

Impact of Quality of Work Life on Organizational Commitment (Special Reference to MAS Linea Clothing (PVT) Ltd in Kandy District)

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Abstract

This research focuses on the impact of quality of work-life on organizational commitment in a garment factory, with special reference to MAS Linea Clothing (Pvt) Ltd in the Kandy district. The objectives of the research are to identify the level of quality of work-life of employees, to identify the current level of organizational commitment, to find out the relationship between quality of work-life and organizational commitment and to identify the impact of quality of work-life on organizational commitment. The main conceptual variables are quality of work life and organizational commitment. One hundred machine operators were chosen for the study. Descriptive, bivariate, and multivariate analysis are the data analysis techniques used. Research findings indicate that most quality of life variables have a moderate relationship with organizational commitment, while continuance commitment has a moderate relationship with the quality of work-life. Further, there was an impact of the quality of work-life on organizational commitment.

Keywords: Quality of Work Life, Organizational Commitment, Involvement

Introduction

According to Rethinam et al. (2008), Quality of work life (QWL) refers to how well an employee's work environment supports and promotes improved health and wellbeing, job security, job satisfaction, competency development, and a balance between work and non-work life. It also states to in what way an environment shapes personal needs and organizational goals. It is vital for organizations to draw in and keep workers. The demands of today's business environment and family structure have made work-life quality a critical issue in the last 20 years (Akdere, 2006). Additionally, companies that provide a higher quality of work-life and supportive work environments are likely to have an advantage in recruiting and retaining valuable employees, and

high-quality work-life organizations enjoy exceptional growth and profitability (May et al., 1999).

Another important consideration in keeping employees with an organization is their level of commitment. Less committed members do not have the same positive impact on the organization as committed members do. Higher levels of commitment among employees are associated with improved performance and productivity as well as decreased absenteeism and tardiness (Cohen, 2003). This suggests that workers who are highly committed to the organization put in more effort and resources to run its operations (Saal et al., 1987). Members who are committed tend to be goal-oriented and creative, with the ultimate goal of participating and enhancing performance (Morrow, 1993). People with low organizational commitment are typically ineffective at

work, and some even turn into laziness (Morrow, 1993). Employee absenteeism, turnover, decreased effort expenditure, theft, job dissatisfaction, and unwillingness to relocate are all attributed to a lack of organizational commitment or loyalty (Cohen, 2003). Low organizational commitment results in a high intention of turnover. According to Allen et al. (1996), it causes direct and indirect costs that destroy the organization. The author clarified that direct costs are those incurred in the hiring, onboarding, onboarding process, and training of new hires (Staw, 1980). Additionally, an organization's indirect costs as a result of high turnover include lost social capital, pressure on current employees, lower morale, and the cost of learning (Dess et al., 2001). As a result, a lot of research has been done to determine how organizational commitment is affected by work life quality. The results of research by Normala et al. (2010) suggest a connection between organizational commitment and work life quality. Take into consideration of garment industry has a high labor turnover rate because of a few unnoticed issues. Those are lack of workers and the public's and society's attitudes regarding the industry. Thus, the researcher going to investigate how machine operators at MAS Linea Clothing (Pvt) Ltd.'s quality of work life is impact on organizational commitment.

Research Questions

The researcher has developed the following research questions in light of the research back ground.

- What is the level of Quality of Work Life of machine operators at MAS Linea Clothing (PVT) Ltd in Kandy District?
- What is the level of Organizational Commitment of machine operators at MAS Linea Clothing (PVT) Ltd in Kandy District?

- What is the relationship between the Quality of Work Life and Organizational Commitment of machine operators at MAS Linea Clothing (PVT) Ltd in Kandy District?
- What is the impact of Quality of Work Life on the Organizational Commitment of machine operators at MAS Linea Clothing (PVT) Ltd in Kandy District?

Research Objectives

The research questions have guided the formulation of the following objectives.

- To identify the level of quality of work life of machine operators of MAS Linea Clothing (Pvt.) Ltd in Kandy District.
- To identify the current level of organizational commitment of machine operators of MAS Linea Clothing (Pvt.) Ltd in Kandy District.
- To find out the relationship between quality of work life and organizational commitment of machine operators of MAS Linea Clothing (Pvt.) Ltd in Kandy District.
- To identify the impact of quality of work life on the Organizational Commitment of machine operators at MAS Linea Clothing (PVT) Ltd in Kandy District.

Literature Review

The quality of work environment as a whole and the relationship between employees are referred to as the quality of work life. It is a multi-faceted idea with varying points of interest for users and/or researchers. This led to a rise in interest in QWL among many professionals and fields, not just in business.

Dimensions of Quality of Work Life

The eight dimensions that comprise the quality of working life framework were identified by Walton (1974). The following are the variables.

Adequate Income and Fair Compensation

According to motivation specialists, financial gain remains a significant incentive for employees to perform their jobs. People do, however, also want their pay rewards to be adequate and fair. Pay that is correlated with performance, accountability, skill, and individual achievement is highly valued, as is equal compensation for equal labor. According to Walton (1974), pay must also be competitive with the outside labor market and flexible enough to adjust to new policies and shifting financial circumstances.

Safe and Healthy Working Conditions

An organization needs to provide its employees with physically and psychologically safe working environments. With the advent of ergonomics in the 1950s, plant layout and equipment design were greatly improved, improving worker safety and comfort on both a physical and psychological level (Walton, 1974).

Immediate Opportunity to Use and Develop Human Capacities

Its employees' growth includes instruction, skill improvement, acknowledgment, and advancement. Work assignments ought to be sufficiently difficult to broaden knowledge, skills, and abilities. They ought to have a favorable impact on motivation, autonomy, self-worth, and involvement (Walton, 1974).

Opportunity for Continued Growth and Security

Employment is necessary for both ongoing development and job and income security. It is

important to take into account opportunities for growth and training (Walton, 1974).

Social Integration in the Work Organization

Walton (1974) stated that an open and accepting work environment that fosters a sense of community among coworkers and the absence of dissatisfaction within the organization can all help employees maintain their sense of self and of identity.

Constitutionalism in the Work Organization

In the workplace, employees should have the freedom to express themselves, receive fair treatment, and enjoy personal privacy (Walton, 1974).

Work and the Total Life Space

An individual's life should not be overtaken by their work. Work schedules, professional obligations, and travel plans should ideally not monopolize his free time or his family's time (Walton, 1974).

Social Relevance of Work Life

An employee's perception of the value of his work and career may be influenced by the organization's social standing. Employees believe the company upholds social responsibility in all aspects of business operations, including hiring procedures, marketing strategies, waste management, and product offerings (Walton, 1974).

Organizational Commitment

Headhunting refers to the modern, fierce competition that employers face in their quest to hold onto a dedicated and talented workforce from a shrinking talent pool. Right now, the largest challenge is having to do more with less. Employers need employees to deliver more quickly. It's time for companies to realize that their most valuable assets are their people.

The authors Elizur et al., (2001), the relative strength of a person's identification and attachment—both emotionally and functionally—to their place of employment is known as organizational commitment. Furthermore, according to Newstrom et al. (2002), employee commitment is the extent to which a worker identifies with the company and wishes to keep taking part in its activities.

Employee retention is an evaluate of an employee's willingness to stick with a company in the long run, much like a strong attraction draws two metallic objects together. It frequently reflects the workers' beliefs in the company's mission and goals, their willingness to put up the necessary effort to achieve them, and their plans to stay on staff. Longterm workers, individuals who have achieved personal success within the company, and those who collaborate with a dedicated team of coworkers typically exhibit higher levels of commitment.

Definitions of Organizational Commitment

According to Allen et al. (1996), organizational commitment is a psychological state that is associated with the standards of the employment relationship within the organization and the consequences for the choice to stay there. In contrast to non-committed employees, committed employees will therefore stay with the company. Allen and colleagues (1996) have proposed a three-component model. The following are the three dimensions:

Affective Commitment

Affective commitment refers to a person's dedication stemming from their affiliation and participation in an organization. When people completely accept the objectives and core values of the organization, affective commitment takes place. They develop an emotional attachment to the organization and assume personal accountability for its success.

According to Allen et al. (1996), these people typically exhibit high performance levels, positive work attitudes, and a desire to stay with the company.

Continuance Commitment

Continuance commitment refers to a commitment made in light of the expenses involved in leaving an organization. High continuance commitment individuals stick with a company out of necessity (Allen et al., 1996).

Normative Commitment

Normative commitment refers to dedication stemming from an individual's ideology or sense of duty towards an organization. Individuals with high normative commitment continue to work for an organization because they feel obligated to (Allen et al., 1996).

Relationship between Quality of Work Life and Organizational Commitment

A study by Normala et al. (2010) looked into the connection between workers' organizational commitment and work-life quality in Malaysian companies. In order to ascertain their relationship with organizational commitment, author examine these variables, growth and development, participation, physical environment, supervision, pay and benefits, and social relevance were examined. The findings demonstrated a connection between organizational commitment and QWL and offered suggestions for how Malaysian businesses could increase employee commitment. Researchers John Lawler et al. (2007) studied how commitment and turnover intention were affected by the quality of one's work life. They looked at how auditors' career and organizational commitment in Taiwanese public accounting firms were affected by the quality of their work lives, and how those commitments in turn affected the intention of turnover. Ultimately, it was discovered that various aspects of work-life quality

have unique effects on commitments to organizations and careers, as well as intentions to leave. Fields et al. (1992) conducted a study on the alterations in union and organizational commitment subsequent to the introduction of a collaborative union-management quality of work-life program. They found that union commitment increased regardless of participants' perceptions of the success or failure of the work-life balance, but company commitment increased only when participants thought the work-life effort was successful. Lam (1995) conducted a survey with 350 teacher candidates from Singapore to investigate the connections between withdrawal cognition, career commitment, job satisfaction, and quality of work life. The findings demonstrated a strong correlation between commitment to and satisfaction with teaching and views of the social standing of teaching.

Material and Methods

It discussed the conceptual framework, operationalization, and analyzing methods of research data.

Operationalization of the Variables

Operationalization is the process of defining variables into measurable factors. It explains in Table-1.

Table 1 Operationalization

Variable	Dimension	Element	Measurement
Quality of Work Life	Adequate and fair compensation	<ul style="list-style-type: none"> • Adequacy of pay to meet basic requirements. • Adequacy of pay effort/contribution. • Adequacy of fringe benefits. 	Questionnaire
	Safe and Healthy Working Conditions	<ul style="list-style-type: none"> • Conditions of physical setup in the organization. • Adequacy of safe working conditions. • Usage of safety equipment 	Questionnaire
	Opportunity for Continued Growth and Security	<ul style="list-style-type: none"> • Opportunity to utilize knowledge and skills. • Opportunity for promotions. • Degree of job security. 	Questionnaire
	Immediate Opportunity to Use and Develop Human Capacities.	<ul style="list-style-type: none"> • Opportunity for developing knowledge and skills. • Degree of decision making authority. • Degree of encouragement for new ideas 	Questionnaire
	Social Integration in the work organization	<ul style="list-style-type: none"> • Degree of sense of community/team work. • Opportunity for affectionate relations. 	Questionnaire

Conceptual Framework

A conceptual framework is an analytical tool used for presenting conceptual ideas and decisions in a very organized manner so that the reader can get the idea of the presenter at a glance.

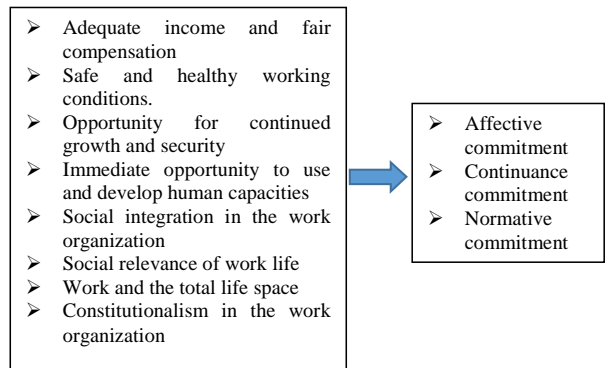


Figure 1 Conceptual framework

Source: Develop for research purpose

		<ul style="list-style-type: none"> Degree of cooperation. 	
	Social Relevance of Work Life	<ul style="list-style-type: none"> Degree of job identity in the society. Degree of social responsibilities. Adherence to social ethics. 	Questionnaire
	Work and the Total Life Space	<ul style="list-style-type: none"> Degree of impact of the job for life. Opportunity for entertainment. Adequacy of leaves and holidays 	Questionnaire
	Constitutionalism in the Work Organization	<ul style="list-style-type: none"> Degree of equal treatment. Degree of fairness in distribution of benefits Degree of fairness in giving promotions 	Questionnaire
Organizational Commitment	Affective commitment	<ul style="list-style-type: none"> Degree of emotional attachment Degree of willingness to maintain membership Degree of Involvement 	Questionnaire
	Continuance commitment	<ul style="list-style-type: none"> Availability of unique benefits Availability of alternatives Cost of leaving the Organization 	Questionnaire
	Normative commitment	<ul style="list-style-type: none"> Degree of loyalty Degree of obligation to continue employment Degree of righteousness 	Questionnaire

Source: Develop for research purpose

Sample of the Study

The questionnaires were delivered to hundred machine operators in MAS Linea Clothing.

Data Evaluation

Data Analysis Technique

The Statistical Package(SPSS) was used for the data analysis part. Descriptive statistics, correlation analysis and multivariate analysis were used as analysis techniques in the present study. In the descriptive analysis, the value of each respondent for a variable is compared with the mean value 3. Therefore the decision rule can be formulated as follows.

Correlation Analysis

Pearson correlation analysis finds out which is the relationship between the two variables.

Table 2 Decision criteria and decision rule of mean and standard deviation

Decision Criteria	Decision Rule
$1.0 < X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

Table 3 Correlation analysis

Decision Criteria	Decision Rule
$0.7 \leq X_i \leq 0.9$	Strong relationship
$0.4 \leq X_i \leq 0.7$	Moderate relationship
$0.2 \leq X_i \leq 0.4$	Small and definite relationship
$0.2 \leq X_i$	Weak relationship

Regression Analysis

The regression analysis is used in this research to determine the functional relationship between a dependent variable and an independent variable

(a predictor) for the purpose of prediction and making other inferences. It helps to identify the strength of the relationship and statistical significance of the relationship.

Interpretation and Discussion

Reliability Analysis

Cronbach's alpha is used to determine the reliability of the variables which are used in this study

Reliability Analysis of Quality of Work Life

Table 4 Reliability analysis of quality of work life

Variable	No. of items	Cronbach's Alpha
Adequate and Fair Compensation	8	.863
Safe Working Conditions	8	.847
Opportunity for Continued Growth and Stability	8	.844
Opportunity to use and Develop Human Capacities	8	.866
Social Integration	8	.837
Social Relevance of Work Life	8	.846
Work and the Total Life Space	8	.859
Constitutionalism in the Work Organization	8	.868

Source: Survey Data

Overall, the Cronbach's alpha value for work-life quality is acceptable, indicating that the measurements used in this study are also good and appropriate tools.

Reliability Analysis for Organizational Commitment

Table 5 Reliability analysis of organizational commitment

Variable	No. of Items	Cronbach's Alpha if Item Deleted
Affective Commitment	3	.629

Continuance Commitment	3	.715
Normative Commitment	3	.777

Source: Survey data

Overall Cronbach's alpha value for the organizational commitment is above 0.7, it is indicated that measurement which are used in this study is moderate but an acceptable instrument.

Descriptive analysis

Table 6 Descriptive analysis

Variables	Mean	Standard Deviation
Adequate and Fair Compensation	3.76	0.675
Safe Working Conditions	3.90	0.752
Opportunity for Continued Growth and Stability	3.76	0.72
Opportunity to use and Develop Human Capacities	3.78	0.74
Social Integration	3.92	0.79
Social Relevance of Work Life	3.95	0.72
Work and the Total Life Space	3.8	0.62
Constitutionalism in the Work Organization	3.84	0.69
Affective Commitment	3.78	0.645
Continuance Commitment	3.81	0.70
Normative Commitment	3.88	0.62

Source: Survey data

In accordance with the descriptive analysis, all the variables are support to the quality of work life and the organizational commitment in an organization

Correlation Analysis

Table 7 Correlation analysis

Variables		Organizational Commitment
Adequate and Fair Compensation	Pearson Correlation	.390**
	Sig. (2-tailed)	.000
	N	100
Safe Working Conditions	Pearson Correlation	.432**
	Sig. (2-tailed)	.000
	N	100
Opportunity for Continued Growth and Stability	Pearson Correlation	.446**
	Sig. (2-tailed)	.000
	N	100
Opportunity to use and Develop Human Capacities	Pearson Correlation	.303**
	Sig. (2-tailed)	.002
	N	100
Social Integration	Pearson Correlation	.473**
	Sig. (2-tailed)	.000
	N	100
Social Relevance of Work Life	Pearson Correlation	.532**
	Sig. (2-tailed)	.000
	N	100
Work and the Total Life Space	Pearson Correlation	.630**
	Sig. (2-tailed)	.000
	N	100
Constitutionalism in the Work Organization	Pearson Correlation	.633**
	Sig. (2-tailed)	.000
	N	100
Organizational Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100

Source: Survey data

According to the above table discussed the following variables are having a moderate relationship with organizational commitment, such as adequate & fair compensation, safe work conditions, opportunity for continued growth & stability, and opportunity to use & develop human capacities.

Overall Correlation between QWL and Organizational Commitment

Table 8 Overall correlation between QWL and organizational commitment

Variables		Quality of Work Life	Organizational Commitment
Affective Commitment	Pearson Correlation	.605**	.872**
	Sig. (2-tailed)	.000	.000
	N	100	100
Continuance Commitment	Pearson Correlation	.502**	.849**
	Sig. (2-tailed)	.000	.000
	N	100	100
Normative Commitment	Pearson Correlation	.550**	.791**
	Sig. (2-tailed)	.000	.000
	N	100	100
Quality of Work Life	Pearson Correlation	1	.657**
	Sig. (2-tailed)		.000
	N	100	100
Organizational Commitment	Pearson Correlation	.657**	1
	Sig. (2-tailed)	.000	
	N	100	100

Source: Survey data

Third objective is to examine the relationship between quality of work life and organizational commitment at MAS Linea Clothing. It shows that there is a moderate positive relationship between QWL and organizational commitment.

Results of Multiple Linear Regression Analysis

Table-9 explains the model summary, it indicated that in the regression model account for 43.2 percent of the total variation in Organizational Commitment.

Significance for the model is 0.000, accordingly the model is good fit for the data.

Results of Multiple linear regression analysis

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.657 ^a	.432	.426	.41709	.432	74.485	1	98	.000

a. Predictors: (Constant), Quality of Work Life

Source: Survey Data

Table 10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
	(Constant)	1.143	.314		3.647	.000	.521	1.766		
	Quality of Work Life	.697	.081	.657	8.630	.000	.537	.857	1.000	1.000

a. Dependent Variable: Organizational Commitment

Multiple Regression Model

Conclusion

The findings results are discussed in this section.

Objective One

Examining the quality of work life is the study's primary goal. The degree of work-life quality has been investigated through the use of univariate analysis. The overall quality of work life's mean value falls within the decision rule range of $3.5 < X_i \leq 5.0$, according to the mean and standard deviation results. It demonstrates that this industry offers a high caliber of work life. It suggests that the majority of workers are satisfied with the current standard of their work-life balance.

Multiple Regression Model

The below Table-10 describes the coefficient for quality of work life is 0.697. According to the p-values, quality of work life is significant at 0.000.

Objective Two

Analyzing the organizational commitment is the second goal. Utilizing univariate analysis, the degree of organizational commitment has been investigated. There is an adequate level of organizational commitment, allowing to the mean and standard deviation of the total organizational commitment.

Objective Three

Examining the connection between organizational commitment and quality of work life is the third goal. The strength and direction of the linear relationship between two quantitative variables have been determined through correlation analysis. There is a somewhat moderate correlation between QWL and organizational commitment.

Objective Four

This study's fourth goal is to look into how quality of work life is affected on organizational commitment. The quality of work life and organizational commitment are analyzed using multivariate regression analysis, and the results indicate that the model's significance is 0.000. It demonstrates how well the model fits the data.

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