stay in the institution and a great willingness to accept its values and goals. Gibson et al. stated that organizational commitment is the form and expression of an employee's loyalty towards the institution⁴ Consequently, the institution needs to improve it.

Meanwhile, one variable to consider in increasing the employees' commitment is quality of work life (QWL). It is based on Agung Nugroho Jati's research, revealing that employees with good QWL will simulate Organizational Citizenship Behavior (OCB). Further, OCB is closely related to the organizational commitment because it allows an employee to develop their passive loyalty and active interaction with the institution.⁵

A similar opinion was also stated by Ritfy Nur Imanni and Andre Dwijanto Witjaksono in their research; organization and motivation are influenced positively and significantly by QWL. Good work life quality improves the employees' organizational commitment.⁶ QWL is understood as a process where an institution responds to the employees' needs, especially of comfortable and secure facilities at work. As cited in Ari Husnawati, Cascio mentioned that quality of work life is observable in two points of view. First, quality of work life is a series of conditions and practices to achieve the organization's goals, such as security, job enrichment, employees' participation, and promotion policies. The second is the employees' perception of security, satisfaction, and opportunities to develop themselves appropriately.⁷

⁴ James L. Gibson et al., *Organizations: Behavior, Structure, Processes*, ed. Jane Beck, fourteenth (New York: McGraw-Hill, 2009), 182.

⁵ Agung Nugroho Jati, "Kualitas Kehidupan Kerja dan Komitmen Organisasional: Hubungannya dengan Organization Citizenship Behavior," *Kiat BISNIS* 5 (2), 2013: 97-103.

⁶ Rifty Nur Imanni dan Andre Dwitjanto Witcaksono, "Pengaruh Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Melalui Motivasi," *Jurnal Ilmu Manajemen* 2 (3), 2014: 1080-94.

⁷ Husnawati Ari, "Analisis Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Karyawan Dengan Komitmen dan Kepuasan Kerja Sebagai Intervening Variabel (Studi pada PERUM Pegadaian Kanwil VI Semarang)," *Tesis Program Studi Magister Manajemen Program Pascasarjana Universitas Diponegoro Semarang*, 2006, 1-108.

Therefore, organizational commitment needs to be improved, especially in IAIN Kendari. It is predicted that the institute's commitment can be increased by improving the variable quality of work life (QWL). Therefore, organizational commitment becomes the dependent variable, and quality of work life the present study's independent variable.

The present study aimed to describe and analyze the influence of quality of work life (QWL) on organizational commitment quantitatively. The research population was civil servants assigned at IAIN Kendari, which included staff and lecturers, as many as 142 people, of which 55 of them were selected as the samples (with 10% precision). They were assigned additional tasks at the structural position, such as rectorate and head of a study program. The instrument validity was tested using Pearson product-moment and the reliability using Cronbach Alpha. They were then tested to twenty respondents outside the samples.

IAIN Kendari employees' organizational commitment was measured based on loyalty to and involvement in the institution. Several indicators were used to measure the involvement: (1) positive behavior towards the institution, (2) involvement in the job, (3) strong willingness to accomplish the tasks, (4) seriousness in using the skills, (5) willingness to adapt to the institution policies, (6) strong desire to stay in the institutions.

The employees' quality of work life was measured based on the civil servants assigned at IAIN Kendari towards the leader's policies to provide safe and comfortable facilities at work. The measurement has several indicators: 1) adequate work facilities, 2) conducive working environment, 3) involvement in decision-making, 4) clear career path, 5) employees' empowerment, and 6) adequate incentives.

Organizational Commitment

Gibson et al. explained that employees committed to the institution would show a positive attitude and behavior towards the organization; they will feel happy and comfortable working. The attitude and behavior are shown by their acceptance and strong belief in the organization's values and goals.

Besides, they have a strong desire to stay in the organization to actualize the organization's goals.⁸

Further, Colquitt et al. suggested three types of organizational commitment. The first is affective commitment. It means that the employees maintain their existence following their expectations. The commitment is actualized in the employees' emotional attachment, identification, and involvement in every organization's activity. The second is continuance commitment, where an employee maintains their being and existence because he needs it. The commitment is based on the loss-and-gain consideration to work or leave the job. The third is a normative commitment, meaning that employees maintain their existence because they see it as obligatory. The commitment is related to their perception towards moral obligation, and thus they try to give a maximum contribution.⁹

Organization means the way employees identify themselves and the institution, creating bonds with the goals.¹⁰ Luthan also mentioned that organizational commitment is the strong desire to be part of the organization, give optimum efforts following the organization's expectations, and believe and accept its values and goals.¹¹ The concept views organizational commitment as the employees' loyalty to the organization as an interrelated and continuous process in the employees' loyal behavior.

Organizational commitment refers to the emotional relationship between the employees and the institution, evident in the employees' participation in the organizational activity. It means that commitment is oriented to the emotional attachment manifested in the employees' loyalty. Employees will be highly committed if they feel the need to stay with the organization because of the consequences of losing the income if they leave.¹²

⁸ Gibson et al., *Organizations: Behavior, Structure, Processes*, 183.

⁹ Jason A. Colquitt, Jeffery LePine, and Michael J. Wesson, *Organizational Behavior* (New York: McGraw-Hill Companies, 2011), 68–70.

¹⁰ Robert Kreitner and Angelo Kinicki, *Organizational Behavior* (New York: McGraw-Hill Companies, 2009), 221.

¹¹ Fred Luthan, *Organizational Behavior* (New York: McGraw – Hill, 2008), 147.

¹² Shane; Steven L. Mc and Mary Ann Von Glinow, *Organizational Behavior* (New York: McGraw-Hill, 2010), 119.

Other ideas are also mentioned by Griffin and Moorhead, in that organizational commitment is the employees' feeling towards the organization.¹³

Based on several theories, concepts, and views, it can be synthesized that organizational commitment is the employees' loyalty and attachment to the organization. Several indicators measure it: (1) positive behavior towards the organization, (2) involvement in each organizational activity, (3) strong desire to accomplish the tasks, (4) seriousness in using the skills, (5) willingness to adapt to the organizational policies, (6) strong willingness to be the organization's member.

Quality of Work Life (QWL)

An organization has at least seven dimensions of quality of work life (QWL) to improve its employees' commitment. Those are work safety and security, appropriate employee recruitment, decentralized and independent working team management, appropriate compensation based on the employees' performance, adequate training, minimized status gap, and willingness to share information.¹⁴

QWL is also considered as the institutions' response to the employees' needs. The response is actualized into several mechanisms, such as providing opportunities for the employees to actively contribute to the organization, opening the employees' access to the decision-making, and establishing a proper work life. Several matters included in QWL are security at work, fair compensation system, appropriate and reasonable salary, and participation in productivity improvement. They are carried out to develop the working environment. Adjustment of the task accomplishment to technology advancement is the QWL focus.¹⁵

On the other hand, QWL is divided into nine basic needs in terms of the implementation of competitive human resources management: (1) openness in communication, based on responsibility and authority; (2) conflict

¹³ Gregory Moorhead and Ricky W. Griffin, *Organizational Behavior Managing People and Organizations* (New York: Dreamtech Press, 2008), 74.

¹⁴ Sonang Sitohang, "Pengaruh Quality of Work Life Terhadap Kinerja," no. 55, 2012: 89–114.

¹⁵ Stephen P. Robbins and Timothy A. Judge, "Essentials of Organizational Behavior Robbins and Judge," 2000), 56,

resolution based on openness, honesty, and justice principles; 3) clear career path; 4) involvement in decision-making and job accomplishment according to the authority; 5) pride of being the organization member; 6) fair and adequate compensation; 7) secured working environment; 8) job certainty; and 9) concern towards the employees' health.¹⁶

Meanwhile, there are four aspects of QWL that are related to the employees' rights fulfillment. Therefore, there should be a balance between the employees' work life and personal life within an organization through growth and development, participation, innovative rewards system, and conducive working environment.¹⁷

Wibowo revealed that an environment with high quality of work life is proven through several indicators. The employees can affect the decision making, participate in conflict resolution, information openness and clarity, constructive feedback (e.g., available working facilities), happy and proud of being part of the team, challenging jobs, and work safety.¹⁸

From the Islamic teaching perspective, QWL contains the message of good supervision, adequate working conditions, appropriate compensation, and interesting tasks. QWL requires systematic efforts from the organization to provide opportunities for the employees to contribute to the organization for comprehensive, effective achievement. Therefore, the organization's leaders should be proactive in finding alternatives to motivate them, encouraging them to use their maximum capabilities.¹⁹

The concept has been mentioned in the Quran Surah As-Shaf verse 4, confirming that one common effort to strengthen the employees' quality of work life is by involving them. It is a systemic attempt that encourages the employees to participate in the decision-making and other activities related to

¹⁶ Nawawi Hadari, *Manajemen Sumber Daya Manusia* (Jakarta: Bumi Aksara, 2018), 17.

¹⁷ Astrianditya Januar Ristanti and Fereshti Nurdiana Dihan, "Pengaruh Kualitas Kehidupan Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT Pertamina Persero Ru Iv Cilacap," *Assets: Jurnal Akuntansi dan Pendidikan* 5 (1), 2017.

¹⁸ Wibowo, S. E., *Manajemen Kinerja* (Jakarta: Raja Grafindo Persada, 2007), 78.

¹⁹ Veithzal Rivai Zainal, Salim Basalamah, and Natsir Muhammad, *Islamic Human Capital Management* (Jakarta: PT Raja Grafindo Persada, 2014), 212.

the job, tasks, and institution. This way, employees will share the organization's responsibility and develop a sense of belonging.²⁰

Besides, Islam also offers a social system that is in accordance with the justice principles. The system includes the relations between coordinates and subordinates and the reward concept. Indeed, employees' existence is seen as honorable. In regulating the relationship between the organization and the employees, Islam offers *muswah* (equality) principles, where both parties need each other. It also offers 'adl (fair) principles as the follow-up of the previous principle. In this case, the organization should consider the principles in determining the employees' rights and obligations.²¹

Based on the explanation, it can be concluded that quality of work life (QWL) is the employees' perception of the leader's policies for the employees' comfort and security at work. They are assessed in several indicators: facilities, environment, involvement, career path, empowerment, and incentive.

Data Description

Using SPSS 21 application, the data description determined variable Y (organizational commitment) as the dependent variable and variable X (quality of work life) as the independent variable. Meanwhile, the description of each variable was presented in the following table.

Table 1. Data Description of Variable X and Y

Findings	X	Y
Mean	126.4545	111.5818
Median	124.0000	112.0000
Std. Deviation	17.54974	9.56400
Variance	307.993	91.470
Range	64.00	37.00
Minimum	89.00	93.00
Maximum	153.00	130.00
Sum	6955.00	6137.00

²⁰ Zainal, Basalamah, and Muhammad, hlm. 214.

²¹ Damingun, *Kinerja dan Etos Kerja Dalam Perspektif Islam* (Samarinda: Sekolah Tinggi Ilmu Ekonomi Muhammadiyah Samarinda, 2012), 11.

The data obtained from the field about the organizational commitment processed statistically and added to the frequency distribution table showed 130 as the maximum score and 93 as the minimum, creating a 37 point gap. Based on the statistical calculation, the organizational commitment's instruments data reached the mean score of 111.58, standard deviation 9.56, variance 91.47, and median 112. Meanwhile, the score of the frequency distribution was presented in the following table:

Table 2. Frequency Score of Variable Y

No	Category	Interval	Frequency	Cumulative Frequency
1	Extremely High	125 - 133	6	10.91
2	High	117 - 124	12	21.82
3	Moderate	109 - 116	17	30.91
4	Low	101 - 108	13	23.64
5	Extremely Low	93 - 100	7	12.73
			55	100.00

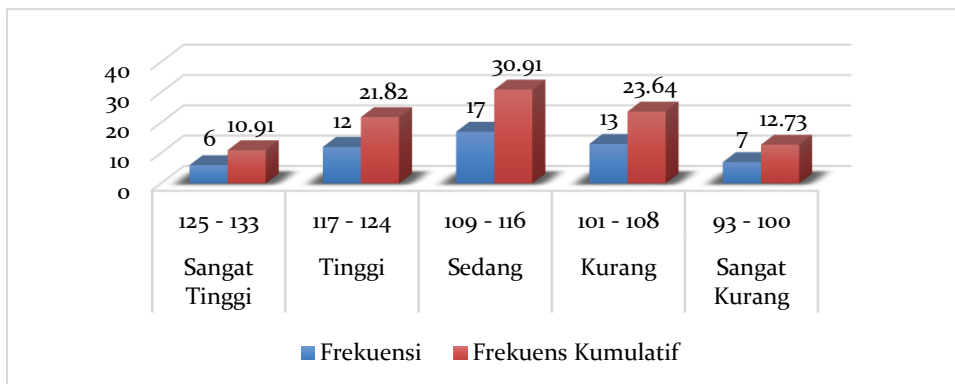


Figure 1. Frequency Diagram for Variable Y

Based on the table and figure, it is clear that the most frequent score was in the extremely high category, which was 109-116, as many as 17 times (30.91%). It can be said that the organizational commitment of IAIN Kendari employees was in the moderate category.

The variable of quality of work life (QWL) reached 140 for the maximum and 96 for the minimum, creating a gap up to 44 points. The statistic calculation showed a mean score of 120.49, a standard deviation of 11.38, variant 129.62, and a median of 121. The frequency distribution was presented in the following table and figure.

Table 3. Frequency Score of Variable X

No	Category	Interval	Frequency	Cumulative Frequency
1	Extremely High	132 - 140	11	20.00
2	High	123 - 131	17	30.91
3	Moderate	114 - 122	13	23.64
4	Low	105 - 113	11	20.00
5	Extremely Low	96 - 104	3	5.45
			55	100.00

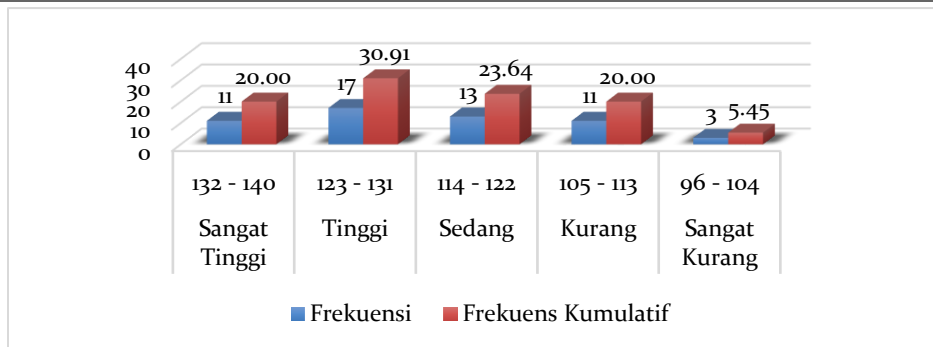


Figure 2. Frequency Diagram of Variable X₂

The table and figure clearly showed that the most frequent score was in the high category, ranging from 123 to 131, or as many as 17 times (30.91%). It means that the perception of the IAIN Kendari employees towards QWL is high or good.

Analysis Requirement Testing

1. Normality Test

The organizational commitment variable normality was tested, and the results were the followings:

Table 4. Normality Test of Variable Y
One-Sample Kolmogorov-Smirnov Test

		Y
Normal Parameters ^b	Mean	111.5818
	Std. Deviation	9.56400
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.090
Kolmogorov-Smirnov Z		.705
Asymp. Sig. (2-tailed)		.702
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		

As the output of SPSS 21 presented in the table, the dependent variable (Y/organizational commitment) reached the probability score. 0.702, which was greater than the alpha (α) 0.05. Therefore, Ho was accepted (the sample was from a normally distributed population). It means that the independent variable used in Kolgomorov-Smirnov testing has a normal distribution. Hence, further testing can be carried out because the data normality assumption has been fulfilled.

The independent variable (QWL) was tested for normality with the following results.

Table 5. Normality Test of Variable X
One-Sample Kolmogorov-Smirnov Test

		X_2
Normal Parameters ^b	Mean	120.4909
	Std. Deviation	11.38529
Most Extreme Differences	Absolute	.118
	Positive	.118
	Negative	-.100
Kolmogorov-Smirnov Z		.872
Asymp. Sig. (2-tailed)		.433
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		

The output of SPSS 21 presented the significance score for the independent variable (X_2). The probability score or Sig was 0.433 greater than the alpha (α) 0.05. Thus, Ho was accepted (the samples were from a normally distributed population). It indicates that the independent variable tested using the Kolgomorov-Smirnov test has normal data distribution. Therefore, further testing can be taken because the data normality assumption has been fulfilled.

2. Linearity Test

The linearity test output reached the significance score greater than the alpha 0.05, which was 0.274. Hence, it can be concluded that the independent variable (QWL/X) has a linear influence on the dependent variable (organizational commitment/Y), where the linearity score of 0.000 is less than the alpha (0.05). The linearity test was shown in the following table.

Table 6.
Linearity Test results of variable QWL and Organizational Commitment

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Y * X	Between Groups	(Combined) 4023.715	30	134.124	3.515	.001
		Linearity 2612.476	1	2612.476	68.4	.000
		Deviation from Linearity 1411.240	29	48.663	1.275	.274
Within Groups		915.667	24	38.153		
Total		4939.382	54			

Hypothesis Testing

The second hypothesis testing, which was the direct effect of quality of work life (QWL) on IAIN Kendari employees' organizational commitment, was as follows.

$H_0 = 0$, meaning that quality of work life does not influence IAIN Kendari employees' organizational commitment.

$H_1: > 0$, meaning that the quality of work life affects the organizational commitment of IAIN Kendari employees.

H_0 was tested using simple linear regression analysis, of which the results can be seen in the following table.

Table 7. Output Coefficient of variable X on Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	37.971	9.584		3.962	.000
	X	.611	.079	.727	7.714	.000

a. Dependent Variable: Y

Based on the table, the coefficient score b was 0.727, while the constant a was 37.971, creating an equation $Y = 37.971 + 0.727X_2$. The regression equation model explained that if the QWL improves or decreases one point, the organizational commitment increases or decreases as much as 0.727 at the constant of 37.971.

Further, the linear regression significance of variable QWL on IAIN Kendari employees' organizational commitment was presented in the following table.

Table 8. Output ANOVA X on Y

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2612.476	1	2612.476	59.504	.000 ^b
	Residual	2326.906	53	43.904		
	Total	4939.382	54			
<i>a. Dependent Variable: Y</i>						
<i>b. Predictors: (Constant), X</i>						

The table presented the hypothesis testing based on the ANOVA output. If $\text{Sig.} \geq \alpha 0.05$, H_0 is accepted; and if $\text{Sig.} \leq \alpha 0.05$, H_0 is rejected. From the criteria, the Sig score was 0.000, which was less than the alpha 0.05; the QWL linear regression towards the organizational commitment in IAIN Kendari was significant, reaching 0.727.

The Influence of Quality of Work Life on the Employees' Commitment

The testing results presented in several tables confirmed that the quality of work life (QWL) positively and significantly influences the employees' organizational commitment in IAIN Kendari, reaching 0.727 or 72.7%. It showed that quality of work life could increase the employees' organizational commitment.

The results support Agung Nugroho Jati's research, mentioning that employees with high quality of work life will develop organizational citizenship behavior (OCB). Meanwhile, OCB is closely related to organizational commitment because it builds the employees' passive loyalty and active interaction with the organization.²² Similarly, Ritfy Nur Imanni and Andre Dwijanto Witjaksono explained that the quality of work life positively and significantly influenced organizational commitment and motivation. Good

²² Jati, "Kualitas Kehidupan Kerja dan Komitmen Organisasi: Hubungannya dengan Organization Citizenship Behavior". *Kiat Bisnis* 5 (2), 2013: 97-103.

QWL increases the employees' organizational commitment.²³ Another study conducted by Huang also found that QWL has a specific effect on organizational commitment.²⁴

Further, Zhao also found a similar condition in the research of which the respondents were nurses. It was revealed that nurses' high quality of work life increased their performance and affective commitment, preventing them from leaving the job.²⁵ In addition, Parvar et al. found that QWL has a positive influence, as much as 66.9%, on the employees' organizational commitment in OICO Company. The measurement to 97 employees of the company was based on several indicators, such as adequate and fair compensation, safe and healthy environment, growth and security, skill development, total living space, social integration, constitutionalism, and social relevance.²⁶ Similarly, Alrousan and Ali proved that QWL is related to the employees' organizational commitment.²⁷

However, it is necessary to consider the indirect effect of QWL on the organizational commitment through another variable as the mediator, such as job satisfaction²⁸ dan and leadership style.²⁹ Besides, institutional leaders need also to observe other factors influencing QWL. For example, autonomy, inter-

²³ Imanni, "Pengaruh Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Melalui Motivasi". *Jurnal Ilmu Manajemen* 2 (3), 2014: 1080-94.

²⁴ Ching-Yi Lei Huang, Tung-Chun, John Lawler, "The Effects of Quality of Work Life on Commitment and Turnover Intention," *Social Behavior and Personality: An International Journal* 35 (6), 2007: 735-50.

²⁵ XiaoWen Zhao, "The Impact of Quality of Work Life on Job Embeddedness and Affective Commitment and Their Co-effect on Turnover Intention of Nurses," *Journal of Clinical Nursing* 22 (5-6), 2013: 780-88.

²⁶ Mohammad Reza Faghieh Parvar, Satted Mohsen Allameh, and Reza Ansari, "Effect of Quality of Work Life on Organizational Commitment by SEM," *International Journal of Academic Research in Business and Social Sciences* 3 (10), 2013: 135-44.

²⁷ Mahmoud Ali Alrousan and Shireen Mahmoud AlAli, "The Role of Quality of Work Life in Organizational Commitment in Islamic Banks," *International Journal of Financial Research* 11 (4), 2020: 515-22.

²⁸ Diana et al., "Building Nurses' Organizational Commitment by Providing Good Quality of Work Life," *Systematic Reviews in Pharmacy* 11 (4), 2020: 142-50.

²⁹ T. S. Nanjundeswaraswamy, D. R. Swamy, and P. Nagesh, "Leadership Styles in Mediating the Relationship between Quality of Work Life and Employee Commitment," *International Journal for Quality Research* 14 (2), 2020: 387-412.

group relation, recognition, economic benefits, self-respect, and supervisory relations.³⁰

In short, the better the quality of work life (QWL), the higher the employees' commitment to the organization. If the leaders want to increase the employees' commitment, they need to improve their work quality.

Conclusion

Quality of Work Life (QWL) can significantly increase the employees' organizational commitment. High perception on the quality of work life positively and significantly improves employees' organizational commitment, which is observable through their positive behavior towards the institution, involvement in every task, strong willingness to accomplish the tasks, seriousness in maximizing their skills, willingness to adjust themselves to the institution's policies, and strong willingness to stay with the organization. The present study implied consideration to take by institution's leaders to improve the employees' quality of work life. The institution can provide adequate working facilities, create a conducive working environment, involve the employees in decision making, provide a career path, empower the employees, and provide adequate incentives.

³⁰ Zafrul Allam and Abdul Rahman Shaik, "A Study on Quality of Work Life amongst Employees Working in the Kingdom of Saudi Arabia," *Management Science Letters* 10 (6), 2020: 1287-94.

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