

# THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE ORGANIZATION COMMITMENT OF CONSTRUCTION BUSINESS.

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## ABSTRACT

The important objectives of this research were as follow; 1) to study the quality of work life and the organizational commitment of the employee construction business in Sakon Nakhon province 2) to compare the differences in quality of work life and organization commitment when classified by personal factors 3) to study the impact of quality of work life on organizational commitment of construction business employees in Sakon Nakhon Province.

This research is a survey research to study the impact of quality of working life on employee organization commitment of the construction business. The research methodology used in the research was as follow; this research has specified the target population is 28,351 construction employees in Sakon Nakhon province, and specifies the sample by calculating the sample size by using Taro's formula, which received a sample size of 400 people, use probability-based sampling methods, consisting of proportional sampling and simple random sampling. The tools used to collect data for conducting this research were questionnaires; list of questions about quality of work life was adapted from the concept of Walton [3] and Civil Aviation Safety Authority[23] which consists of 24 questions, organizational commitment adapted from the concept of Porter et al. [5] and Nuengrutai and Watcharapong [27] which consists of 9 questions. The questionnaires in part 2 and part 3 are questions of opinion of respondents, the questionnaire is a rating scale based on the Likert Scale method, with the scoring criteria divided into 5 levels. Reliability test was Cronbach Alpha; the quality of work life was equal to 0.907, the organization commitment was 0.816 respectively. Hypothesis testing is divided into 2 parts as follows; the first part in testing the difference between quality of work life and organizational commitment when classified by personal factors was tested by Mean comparing which consists of the t-test and the F-test (One Way ANOVA), the second part in the testing of the impact of quality of work life on the employee organization commitment was use Pearson correlation coefficient, simple regression, and multiple regression.

The research results were as follow; the level of quality of work life of construction business employee and the employee organization commitment was high, by mean was at 3.97, and 4.10 respectively. The hypothesis test 1; there was found the statistic significant at 0.05 levels different in quality of work life and employee organization commitment when classified by personal factors in the aspect of; marital status, work experience, monthly income, and number of children. The hypothesis test 2; there was found that quality of working life could predict 46.5% of employee organization commitment, by the standardized coefficients ( $\beta$ ) was at .682. From the research finding, it can be concluded that the quality of work life had a positive impact on employee organizational commitment.

**Keywords:** Quality of Work Life, Organization Commitment

## INTRODUCTION

### Background

At present, the construction industry is a major factor that will help stimulate the economy in Thailand. The overall construction investment during the 2018-2020 periods is expected to grow by an average of 7-9% per year. The major impact on the construction industry growth was from accelerating investment in large-scale infrastructure of the Thai government with approximately 61 projects, with a total investment budget of 3.2 trillion baht by 2026, and the private investment in construction which is another important driving factor for expansion of the construction business, in which the government construction has a high growth trend from mega projects especially projects in the Eastern Economic Corridor (EEC). In addition for small government construction projects, the construction will be accelerated from the Thai popular sustainable policy, which focuses on improving the quality of life of people in the rural area that covers; the development of road, transport within the village, small central building of the village and water supply system repair in Krungsri Research Center [25].

When considering the areas that request to promote investment, found that the central and eastern regions have the highest number of projects that request for investment promotion, respectively. The notable area is the northeastern region where there are not many projects that apply for investment promotion but showed the highest growth rate compared to other regions. As for the problem of the number of labors from the system combined with the construction direction that is expected to improve. As a result, there is a shortage of labor in the construction sector as well as the basic problems of hiring labor, which are often daily hiring; hence jobs may be changed at any time. Resulting in the problem of the number of labor, turnover rate, and organization commitment are an issue that SMEs contractors business must consider.

In addition from the growth of the construction industry in Thailand has affected entrepreneurs as a result; the number of labor problems is an issue that SMEs contractors must consider most of the labor in the Thai construction sector is unskilled. Including a present construction technology, the continuously development is resulting in an imbalance between the skills of the employee and the elaboration of using construction materials that have high technology that requires specific installation standards. These factors have an impact on the quality of working life of Thai construction workers. Seksan Thipsena, Watcharapong Intrawong, and Pattama Suriyakul Na Ayudhya [28] creating a quality of work life with a balance between work life and personal life and family (work life balance) is an important tool in the management of human resources to create organizational commitment, giving life and work a harmonious combination is causing the workers to be satisfied with the work and to live happily. In addition, the commitment to the organization is also a driving force for employees to work more efficiency, because when employees feel that they are involved in being the owner of the organization commitment to the organization will be the link between the needs of people to be consistent with the goals of the organization. All of the above reasons were why the researchers interested to study the impact of quality of work life on employee organization commitment of construction business. In order to use the research finding to be a guideline to develop the quality of life in the workplace and use it as a guideline to create an organizational commitment that lead to employees work happily and with maximum efficiency.

## Objectives

This paper examines 3 objectives as follow; 1) to study the quality of work life and the organizational commitment of the employee construction business in Sakon Nakhon province 2) to compare the differences in quality of work life and organization commitment when classified by personal factors 3) to study the impact of quality of work life on organizational commitment of construction business employees in Sakon Nakhon Province.

## LITERATURE REVIEW

In this research the researchers has studied documents, articles and related research to be used as information in the research conceptual framework with details as follows;

### Quality of Work Life

The phrase ‘Quality of Work Life’ (QWL) connotes different meanings to different people. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security, healthy and congenial working conditions. There was considerable research that clarifies the definition of quality of work life as follows. Walton [3] attributed the evolution of quality of work life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Harrison [9] Quality of work life is the degree to which the working organization contributes to material and psychological well-being of its members. Sirgy et al. [16] they defined quality of work life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham Maslow, were seen as relevant in underpinning this model, covering health and safety, economic and family, social, esteem, self actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life. These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, correlation analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting. Models and components of quality of work life; Walton [3] who had taken up extensive research on quality of work life can be considered as a major contributor to the concept of productivity and human resources. He devised an eight point criteria to measure the ‘Quality of Working Life’. The categories are: 1) adequate and fair compensation 2) safe and healthy working environment 3) opportunity to develop human capabilities 4) growth and security 5) Social integration 6) constitutionalism 7) total life space and 8) social relevance. Baba and Jamal [8] listed what they described as typical indicators of quality of working life, including; 1) job satisfaction 2) job involvement 3) work role ambiguity 4) work role conflict 5) work role overload 6) job stress 8) organisational commitment and 9) turn-over intentions. Nanjundeswaraswamy and Swamy [17] used components to measure quality of work life of employees in private technical institutions; 1) work environment 2) organization culture and climate 3) relation and co-operation 4) training and development 5) compensation and rewards 6) facilities 7) job satisfaction and job security 8) autonomy of work 9) adequacy of resources. From the concepts and theories about the quality of work life mentioned above, it can be concluded that “quality of work life” is a response to the satisfaction of employees in the organization. Importantly, the quality of work life will lead to job satisfaction and impact the operation efficiency. The researchers adapted the concept of work quality of life of

Walton [3] and Civil Aviation Safety Authority [23] to be an independent variable in this research. The quality of work life consists of 8 aspects.

### **Organizational Commitment**

The organizational commitment can define in many concepts. In which there are researchers studying about this topic gives the definition differently as follows; in organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Meyer and Allen [14] three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research". The three component model was composed of; 1) Affective commitment (AC); AC is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. 2) Continuance commitment (CC); CC is the "need" component or the gains versus losses of working in an organization. "Side bets", or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership. 3) Normative commitment (NC); NC is the individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. Porter et al. [5] further characterize affective commitment by three factors 1) belief in and acceptance of the organization's goals and values 2) a willingness to focus effort on helping the organization achieve its goals 3) a desire to maintain organizational membership. Nuengrutai and Watcharapong [27] presented the conceptual framework of organizational commitment in a similar way as follows; 1) having strong confidence in accepting the goals and values of the organization 2) have a willingness to devote considerable effort to benefit the organization 3) having a strong desire to maintain membership of the organization. Organizational Commitment Questionnaire (OCQ) helps measure employee's organizational commitment. It is a 15-item scale developed by Mowday, Steers and Porter [8] and uses a 5-point Likert type response format, with 3 factors that can describe this commitment: 1) acceptance of organizational values 2) willingness to exert effort 3) desire to maintain membership in the organization. From the above literature review in this research; the organizational commitment adapted from the concept of Porter et al. [5] and Nuengrutai and Watcharapong [27].

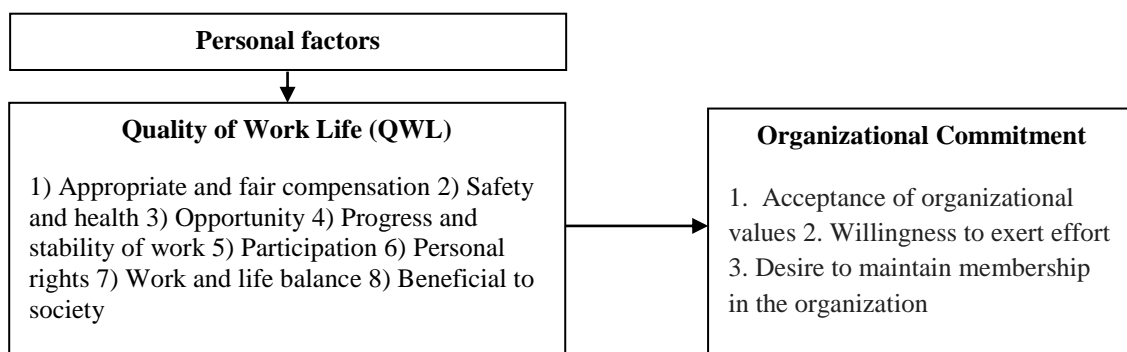
### **The Link between Quality of Work Life and Organizational Commitment**

There are numerous studies on both the antecedents and the outcomes of organizational commitment and both of these variables offer highly desired information to managers, and others studying organizational behavior. Examples of findings from past research; Mowday et

al. [11], Steers [7], all investigated the role of personal characteristics and found that the characteristics and experiences that a person brings to an organization can predict their commitment to the organization. Allen and Meyer [14], Buchanan [4], and Hall et al. [13] have found there to be a positive relationship to between an employee's age and time with their level of organizational commitment. In the last 10 years of research in this area, various factors have to study about the influenced on organizational commitment, in addition to personal factors, and the quality of work life is one of those factors. Farid et al. [18] was study "Relationship between quality of work life and organizational commitment among lecturers in a Malaysian public research university", the obtained results via correlation and linear regression showed that there is a high significant relationship between quality of work life and organizational commitment. Ahmadian, Vafaeian, Farshbaf [19]"the Relationship between Quality of Working Life with Organizational Commitment and Employees Productivity of Physical Education Faculties in the Islamic Azad Universities of Tehran", the main objective of the present study is to determine the relationship between quality of working life with organizational commitment and employees' productivity of Physical Education Faculties in the Islamic Azad Universities of Tehran. Results show that there is a positive and significant correlation between quality of working life with organizational commitment and employees' productivity of Physical Education Faculties in the Islamic Azad Universities of Tehran. Hashempour et al. [26]"The Relationship between Quality of Work Life and Organizational Commitment of Iranian Emergency Nurses", the results showed that the quality of work life has a positive and significant relationship ( $r=0.49$ ,  $P=0.017$ ) with organizational commitment. More specifically, quality of work life is related to emotional commitment ( $r=0.44$ ,  $P=0.001$ ), normative commitment ( $r=0.40$ ,  $P=0.003$ ) and continuous commitment ( $r=0.33$ ,  $P=0.015$ ). Since the higher quality of work life brings more commitment for employees, managers can improve the essential components of working life quality of nurses by adopting appropriate solutions, and providing the necessary conditions for improving the quality of service provision and productivity.

## CONCEPTUAL MODEL AND HYPOTHESES

The research conceptual framework is composed of independent variables (personal factors, and quality of work life), and dependent variable (organizational commitment); the details are reported in Figure 1.



**Fig. 1 - A conceptual model of research**

The research hypotheses are as follows.

H<sub>1</sub>: The quality of work life, and organizational commitment are different when classified by personal factors.

H<sub>2</sub>: The quality of work life has positive impact on the organizational commitment.

## RESULT

This research is a survey research to study the impact of quality of work life on organizational commitment of employees of the construction business group. Methods used in the research as follows; the population used in this research is 28,351 construction workers in Sakon Nakhon Province of Sakon Nakhon Province Labor Department [24]. Determine the number of samples using the calculation formula of Taro Yamane [2] at a 95% confidence level. The calculated value is equal to 394.43. In the research to prevent the errors from incomplete queries, the researcher was collected 400 questionnaires. The tools used to collect data for conducting this research were questionnaire. The researcher created the questionnaire by studying the academic documents, concepts, theories and reviewing the related research. The questionnaire is divided into 4 parts as follows; Part 1: General information about the respondents consisting of 9 questions which are gender, age, marital status, highest educational, work experience, salary, the number of family members, the number of children, and positions, Part 2: list of questions about quality of work life was adapted from the concept of Walton [3] and Civil Aviation Safety Authority [23] which consists of 24 questions, Part 3: organizational commitment adapted from the concept of Porter et al. [5] and Nuengrutai and Watcharapong [27] which consists of 9 questions. The questionnaires in part 2 and part 3 are questions of opinion of respondents, the questionnaire is a rating scale based on the Likert Scale method, with the scoring criteria divided into 5 levels. Reliability test was Cronbach Alpha; the quality of work life was equal to 0.888, the organization commitment was 0.888 respectively. Hypothesis testing is divided into 2 parts as follows; the first part in testing the difference between quality of work life and organizational commitment when classified by personal factors was tested by Mean comparing which consists of the t-test and the F-test (One Way ANOVA), the second part in the testing of the impact of quality of work life on the employee organization commitment was use Pearson correlation coefficient, simple regression, and multiple regression.

The demographic data on personal factors of the respondents are as follows: males 71.3 %, females 28.7 %, aged between 20-30 years 39.8 %, 31-40 years 27.5 %, over 40 years 28.0 %, most have married 62.0%, single 25.8%, divorced 5.5%, higher than secondary school level 42.8%, secondary school 44.6%, working experience 1-5 years 34.8%, 6-10 years 22.5%, over 10 years 34.5%, average income/ month between 5,000-10,000 baht 29.3%, 10,000-15,000 baht 31.3%, more than 15,000 baht 36.5%, number of family members living together more than 5 people 42.5%, 3-5 people 31.3%, number of child more than two Childs 31.5%, 2 Childs 17.0%, 1 Child 20.3%, have no children 31.3%, working positions; construction workers 37.0%, office staff 42.8%, supervisors 19.8%.

The mean ( $\bar{X}$ ) of quality of work life and organizational commitment are as follows; quality of work life at high level ( $\bar{X}$ = 4.12), organizational commitment at highest level ( $\bar{X}$ = 4.34).

The hypothesis testing is as follow.

H<sub>1</sub>: The quality of work life, and organizational commitment are different when classified by personal factors.

**Table 1**  
**The different of quality of work life, and organizational commitment**  
**When classified by gender**

Gender	Quality of Work Life			
	$\bar{X}$	S.D.	t	Sig.
Males	4.119	.513	-.572	.006**
Females	4.149	.404		

Gender	Organizational Commitment			
	$\bar{X}$	S.D.	t	Sig.
Males	4.328	.484	-1.210	.010**
Females	4.389	.371		

Form the t-Test result was found a statistically significant difference at the level of 0.05, males had a lower quality of work life and organizational commitment than females.

**Table 2**  
**The different of quality of work life, and organizational commitment when classified by**

Aged	Quality of Work Life			
	$\bar{X}$	S.D.	F	Sig
Below 20 years old	3.664	.610	9.172	.000**
20-30 years old	4.070	.446		
31-40 years old	4.201	.420		
Upper 40 years old	4.127	.520		
Aged	Organizational Commitment			
	$\bar{X}$	S.D.	F	Sig
Below 20 years old	3.986	.622	9.787	.000**
20-30 years old	4.259	.461		
31-40 years old	4.408	.429		
Upper 40 years old	4.467	.382		
Marital Status	Quality of Work Life			
	$\bar{X}$	S.D.	F	Sig
Single	3.985	.584	5.234	.001**
Married	4.172	.407		
Devoice	4.066	.509		
Separate	4.308	.582		
Marital Status	Organizational Commitment			
	$\bar{X}$	S.D.	F	Sig
Single	4.212	.543	4.360	.005**
Married	4.387	.412		
Devoice	4.352	.497		
Separate	4.463	.344		
Working Experience	Quality of Work Life			
	$\bar{X}$	S.D.	F	Sig
Below 1 year	3.667	.566	13.486	.000**
1-5 years	4.107	.509		
6-10 years	4.169	.385		
Upper 10 years	4.231	.432		
Working Experience	Organizational Commitment			
	$\bar{X}$	S.D.	F	Sig
Below 1 year	3.939	.605	14.885	.000**
1-5 years	4.283	.506		
6-10 years	4.483	.330		
Upper 10 years	4.345	.455		
Income/Month	Quality of Work Life			
	$\bar{X}$	S.D.	F	Sig
Below 5,000 baht	3.302	.538	20.228	.000**
5,001-10,000 baht	4.080	.479		
10,001-15,000 baht	4.068	.510		
More than 15,000 baht	4.284	.362		

Income/Month	Organizational Commitment			
	$\bar{X}$	S.D.	F	Sig
Below 5,000 baht	3.489	.599	20.343	.000**
5,001-10,000 baht	4.268	.481		
10,001-15,000 baht	4.391	.465		
More than 15,000 baht	4.439	.310		
Number of Family Members Living Together	Quality of Work Life			
	$\bar{X}$	S.D.	F	Sig
1 person	3.843	.443	14.737	.000**
2 persons	3.923	.419		
3-5 persons	4.128	.509		
More than 5 persons	4.271	.442		
Number of Family Members Living Together	Organizational Commitment			
	$\bar{X}$	S.D.	F	Sig
1 person	4.072	.402	12.011	.000**
2 persons	4.184	.423		
3-5 persons	4.357	.502		
More than 5 persons	4.462	.397		

From the F-Test; the results of the hypothesis test 1 showed statistic significant differences at the level of 0.05 when classified by personal factors. However, when classified in detail of the group, it was found that a group of men, aged under 20 years old, single status, secondary school education or lower, below 1 year work experience, monthly income less than 10,000 baht, 2 household members or below; had less quality of work life and organizational commitment than other groups. Hypothesis 1 was as expected.

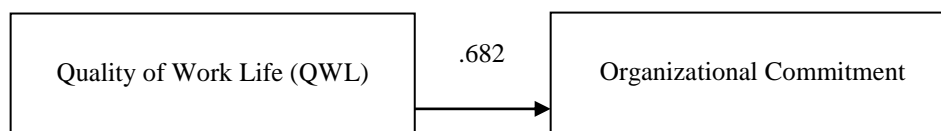
H<sub>2</sub>: The quality of work life has positive impact on the organizational commitment.

The researcher has defined symbols as follows; QWL: Quality of Work Life, COM: Organizational Commitment, and used simple regression analysis to examine the influence of quality of work life on organizational commitment. The research result was as follows;

**Table 3**  
**The impact of quality of work life on employee organization**  
**Commitment of construction business**

Independent Variable	Standardize Coefficients ( $\beta$ )	t	Sig.
QWL	.682	18.600	0.00**
$\Delta R^2 = .464, SEE = 0.333, F = 345.971, Sig. \text{ of } F = .000^{**}$			

It can show the impact of the quality of work life on organizational commitment in the form of a diagram as follows:



**Fig. 2** – A research result the impact of quality of work life on employee organization commitment of construction business

From the simple regression analysis, it was found that quality of work life could predict 46.4% ( $\Delta R^2 = .464$ ) of the organizational commitment, and the standardized coefficient ( $\beta$ ) of .682 with statistical significance at the level of .000. Hypothesis 2 was as expected.



## CONCLUSIONS

The research finding of “The impact of quality of work life on employee organization commitment of construction business” reveals that; quality of work life and organizational commitment was high and highest respectively. The quality of work life and the employee organizational commitment was different when classified by personal factors, by a group of men, aged under 20 years old, single status, secondary school education or lower, below 1 year work experience, monthly income less than 10,000 baht, 2 household members or below; had less quality of work life and organizational commitment than other groups. The quality of work life had a positive impact on employee organizational commitment, and quality of work life could predict 46.4% of the organizational commitment. This research result was consisted with Mowday et al. [11], Steers [7]; the characteristics and experiences can predict their commitment to the organization, and consisted with Allen and Meyer [12], Buchanan [4], and Hall et al. [13] a positive relationship to between an employee’s age and time with their level of organizational commitment. In addition; the research finding in the aspect of the positive impact of quality of work life on organizational commitment was consisted with Farid et al. [18], Farshbaf [13], and Hashempour et al. [26], which is in accordance with the theoretical framework of the literature that has been reviewed.

Policy recommendations to improve the quality of work life of the employee of the construction business are as follows. Government agencies concerned with labor and employers of the construction business should give priority to younger employees to improve the quality of working life such as; sufficient compensation from work for living expenses according to current economic, the confidence in the construction accident prevention system, as well as receiving support from supervisors to progress and hold higher positions.

The limitations of this research; the data was collected only in the area of Sakon Nakhon Province which is a province in the upper northeastern region of Thailand. Future research should expand even more, because the construction business exists in every province of Thailand. In addition, the future research should be added independent variables because the quality of work life can predict about 46.4% of organizational commitment, future researchers should add other variables to the study to give more predictive power.

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