

The Effect of Quality of Work Life and Organizational Commitment to Employee Performance: A Case Study of Transportation Business in Nakhon Phanom Province of Thailand

Kusuma Soythong

Nakhon Phanom University, Thailand

E-mail: hongthong.tuk@gmail.com

Abstracts

In the current, an organization should provide a suitable working environment to make employees enjoy their work. The enjoyment of work affects physical, emotional, social, and spiritual feelings, affecting employee performance. This research aims to study the influence of quality of work life on employee performance and study the influence of organization commitment on the relationship between quality of life at work and work performance. The researchers collected data from 300 employees of a parcel company in Nakhon Phanom province of Thailand, using a questionnaire as a research tool by analyzing the data through using structural equation modeling (SEM). The research finds that the quality of work life has a statistically significant effect on employee job performance, and that organizational commitment is a partially mediating variable between the quality of work life and employee job performance. This result leads to the importance of HR practices that can foster the quality of work life of employee. Employees who have a better quality of work life are more likely to be committed to their organization, and this commitment, in turn, leads to the better job performance of the employees.

Keywords: Quality of Work Life; Organization Commitment; Employee Performance; Transportation Business

Introduction

An organization should provide a suitable working environment to make employees enjoy their work. The enjoyment of work affects physical, emotional, social, and spiritual feelings (Veldstra, 2020: 1-24). Quality of work life (QWL) refers to an overall well-being and satisfaction of the employees in their work environment. It encompasses various factors such as job satisfaction, work-life balance, job security, and health safety at workplace. In Thailand, QWL has become an increasingly important topic as the country continues to develop its economy and workforce. The Office of the Prime Minister (2017 : 25) of Thailand has created the 12th National Economic, and Social Development Plan (2017-2021 : 147) focused on the quality of work life because human beings are valuable assets (The National Economic and Social Development Office (2017 : 63)). When employees have a good quality of work life, they develop a positive attitude toward the organization and develop themselves into quality personnel of organizations. Many organizations in Thailand need to improve QWL for their employees to attract and retain top talents, increase productivity, and improve overall business performance. These efforts have included initiatives to promote work-life balance, improve

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working conditions, provide training, and give education opportunities for employees. A good QWL leads to increasing organizational commitment, which, in turn, influences employees to be dedicated to the organization's success. This is consistent with the findings of Hadi and Tentama (2020 :148-156), which they stated that human resource strategies influenced the awareness, attitudes, and behaviors that fostered organizational commitment, which led to employees having a positive attitude towards the organization.

The benefits that an organization gets from QWL have drawn much attention from scholars, such as hospitals and banks. While the organization commitment also gets attention from organization behavior scholars because it effects on employee retention in the long term and improves organization competitiveness. Additionally, organizational commitment has also attracted attention from organizational behavior scholars as it effects on employee retention in the long term and improves organizational competitiveness stated that employee motivation from the work environment increased productivity. This study assumes that QWL is a motivation that encourages employees in every position to work hard and have a commitment to work, resulting in better work efficiency. As a result, organizations provide wages, safety, health, and job advancement opportunities through their human resource management strategy. However, a study by Gloster et al. (2020: 2088-2093) found that an individual's organizational commitment was contingent on personal characteristics such as years of work, employee choices, employee investment in the company, and employee social experiences. As a result, human resource practices must be defined with different strategies according to job positions. From the above discussion, it can be assumed that QWL and organizational commitment of employees in each job position have different characteristics. This study also hypothesizes that both of these factors can affect the productivity of employees with different job titles.

This research attempts to study the components of QWL on organizational commitment because the determination of the human resource strategy that leads to employee commitment to the organization is different (Rameshkumar, 2020: 105-112). Therefore, this study focuses on researching transportation companies in Thailand, one of the hubs of the logistics industry. Currently, the logistics industry has greatly expanded in Thailand as it steps into the ASEAN Economic Community (AEC) and because Thailand is a central connection in the ASEAN region. This study collected data in the context of the transportation business in Nakhon Phanom Province. Nakhon Phanom Province is a regional transportation hub, according to the special economic zone development policy, not only to increase the competitiveness of the country but also to prepare Thai entrepreneurs to support the expansion of the ASEAN economy. Nakhon Phanom is designated as a strategic border area for the development of cargo terminals or truck terminals, supporting the growth of the transportation sector in the province. As a result, the QWL and organizational commitment of employees are needed to be studied as the components of QWL that affect the commitment of the organization and the performance of employees. This study will allow managers or policymakers to understand what factors employees need to promote their performance and can be used to create guidelines for taking care of employees to improve their QWL because better life leads to better work results.

Research Objectives

1. To study the influence of QWL on employee performance.
2. To study the influence of organizational commitment on employee performance.
3. To study the influence of organizational commitment on the relationship between QWL and employee performance.

Literature Review

Quality of Work Life (QWL)

The quality of work life (QWL) refers to the overall satisfaction and well-being of employees in the workplace, which is measured by the balance among work life, personal life, and the level of the work environment that promote overall employee well-being (Leitão, Pereira and Gonçalves, 2019: 3803). According to Mohammadi and Karupiah (2020), QWL refers to the level of satisfaction of an individual with his or her job responsibilities, co-workers, and work environment. It is composed of factors such as control, acceptance, advancement and development, and reward for work. Adnan Bataineh (2019 : 99- 112) mentioned that QWL could be divided into two dimensions. First, employee's dimension, which meant the feelings of employees towards the work environment and experiences in the organization, had been met with expectations or needs. QWL makes employees work with satisfaction and good physical and mental health. Second, organization's dimension, which meant the processes that the organization arranged to support employees to work with satisfaction. Trying to meet the needs or expectations of employees creates positive impacts on both the attitude and the behavior of employees in the work, such as job satisfaction and having enthusiasm in working. In conclusion,

This study QWL from 7 components, according to Huse and Cummings (1985) and Walton (1974), states that the components of QWL are **as follows**:

1. Adequate compensation is an indication of the QWL in a person's work because individuals need compensation to meet their economic needs.

2. Work environment promoting safety and health includes the physical environment of the workplace, tools, and equipment that are convenient for performing tasks, safety from accidents, and prevention of the spread of disease.

3. Opportunity for personal development includes allowing individuals to have autonomy in performing tasks from their knowledge and abilities, having a plan for work, and participating in every step of the process.

4. Job security and progress in the job includes receiving more responsibilities, improving job performance and opportunities for success in the job, being accepted by colleagues and families, and having financial stability or positions.

5. Collaboration in work environments contributes to individuals recognizing the value of the working group, being accepted and working together well with the relationship among individuals in the organization affecting the work atmosphere.

6. Organizational ethics or democracy within an organization refers to the adherence to moral principles in work, which includes individuals receiving the respect for their personal rights, freedom of speech, and mutual respect and consideration for the rights of others among colleagues.

7. Work and life balance refer to the ability for an individual to divide their time proportionately among work, family, and society. Ninth, beneficial to society, refers to activities in the job that are responsible to society, causing individuals to realize the importance

of their work and profession, such as employees recognizing that their organization has a collective responsibility to improve the community.

Organizational Commitment

Nguyen (2020: 373 - 386) defined organizational commitment as the commitment of its employees towards the goals set by the company, affecting the success of the business in terms of increasing work efficiency, maintaining employee satisfaction, and overall participating in the organization's identity. Employees who are committed in the organization have specific characteristics, such as feeling a sense of loyalty and having a full willingness to contribute to the organization's success.

The factors that have an impact on the level of commitment of employees to the organization include individual values and goals, job characteristics, the quality of working relationships with colleagues and supervisors, and the level of support and acceptance received by the organization. Organizations can enhance employee commitment by creating a positive work environment, offering opportunities for advancement and growth, and recognizing and rewarding employees . Therefore, when a company invests in developing its human resources by providing them with knowledge and expertise, it is creating commitment to the organization which is very important and helps reduce employee turnover or absenteeism. categorizes three types of organizational commitment which include as follows:

1. Affective commitment is based on emotional attachment to the organization and the desire to stay with the organization. Employees with affective commitment feel a sense of attachment to the organization and have a desire to participate in its success .

2. Continuance commitment is a type of commitment based on the belief that leaving an organization will have negative consequences, such as financial or status loss. Employees who have continuance commitment may feel a sense of obligation to stay with the organization even if they are not particularly satisfied with their job or the organization as a whole.

3. Normative commitment is a type of commitment based on the belief that it is the right thing to do to stay with an organization. Employees who have normative commitment may feel a sense of duty or loyalty to the organization even if they are not particularly satisfied with their job or the organization as a whole .

Employee Performance

The idea about the employee performance in human resource management does not change much. According to the Flippo (1980:7), employee performance is the result of effort and ability, used in work and often evaluated, based on both the quality and quantity of work produced and improved through training and development, setting goals, and feedback and support. Lee, Idris, and Tuckey (2019: 257-282) defined the performance of employees as "the scope in which employees followed the job's requirements and contributed to the organization's goals." They noted that performance was influenced by various factors, including personal characteristics, work environment, leadership, and management practices. Moreover, it could be improved through strategies such as training and development, setting goals, and feedback and support. This study examines the employee performance from 4 components.

1. Quality is the level of excellence or superiority of the work of an employee, which can be evaluated by way of using various methods, such as customer satisfaction surveys, error rates, or the number of necessary repeat work (Mathis and Jackson, 2011).

2. Quantity is a measure of the productivity of an employee that measures the amount of work that an employee can do within a given time period. It is often used to evaluate the

performance and results of employees in various industries, including logistics. (Mathis and Jackson, 2011).

3. On-time performance means the ability to deliver goods and services on time and as agreed. It affects logistics performance, customer satisfaction, cost reduction, and company reputation (Mathis and Jackson, 2011).

4. Working with others is a key factor in the success of operation or logistics systems. Working together and as a team can help improve efficiency, reduce errors, and increase customer satisfaction.

Hypothesis Development

The relationship between quality of work life and employee performance

When employees have a high quality of work life, they are more likely to be satisfied with their jobs, feel engaged, and have the motivation to perform well. They also have a better work-life balance, which reduces stress and burnout, leading to higher levels of productivity, creativity, and innovation. In contrast, poor working conditions, such as low pay, poor management, and lack of opportunities for growth and development, can lead to stress, dissatisfaction, and poor job performance. One study by Akinyemi, Oladele, and Ogunnaike (2017: 1-10) found a positive relationship between the QWL and job performance among employees in Nigerian universities. They concluded that improving the QWL was crucial for enhancing job performance and employee well-being. A study by Demir and Kilic (2019: 8-19) explored the impact of QWL on employee performance in the tourism sector in Turkey. They found that higher levels of QWL were associated with better employee performance, and those factors such as job security, good relationships with co-workers, and job satisfaction were important predictors of job performance.

Hypothesis 1: QWL has a positive impact on employee performance

The relationship between quality of work life and organizational commitment

The Social Exchange Theory suggests that when each employee perceives a balance between the costs and benefits of their work, they will become more committed to the organization. Employees' commitment to the organization increases when they are treated fairly, supported, and rewarded for their hard work. (Harden, Boakye and Ryan, 2018 :291-300). The 7 components of QWL promote the employee performance as below:

1. Adequate compensation, when employees feel that they have received fair compensation for their work, they are more likely to become committed to the organization (Ahmad, 2018). This is because fair compensation can lead to increased job satisfaction, which is an important factor in employee commitment. Conversely, if employees feel that they are not being fairly compensated, they may feel less committed and engaged with the organization. This can lead to negative outcomes such as decreased productivity, increased turnover, and negative impacts on an organizational culture (Abioro, Oladejo, and Ashogbon, 2018: 49-59).

2. The work environment that is well-maintained and safe is important for the well-being and health of employees. Furthermore, it has an impact on the level of motivation and commitment to the organization. When employees feel that their health and safety are important to the organization, they may tend to feel a sense of loyalty Marzuki and Sularso, 2018: 40-46). Therefore, it is important for organizations to give appropriate ventilation, cleanliness and disease control protocols, and personal protective equipment as necessary (Li, Liu, Qin, Cui, Zeng, Ji, and Li, 2021: 1-12).

3. When employees are given opportunities to develop and improve their skills and abilities, they tend to have a positive attitude towards the organization because they feel that the organization values and invests in their development (Kooij, De Lange and Van De Voorde, 2022: 22-34) which is an important factor in employee commitment (Hendri, 2019: 1208-1234).

4. When employees feel that they have opportunities for advancement in the organization and their job is secure, they are more likely to become committed to the organization. This is because they feel that the organization values their contributions and is investing in their future with the company (Albalawi, Naughton, Elayan, and Sleimi, 2019: 310-324). In return, if employees feel that the opportunities for progress are limited or the job is not secure, they may feel less committed and less engaged with the organization (Redondo, Sparrow, and Hernández-Lechuga, 2021: 2046-2069). This can lead to negative outcomes such as decreased productivity and increased turnover (Lee, Idris, and Tuckey, 2019: 257-282).

5. Employees tend to feel that the organization is trustworthy and that their participation is valuable when they follow the organizational code of ethics. In return, if the organizational code of ethics is seen as not being upheld or followed consistently, it can lead to a decrease in employee motivation. (Huo, Li, Zheng, Liu, and Yan, 2020 : 1008). This is because employees may feel that the organization is not fulfilling its responsibility to maximize their benefits or that their work is not valued.

6. Social integration refers to the level at which employees feel connected and engaged with their co-workers and organization as a whole. When employees feel connected to the organization, they tend to become more committed to it (Rasool, Wang, Tang, Saeed, and Iqbal, 2021: 2294). This is because they feel a sense of ownership and connection to their co-workers and organization, which leads to increased job satisfaction and positive feelings (Leow, Lee, and Leow, 2020: 3803). In contrast, when employees feel disconnected or isolated from their co-workers and organization, they may feel less committed and connected to the organization, which can lead to negative outcomes such as decreased productivity and increased turnover (Leow, Lee, and Leow, 2020: 3803). Therefore, it is important for organizations to foster social integration among their employees in order to promote positive outcomes and employee engagement.

7. The balance between life and work refers to the scope in which an individual can manage their workload and personal responsibilities effectively. When employees have a good balance between work and life, they tend to be more committed to the organization (Adnan Bataineh, 2019: 99-112) because they feel that the organization values and supports their well-being and personal lives. This may lead to increased job satisfaction and a positive attitude towards work. Conversely, if employees feel that their work-life balance and personal lives are negatively impacted by their work, they may lack commitment and engagement with the organization (Navajas- Romero, Ariza- Montes and Hernández- Perlina, 2020: 2847) . Therefore, it is important for organizations to promote balance between life and work among employees in order to foster a sense of commitment and lead to overall organizational success. This may involve offering flexible work options, such as remote work or flexible schedules, and providing a support for employees to manage their workload and personal responsibilities effectively .

Hypothesis 2: QWL has a positive impact on organizational commitment

The relationship between organizational commitment and employee performance

Affective commitment refers to the emotional attachment that employees have to the organization and their work. When employees have affective commitment to the organization, they tend to perform at a higher level and have a motivation to contribute to the organization's success (Loan, 2020: 3307-3312). This is because they feel a strong sense of identity with the organization and have a desire to do their best work. Conversely, if employees do not have emotional commitment to the organization, they may have less motivation to perform at a high level and may have less opportunities to excel or exceed expectations. This can lead to decreased performance and negatively impact the overall performance of the organization (Mowday, Porter, and Steers, 2013). Therefore, it is important for organizations to cultivate emotional commitment in their employees.

The continuance commitment is one of the binding factors that the employees have towards their work due to external factors such as the cost of leaving the job or lack of other options (Hadi and Tentama, 2020: 148-156). It is based on the belief that the cost of leaving the job is too high, both financially and negatively in terms of impacts that may occur. There is evidence that commitment to continuity is related to job performance; for example, research has shown that employees with high commitment to continuity tend to have higher performance levels and tend to leave their jobs less (Loan, 2020: 3307-3312). Because they feel the burden of the strong commitment to the organization and are fully committed to trying to make sure, employees meet the expectations of the employer.

Normative commitment is a type of commitment that employees have towards their job as a result of feeling obligated or responsible towards the organization. It is based on the belief that following responsibilities and obligations to the organization is important (Mowday, Porter, and Steers, 2013). There is evidence that line-base commitment is related to job performance; for example, research has found that employees who have a high level of line-base commitment tend to have higher job performance and tend to quit less (Mowday, Porter, and Steers, 2013). This is because they feel responsible towards the organization and are willing to try to make sure they meet the expectations of the employer (Loan, 2020: 3307-3312.).

Hypothesis 3: Organizational commitment has a positive impact on employee performance

The mediating effect of organizational commitment on the relationship between quality of work life and employee performance

Employees with high level QWL and affective organizational commitment have a tendency to have higher levels of job performance and a tendency to leave the job less. This is because they have motivation, satisfaction, and participation in work more, which lead to better performance. For example, a positive work environment and high level of emotional organizational commitment may lead to increased job satisfaction, which leads to higher job performance.

Individuals with positive work life quality may have more motivation and participation in their work, leading to improved performance (Mohammadi and Karupiah, 2020: 1093-1107). Additionally, good work life quality may result in increased job satisfaction (Dhamija,

Gupta and Bag, 2019 : 871-892). There are several factors that contribute to good work life quality, such as a supportive work environment, opportunities for growth and development (Niati, Siregar and Prayoga, 2021 : 2385-2393), job flexibility (Sabuhari, Sudiro, Irawanto, and Rahayu, 2020 : 1775-1786), good communication and relationship with supervisors and coworkers (Harden, Boakye and Ryan, 2018 : 291-300), and balance between work and personal life (Pandey and Tripathi, 2018 : 53-59). Therefore, organizations that prioritize their employees' work life quality may see improvements in employee engagement and job performance.

The Expectancy Theory (Vroom, 1964) proposes that the job performance of employees is influenced by each person's beliefs about the relationship between effort and job performance and beliefs about the possibility that job performance will lead to desired outcomes (such as rewards or promotions). Therefore, employees have expectations for benefits they will receive from their work, such as progress, opportunities for job growth, satisfaction with the company, co-workers, and income. These expectations stimulate work motivation and enhance work efficiency.

Hypothesis 4: Organizational commitment mediates a relationship between QWL and employee performance

Research Methodology

The study on the effect of quality of work life and organizational commitment to employee performance was designed as quantitative research as below:

Population and Sample

The population of this research was the employees from 4 transportation companies operating in Nakhon Phanom province. There were 10 branches of Thai Post, 12 branches of Kerry Express, 12 branches of J & T Express, and 12 branches Flash Express. Nakhon Phanom had expanded its transportation business to prepare for the Chinese-Laos railway connection, as part of the regional transportation network to improve as a transportation hub and logistics center in line with the special economic development zone policy (The National Economic and Social Development Office, 2017). Since the specific number of employees was unknown, the sample size needs to be calculated by using Cochran's formula. The sample size was 385, but the researcher collected the data from 400 employees of a parcel in order to have the reliable information for data analysis. However, 300 responses were found to be useable after the initial screening and data cleaning. Non-probability sampling was used by selecting the sample and purposive sampling was used (Cochran, 1977) by selecting a sample group that is similar to the population group for referencing the results. Based on the properties of the sample group, 1) the sample group consisted of full-time employees, with no age/gender restrictions, 2) employees were working in all position, and 3) the sample group fully cooperated in answering the questionnaire.

Research Instruments

After an intensive review of the literature, the concept and questionnaire of the previous research were adopted to develop and customize the questions for this research. The questionnaire was designed as a checking list of answer and rating scale answer (5-point Likert scale). The questionnaire was divided into four sections including demographic information, QWL, organization commitment, and employee performance by using 5-point Likert- scale (1= very dissatisfied or strongly disagree to 5 = very satisfied or strongly agree). The researcher

conducted test content validity of questionnaire by 5 experts to adjust the appropriateness of the wording used and make adjustments for accuracy and appropriateness. The questionnaires were brought to try out by collecting the data from 40 people, who were similar to the sample in order to find the reliability value ($\alpha = 0.947$) by using the method of Cronbach's alpha coefficient.

Data collection

Collecting samples through trained staffs who traveled to different branches of each branch of 4 companies. Customer service staff, delivery worker administrative staff financial staff, managers were considered as a good representation of population.

Research Conceptual framework

In the conceptual framework of the research on the effect of quality of work life and organizational commitment to employee performance, there are seven significant determinants of quality of work life, and three determinants of organization commitment are as below:

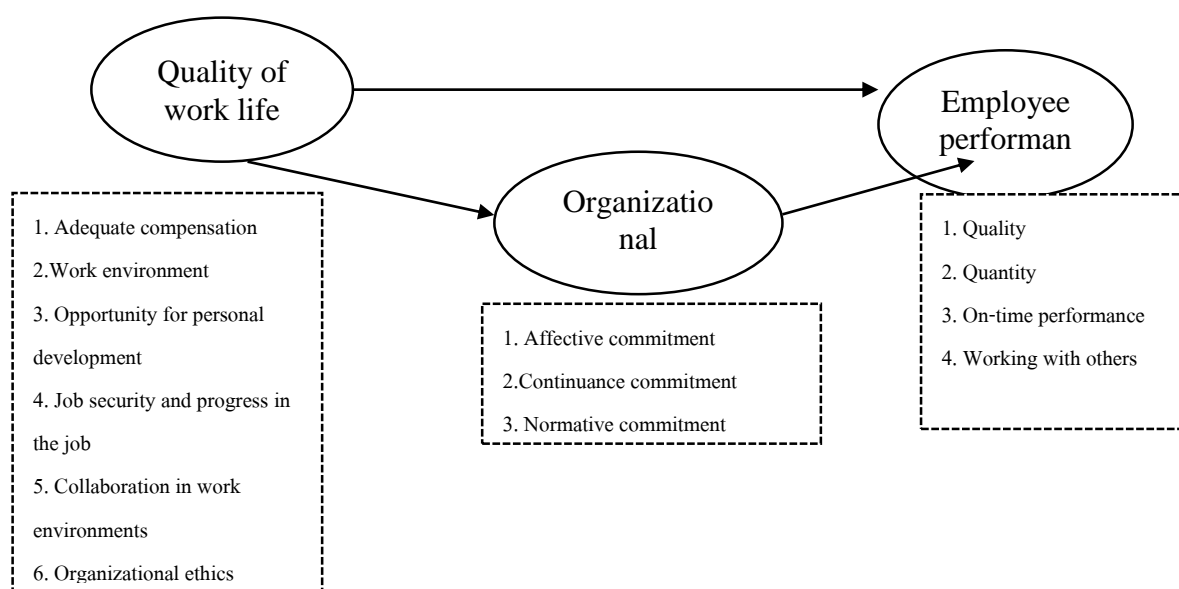


Figure 1. Shows the research conceptual framework.

Results

For research conditions, problems, approaches, and elements of the effect of quality of work life and organizational commitment to employee performance of transportation business in Nakhon Phanom province and presentation of data analysis results, the researcher used the mean, standard deviation, skewness, kurtosis of the observed variables in the model calculating data as shown in Table 1.

Table 1. Shows mean (\bar{x}), standard deviation (S.D), and skewness of quality of work life.

| Quality of work life with | \bar{x} | S.D. | Skewness | Kurtosis | Level |
|---|-----------|------|----------|----------|-------|
| 1. Adequate compensation (ADC) | 3.55 | 0.76 | 0.293 | -.606 | High |
| 2. Work environment(WOE) | 3.55 | 0.80 | 0.425 | -0.625 | High |
| 3. Opportunity for personal development (OPD) | 3.68 | 0.69 | 0.455 | -0.981 | High |
| 4. Job security and progress in the job (JSP) | 3.73 | 0.68 | 0.291 | -0.863 | High |
| 5. Collaboration in work environments (CWE) | 3.73 | 0.72 | 0.310 | -1.163 | High |
| 6. Organizational ethics (ORE) | 3.86 | 0.75 | 0.157 | -1.255 | High |
| 7. Work and life balance (WLB) | 3.64 | 0.72 | 0.265 | -0.587 | High |

The result of the study on the level of overall QWL in Table 1 indicated that the overall quality of work life was at the high level ($\bar{x} = 3.68$). The highest value of mean was organizational ethics ($\bar{x} = 3.86$), and this was followed by job security and progress in the job and collaboration in work environments ($\bar{x} = 3.73$), which was higher than the four other determinants including opportunity for personal development ($\bar{x} = 3.68$), work and life balance ($\bar{x} = 3.64$), adequate compensation ($\bar{x} = 3.55$), and work environment ($\bar{x} = 3.55$), respectively.

Table 2. Shows mean (\bar{x}), standard deviation (S.D), and skewness of organizational commitment.

| Organization commitment with | \bar{x} | S.D. | Skewness | Kurtosis | Level |
|---------------------------------|-----------|------|----------|----------|-------|
| 1. Affective commitment (AFF) | 3.69 | 0.62 | 0.392 | -0.655 | High |
| 2. Continuance commitment (CON) | 3.67 | 0.65 | 0.385 | 0.623 | High |
| 3. Normative commitment (NOM) | 3.57 | 0.66 | 0.207 | 0.270 | High |

Table 2 indicated that the overall organizational commitment was at the high level of satisfaction ($\bar{x} = 3.64$). The highest value of mean was affective commitment ($\bar{x} = 3.69$), and this was followed by continuance commitment ($\bar{x} = 3.67$), which was higher than normative commitment ($\bar{x} = 3.57$).

Table 3. Shows mean (\bar{x}), standard deviation (S.D), and skewness of employee performance.

| Employee performance with | \bar{x} | S.D. | Skewness | Kurtosis | Level |
|------------------------------|-----------|------|----------|----------|-------|
| 1. Quality (QUA) | 3.61 | 0.63 | 0.805 | -0.195 | High |
| 2. Quantity (QUN) | 3.63 | 0.70 | 0.623 | -0.425 | High |
| 3. On-time performance (OTP) | 3.71 | 0.67 | 0.220 | -0.097 | High |
| 4. Working with others (WWO) | 3.73 | 0.74 | 0.194 | 0.546 | High |

Table 3 indicated that the overall employee performance was at the high level (\bar{x} = 3.67). The highest value of mean was work with other (\bar{x} =3.73), and this was followed by on-time performance (\bar{x} = 3.71), which the was higher than other two determinants including quantity (\bar{x} = 3.63), and quantity (\bar{x} = 3.61), respectively.

The researcher used the data to calculate the inter-correlation coefficient of the three variables. It was found that the variables were related as shown in Table 4.

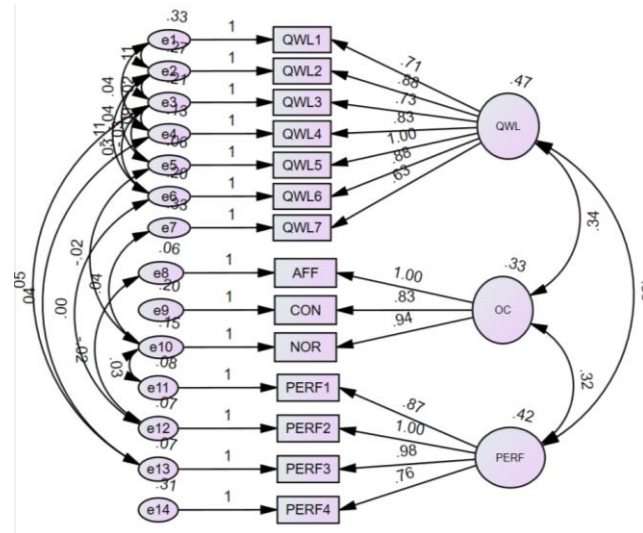
Table 4. The correlation and reliability matrix

| | QWL | OC | PERF |
|------|-----|--------|--------|
| QWL | 1 | .717** | .720** |
| OC | | 1 | .779** |
| PERF | | | 1 |

QWL = Quality of work life, OC = Organization commitment, PERF = Employee performance, **p <.001, N = 300

According to Table 4, all correlations were found to have a statistically significant positive correlation at the 0.01 level. The correlation level was between 0.717- 0.779 indicating that QWL, organization commitment and employee performance were positively correlated. This suggests that there was a mutual relationship between these factors.

Measurable Model



$\chi^2 = 106.4$ df = 39, $p = 0.001$ relative $\chi^2 = 3.5$, GFI = 0.910, CFI = 0.961, NFI = 0.947, TLI = 0.497, RMSEA = 0.041, RMR = 0.025

Figure 2. The first order confirmatory factor analysis (CFA)

According to Figure 2. CFA could be used to evaluate the extent to which a set of observed variables or indicators measures the same construct or factor. The model evaluation results showed that the model with the lowest value had the value χ^2 value was 106.4 and the number of degrees of freedom was 39, p -value = 0.001, which was found to be statistically significant. And it showed that hypothetical models were not fit with empirical data, but since the χ^2 statistic already possessed that limitation. Therefore, other evaluation indexes had to be considered, resulting in the following results: Comparative Fitness Index (CFI) of 0.961, Well-being Index (GFI) of 0.910, and Normal Fitness Index (NFI) of 0.947. It was acceptable that the fitness model was consistent with the empirical data, RMSEA index of .0497 was considered good, and a normal χ^2 /df value of 2.728 or less than 3 was considered eligible. It was concluded that the theoretical model was fit or consistent with the empirical data.

Table 5. Confirmatory factor analysis of measurement model

| | Factor loading | t-value |
|--|----------------|---------|
| Quality of work life AVE = 0.66 C.R. = 0.69 Cronbach's alpha = 0.962 | | |
| Adequate compensation (ADC) | 0.709 | 13.446 |
| Work environment(WOE) | 0.878 | 15.9 |
| Opportunity for personal development (OPD) | 0.734 | 14.93 |
| Job security and progress in the job (JSP) | 0.833 | 22.432 |
| Collaboration in work environments (CWE) | 1.000 | 1.20 |
| Organizational ethics (ORE) | 0.882 | 19.751 |

| | | |
|---------------------------------|---|--------|
| Work and life balance (WLB) | 0.629 | 12.256 |
| Organization commitment | AVE = 0.88 C.R. = 0.68 Cronbach's alpha = 0.964 | |
| 1. Affective commitment (AFF) | 0.936 | 1.39 |
| 2. Continuance commitment (CON) | 0.834 | 16.331 |
| 3. Normative commitment (NOM) | 1.000 | 19.53 |
| Employee performance | AVE = 0.82 C.R. = 0.69 Cronbach's alpha = 0.963 | |
| Quality (QUA) | 0.869 | 22.902 |
| Quantity (QUN) | 1.000 | 1.98 |
| On-time performance (OTP) | 0.981 | 28.408 |
| Working with others (WWO) | 0.760 | 14.126 |

According to Table 5, the reliability and validity of a measurement instrument. Average variance (AVE) represented the levels of shared variability that could be explained by the same underlying construct or factor. AVE of QWL equaled 0.66, AVE of organization commitment equaled 0.88, and AVE of employee performance equaled 0.82 and was greater than 0.5. That indicated that the measurement model possessed good convergent validity (Fornell and Larcker, 1981 : 39-50). The C.R. values for all factors were above 0.7, and the AVE values for all dimensions exceeded the threshold value of 0.50 (Fornell, Larcker and 1981: 39-50)

Table 6. Discriminant validity

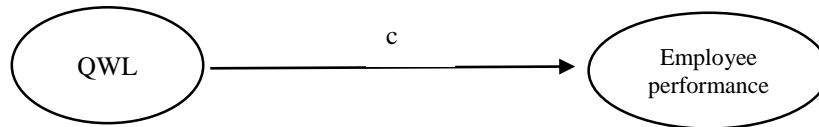
| | 1 | 2 | 3 |
|-------------------------------|-------------|-------------|-------------|
| 1 - Quality of work life | 0.43 | | |
| 2 - Organizational commitment | 0.85 | 0.77 | |
| 3 - Employee performance | 0.74 | 0.86 | 0.67 |

According to Table 6, to assess discriminant validity, comparing the AVE value with the squared correlation value between variable. An AVE value was lower than the squared correlation value between the component raised to the power of two indicating good discriminant validity (Fornell, Larcker, 1981 : 39-50).

Structural Model

To test for mediation, researcher needed to examine the direct and indirect effects of the QWL on the employee performance. The indirect effect was the effect of the QWL on the employee performance through the organization commitment. The total effect was the direct effect plus the indirect effect.

Direct effect (path c) before mediating variable



Direct effect Indirect effect (path a*b) with mediating variable

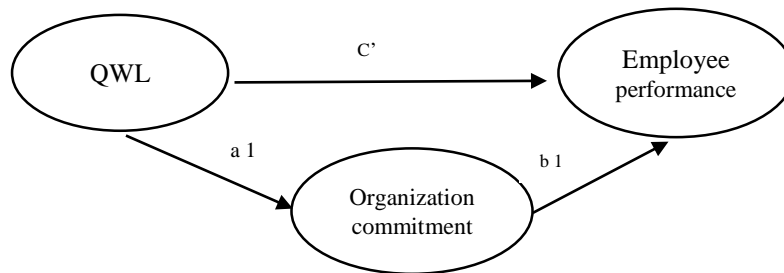


Figure 3. The picture of mediation analysis

To test the study hypotheses, the researchers ran SEM with the maximum likelihood method. Overall, the SEM results revealed a good model fit to data ($\chi^2 = 66.235$, $df = 47$ ($n = 560$), $p < 0.001$; Relative $\chi^2 = 1.114$; CFI = 0.951; SRMR = 0.044; RMSEA = 0.049) (Table 4). Moreover, the model displayed good explanatory power (SMC) as the dependent variables could explain 0.77 of variance in environmental performance.

Table 7. The results of the structural model

| Hypotheses | The Research Structural Model | | | | |
|---|-------------------------------|-------|-------------|---------|------------|
| | Beta (β) | C-R | t- value | P value | Results |
| H1: QWL → Employee performance (c) | 1.06 | 0.036 | 29.44 | < 0.001 | H1 Support |
| H2: Organization commitment → Employee performance (a1) | 0.60 | 0.080 | 11.25 | < 0.001 | H2 Support |
| H3: QWL → Organization commitment (b1) | 0.86 | 0.097 | 8.86 | < 0.001 | H3 Support |

N = 300, C.R. = composite reliability

The results of the SEM structural model were shown in Table 7, and the results showed the direct and indirect relationships in this study. The SEM outputs supported the direct positive and significant impacts of QWL on employee performance ($\beta = 1.06$, $p < 0.001$) (represented path c) and the organization commitment on employee performance ($\beta = 0.60$, $p < 0.001$) (represented path a1); accordingly, hypotheses **H1 and H2 were supported**. The direct effect

of QWL on organization commitment was positive and significant ($\beta = 0.86$, $p < 0.001$) (represented path b1), and accordingly, hypothesis *H3 was supported*.

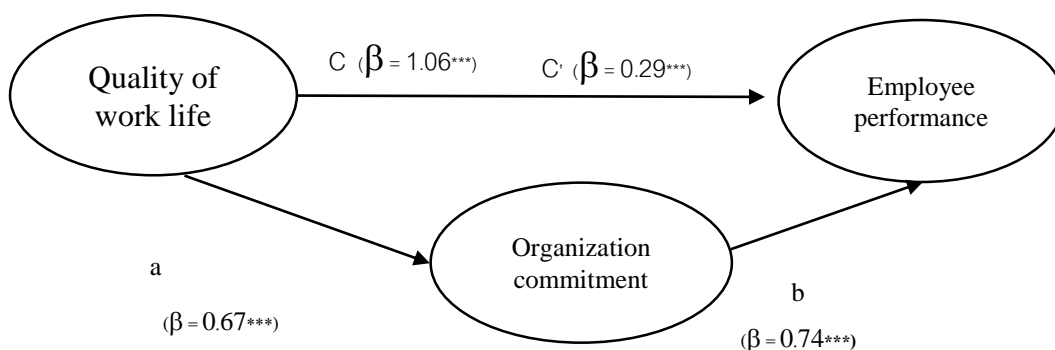
Table 8. The results of mediation analyses

| Path | Estimate | S.E. | C.R | P value |
|--|----------|------|-------|---------|
| Direct effect of QWL to employee performance (c') | 0.30 | 0.08 | 3.67 | 0.001 |
| Direct effect of QWL to organizational commitment (a1) | 0.67 | 0.04 | 20.57 | 0.001 |
| Direct effect of OC to PERF (b1) | 0.74 | 0.09 | 6.91 | 0.001 |

N = 300, $p < 0.001$, Dependent variable: employee performance

According to Table 8, after organizational commitment had been taken as a mediating variable between QWL and employee performance, the regression coefficient for the QWL effect on employee performance was found to be 0.30, and it was statistically significant at the 0.001 level. This suggested that QWL displayed a direct influence on employee job performance (path c') which slightly decreased from 1.06 (c) of the direct effect between QWL and employee performance before organizational commitment was taken as a mediator. As a result, the quality of work life possessed a partial mediator effect on employee performance through organizational commitment. *Hypothesis 4 was supported*. The regression coefficient for the QWL effect on organizational commitment was found to be 0.67, and it was statistically significant at the 0.001 level. The regression coefficient for the organizational commitment on employee performance was found to be 0.74, and it was statistically significant at the 0.001 level. This suggested that organizational commitment possessed an indirect influence on employee performance through the organizational commitment (represented by path a1*b1).

The model showed the causal relationship between QWL and employee performance before organizational commitment was taken as a mediator.



*** $P < 0.001$ in parentheses referred to the coefficient of multiple regression before mediating variable testing.

Figure 4. Showed a model demonstrating the influence of QWL on organizational commitment, which affected employee performance as a mediating variable

Conclusion and Discussion

Overall, having organizational commitment as a partial mediator between quality of work life and employee performance can lead to a more positive work environment, higher employee morale, and better organizational outcomes. In other words, employees who have a better QWL are more likely to be committed to their organization, and this commitment, in turn, leads to better job performance of employees. There are several benefits to having organization commitment as a partial mediator between QWL and employee performance.

Firstly, it can lead to higher levels of employee retention. When employees are committed to their organization, they are more likely to stay with the organization, to help reduce turnover rates and the costs associated with hiring and training new employees. This research extends the study of Ahmad (2018: 74-92). Ahmed (2018) found that employees' attitudes towards work were determined by their emotional attachment to the organization, their level of commitment, and their identification with the organization. Employees who receive good pay and have a positive work experience have a good attitude towards the company, are committed to the organization and are satisfied with their work.

Secondly, organizational commitment can increase the productivity and efficiency of employees. When employees are committed to their organization, they are more likely to put in extra effort to achieve organizational goals, leading to better performance outcomes. The QWL is related to various mechanisms of job performance. Firstly, individuals with positive QWL may have increased motivation and participation in their work, leading to higher levels of job performance (Mohammadi and Karupiah, 2020: 1093-1107). Additionally, good QWL may lead to higher job satisfaction (Dhamija, Gupta, and Bag, 2019: 871-892). There are many factors that can contribute to good QWL, such as supportive work environments, growth and development opportunities (Niati, Siregar, and Prayoga, 2021: 2385-2393), work flexibility (Sabuhari, Sudiro, Irawanto, and Rahayu, 2020: 1775-1786), good communication and relationships with supervisors and coworkers (Harden, Boakye, and Ryan, 2018: 291-300), and a balance between work and a good life (Pandey and Tripathi, 2018: 53-59). Therefore, organizations that prioritize the QWL of their employees may see improvements in employee motivation, continuity, and job performance.

Thirdly, QWL can enhance job satisfaction. When employees have a better quality of work life, they are more likely to be satisfied with their jobs. Hendri (2019: 1208-1234) asserted that satisfaction could lead to greater commitment to the organization, which, in turn, leads to better performance outcomes. Individuals who have a strong commitment to their organization's standards tend to be motivated to work to the best of their abilities and are likely to remain with the organization in the long term.

Recommendation

Policy recommendations

Putting people first for organizational success is the people who are the driving force behind any organization's success. By investing in their growth, happiness, and well-being, companies can create a culture of engagement, innovation, and excellence that benefit everyone involved. This approach recognizes that a company's most valuable asset is its people, and that investing in their growth and happiness can lead to increased productivity, innovation, and overall success.

Recommendations for future research

Future research on QWL, organizational commitment, and job performance is likely to focus on the following areas:

Technology and QWL: As technology continues being advanced and more people work remotely, there is a need to explore how technology can be used to improve the QWL. Future research may investigate how remote work affects QWL, how technology can be used to improve communication and collaboration, and how technology can be used to enhance job satisfaction and well-being.

Cross- Cultural Comparisons: Many of the studies on QWL, organizational commitment, and job performance have been conducted in Western countries. Future research may focus on cross-cultural comparisons and explore the similarities and differences in the relationships among these variables across different cultures.

Longitudinal Studies: Most of the studies on QWL, organizational commitment, and job performance have been cross-sectional in nature. Future research may focus on longitudinal studies that track these variables over time, allowing researchers to identify causal relationships and better understand how these variables change over the course of an individual's career.

Interventions and Intervening Variables: While many studies have identified correlations between QWL, organizational commitment, and job performance, fewer have explored the mechanisms to which these variables are linked. Future research may focus on identifying the interventions that can improve QWL and organizational commitment. In addition, the intervening variables can mediate the relationship between these variables and job performance.

Multi-Level Studies: Future research may also focus on multi-level studies that explore the relationships between quality of work life, organizational commitment, and job performance at the individual, group, and organizational levels. These studies can help researchers understand how these variables interact across different levels of analysis and identify the factors that influence these relationships.

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