

Quality of Work Life's Factors and Their Impacts on Organizational Commitments

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ABSTRACT

Organizational commitment is very necessary in the era of corporate globalization because it is able to retain their best employees to achieve company goals. In addition, the company can run well if employees have motivation and commitment to work which can affect the quality of work life. A good quality work life program can be demonstrated through employee development, participation, compensation, supervision, and a work environment. Thus, this study aims to determine the effect of variables on the quality of work life (employee development, participation, compensation, supervision, and work environment) on organizational commitment. This research was conducted at the Finance Section of PT. Kereta Api (Persero) Daop 8 Surabaya, which realizes the importance of the quality of work life for organizational commitment so that employees share the feeling of belonging to a company and will devote all their resources and abilities to the company. This research was conducted on 30 people and the method used is Partial Least Square, by using path analysis.

Keywords: Quality of Work Life, Organizational commitment, Quality Jobs, PLS, SEM.

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INTRODUCTION

A conducive quality of work life is a situation that is created when there is a balance between the needs of employees and the company's efforts to humanize employees. This is intended to make employees feel happy, comfortable, and enjoy their work. Thus, company is expected to create a conducive work life both physically and non-physically. Conditions like this can provide opportunities for employees to develop themselves, get welfare to meet the needs of life, and have a safe and pleasant work environment, which in turn will help improve company achievement.

The demands and challenges of market changes will continue to be faced by companies. In order to adapt to intense competition in the market and rapid technological changes, companies need internal commitment from employees (Miller, 2003). Company leaders are expected to properly understand the concept of quality of work life and use this concept to improve the quality of work life for employees. For the organization, the quality of work life will be one of the factors that support efforts to create human resources who have high productivity and lower the employees' desire to leave the company.

Although in particular there is not one widely accepted concept of quality of work life, researchers agree that the quality of work life is related to the 'well-being' of employees. It is a comprehensive term that includes work ethics and several aspects of working conditions, such as work-life measures, job satisfaction and employee efficiency (Afsar, 2014). Diana et al., (2020) stated that the

quality of work life is a multidimensional form of employee relations with the work environment which is a measure of company quality, and this measure will be used in evaluation and planning process to consider and meet employees' needs, such as work environment, supervision, employee development, recognition of achievements, and benefits of other dimensions. By having these needs fulfilled, employees will feel comfortable working in the company. One of the first studies on quality of work life was research from Nadler, Mirvis, and Cammann (1976) which found that a work system that combines performance and work life, if used effectively, can result in job satisfaction, increased performance and lower levels of absenteeism and turnover.

In addition, the quality of work life is needed to shape employee commitment to the company they work for, so it is important for every company to be able to understand and use it. Organizational commitment itself is a source of information about employees' commitment level towards their organization. Employees with higher organizational commitment tend to be more efficient and productive than employees who have lower levels of organizational commitment (Nadler et al. 1980; Chisholm 1983; Mirvis and Lawler III 1984; Martel and Dupuis 2006 as cited by Afsar, 2014). Organizational commitment that occurs in these employees will affect their desire to share and sacrifice for the company (Syabarrudin et al., 2020). Organizational commitment can also be described as the level at which an employee will be willing to maintain membership because of the interest and association with

the organization's goals and values (Karaaslan & Aslan, 2019).

PT. Kereta Api (Persero) is a government-owned company engaged in land transportation services, which is a train service provider that operates in Java and Sumatra. Operational Area (Daop) 8 Surabaya is one of the nine operational areas of PT. Kereta Api (Persero) in Java which provides passenger with goods transportation services to various destinations or regions in Java. As the only train service provider that is very close to the community, PT. Kereta Api (Persero) fulfills the needs of consumers from various groups ranging from the lower, middle to upper class. The best performance of its employees should then be optimized to satisfy customers, provide a good image of the company, and earn high profitability. Finance Section of PT. Kereta Api (Persero) Daop 8 Surabaya itself is an organizational unit within the Surabaya Operational Area 8 which is under the Deputy Executive Vice President (Deputy EVP) Daop 8 Surabaya.

According to El Badawy *et al.*, (2018), employees will become loyal and be willing to spend time and effort on their work when they find that their organization is fun and satisfying. According to Walton (1974) in Zin, (2004) the factors of quality of work life include fair and adequate compensation, a safe and healthy environment, development of employee capabilities, growth and security, social integration, constitutionalism, the overall organizational environment, and social relationship.

Although the company has tried to create a quality work life for their employees through certain programs, including training for employees, provision of career paths, an adequate compensation system, or the creation of a physically good work environment, but in practice the organization has also realized that the programs are not running optimally. Thus, factors on the quality of work life can be used as reasons to build employees commitment. When employees are committed to their organization, they will assume that staying in the company is a moral requirement and this is regardless of how much increased satisfaction the company has given them during the years the employee has worked (Diana *et al.*, 2020). Because organizational commitment includes the behavior and attitudes shown by employees towards the work and the organization they work for which can also be influenced by factors on the quality of employee work life, they will show it by being loyal, having a willingness to work optimally, a strong desire to work. feeling part of the organization, a desire to maintain membership, a desire to achieve organizational targets, and a strong belief in accepting organizational targets and values (Diana *et al.*, 2020).

Based on the background described above, this study will prove the implementation of the quality of work life for employees of PT. Kereta Api (Persero) Operation Area 8 Surabaya. Referring to the background description of the problem, this study will take the title "**Quality of Work Life's Factors and Their Impacts on Organizational Commitments**

LITERATURE REVIEW

Quality of Work Life

Quality of work life means considering individual and group differences in terms of high-quality working conditions, when dealing with retaining good employees (Hashempour *et al.*, 2018). The quality of work life program includes any improvement in organizational culture that supports employee growth and development in the organization. While at least the two most common definitions regarding the quality of work life according to

Hashempour *et al.*, (2018), namely, the quality of work life refers to a series of outcomes for employees such as job satisfaction, growth opportunities, psychological problems, job security, low accident rates, and human relations between employers and employees. In addition, a work-life quality approach will base a person on its essence, consider oneself as the most important component of an organization and, therefore, focus on meeting their physiological, psychological, social and economic needs (Akar, 2018). In this regard, it aims to increase employee satisfaction and ensure continuity by forming a positive attitude towards the organization, establishing a work environment that is suitable for employees and the organization, increasing employee productivity and organizational effectiveness, strengthening workplace learning, and reducing organizational stress by increasing teamwork. and communication (Karaaslan & Aslan, 2019) Because according to Diana *et al.*, (2020) the quality of work life also refers to the process in which the organization realizes its responsibility to provide and foster working conditions so that employees find their interests and needs. Then, the quality of work life also refers to a set of work or organizational functions such as participatory management, job enrichment, and safe working conditions. According to El Badawy *et al.*, (2018) the quality of work life is the extent to which an employee is satisfied with his personal and working conditions through participation in the workplace while achieving organizational goals. Zin (2004) conceptualizes the quality of work life as employees' perceptions of the work environment and human resource conditions. However, by considering the existing conditions, not all factors of the quality of work life in Zin's study were used as variables in this study, but were limited to five factors, namely: development, participation, compensation, supervision, and work environment.

Development

Employee development is known to refer to matters related to formal training and education, work experience, relationships and personality assessments, skills and abilities that help employees prepare for jobs and positions in the future that can be used as individual personal and professional growth from a long-term perspective (Jehanzeb & Mohanty, 2018). Meanwhile, organizational development is a fundamental use based on behavioral science information regarding planned improvements, progress accompanied by a firm emphasis on techniques, arrangements, and procedures to improve business performance (Ghorbanhosseini, 2013). The organizational development approach is identified by compiling and implementing ideas aimed at "increasing the effectiveness of organizational performance". Furthermore, if career development increases, motivation, self-esteem, and personal satisfaction also increase and employees become more committed (Ashraf *et al.*, 2018).

Participation

Employee participation is a process in which employees will control their work and engage conditions in including their involvement in decisions regarding their work (Khalid & Nawab, 2018). In this process, employees share their task-related decision-making power with their superiors. According to Mia *et al.*, (2015), participation can increase individual determination to achieve organizational goals and can show that such participation creates trust and a sense of community and encourages

decision making. So that participation when involved in strategic planning can be expressed as a special form of participatory decision making that is positively related to the satisfaction of managers' needs for autonomy and competence and the satisfaction of these needs is identified as an antecedent of affective organizational commitment (De Baerdemaeker & Bruggeman, 2015).

Compensation

Compensation is a type of financial benefit to attract and motivate workers within the organization (Kee *et al.*, 2016). In particular, compensation can be defined as the type of income and financial benefits received by employees based on a work relationship and compensation is divided into direct and indirect compensation (Ogunnaike *et al.*, 2016). Direct compensation includes the basic salary to which the employee is entitled to work. This includes all forms of wages, wages, overtime pay and bonuses. Indirect compensation includes protection programs, insurance plans, insurance plans, educational assistance and payments for time off, feelings of progress, opportunities for achievement, opportunities for recognition and other forms of benefits. Supported also by the role of Silaban & Syah, (2018) which states that basic compensation is needed to maintain a decent employee lifestyle, however, compensation also provides a real measure of individual value for the organization. Compensation payments can be used as a strategic function in human resources which has a significant impact on other related human resource functions.

Supervision

Social support from supervision can be defined as the overall level of beneficial social interactions available in a supervised workplace and consists of two types of support: socio-emotional and instrumental (Orgambidez & Almeida, 2020). The first refers to the expression of goodwill and positive emotions, the relationship of trust and empathy shown by superiors in a positive social environment. The latter refers to collaboration in work tasks between nurses and supervision and includes aspects such as the availability of supervision to handle professional problems of nurses or to provide useful information for the job (Orgambidez & Almeida, 2020). It can be said that the most basic building block in the formation of employee trust in the organization is the perception of fairness. It has been seen that employee motivation increases in organizations with organizational justice practices. Supervision which is seen as a representation of the organization has an important role in the implementation of justice (Aksoy, 2019). So that the role of supervision will be useful for companies, especially regarding support for employees.

Work environment

Work environment refers to the organizational atmosphere in which employees do their jobs. According to Danish, cited by Hanaysha, (2016), the work environment is related to a certain organizational climate in which employees perform their duties and a facilitative and safe work environment can attract employees because their needs tend to be met. So that for this to be successful, organizations must design their work environment in such a way that they can increase the level of commitment and motivation of employees which will ultimately produce the desired results (Hanaysha, 2016). This is also supported by a statement from Harahap *et al.*, (2020)

which states that each organization will generally interact with the environment in which an organization is located. The environment itself undergoes changes and what can survive is an organization that can adapt to environmental changes. Conversely, the organization will experience a period of collapse if the organization does not pay attention to the development and changes of the surrounding environment.

2.2 Organizational Commitment

Organizational commitment is defined by Widiawati & Yanuar RS, (2019) as the level of involvement and self-confidence in the organization where they work. According to Widodo *et al.*, (2019) organizations need employees who have high organizational commitment so that the organization can continue to survive and improve the services and products it produces. Because employees who have high organizational commitment are employees who are more stable and productive so that in the end, they are also more profitable for the organization (Widodo *et al.*, 2019). In short, organizational commitment is the commitment of employees to the organization they work for and is one of the guarantees for maintaining the continuity of the organization (Silaban & Syah, 2018). In addition, organizational commitment is also related to the high desire of employees to share and sacrifice for the company (Syabarrudin *et al.*, 2020). Buchanan's statement quoted by Widiawati & Yanuar RS, (2019) also state that organizational commitment is a factor that affects goals, values and interests in the organization, and this can be assessed on three dimensions, namely identification, attachment, and loyalty. According to Meyer quoted by Jehanzeb & Mohanty, (2018) organizational commitment is described as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or terminate membership in the organization. Allen and Meyer proposed a three-dimensional attitude concept of organizational commitment, namely, affective, normative and continuity commitment. Affective commitment refers to an employee's psychological affiliation and emotional attachment to the organization. Normative commitment is described as an employee's ethical responsibility to continue working for a long time with the organization. Finally, continuity commitment refers to the recognition of employees for the costs associated with resigning from the organization. Luthans (2008) states that "There is also evidence that employee commitment relates to other desirable outcomes, such as perception of a warm, supportive organizational climate". According to Luthans, there is also evidence that employee commitment is related to other desired outcomes, such as the perception of a warm and supportive organizational climate. The statement describes the benefits when the company pays attention to employees to be committed to the organization.

Hypothesis Development

Quality of Work Life (Development, Participation, Compensation, Supervision, and Work Environment) and Organizational Commitment

It is known that it is important to be able to consider diverse and complex matters in precisely creating the needs and desires of individuals, groups and organizations (Hashempour *et al.*, 2018). Not only is this important, but individual and group differences in terms of high-quality working conditions, are also important to consider when dealing with retaining good employees. One of these

effective factors is the quality of work life (Hashempour *et al.*, 2018). Based on the definition of quality of work life, these employees will find their organization pleasant and satisfying for them and will be loyal and they will be willing to spend time and effort on their jobs. Hence, they have become more committed to their organization (El Badawy *et al.*, 2018). The quality of work life was also stated by Diana *et al.*, (2020) as a form of appreciation and better work experience that can increase employee commitment to their organization. According to Akar, (2018) the quality of work life is not at the desired level, it can reduce employee job satisfaction and organizational commitment and increase their level of fatigue. So that we need an approach regarding the quality of work life to avoid these things, one of which is organizational commitment. Because organizational commitment can be useful in identifying employees with their organization, achieving the goals and values of their organization, continuing to work in their organization, loyalty and attitude towards their organization and caring for their organization to run successfully (Akar, 2018). In addition, because organizations will always want to employ and retain individuals who are committed to achieving certain goals, such as being more compatible, productive, and committed to the goals and objectives of the organization (Karaaslan & Aslan, 2019). Therefore, in this case, the quality of work life is seen as a fundamental and interesting issue related to increasing employee organizational commitment.

The factors that affect the quality of work life in this study refer to Zin's research (2004) but by considering the actual conditions, not all factors of the quality of work life in Zin's study are used as variables in this study, but are limited to five factors, namely: development, participation, compensation, supervision, and work environment. This is because from observations and interviews with the leadership, for social relations and integration factors in the workplace, the job design of each employee in the finance section definitely requires social interaction with other colleagues, both from the aspect of social life and at work. This is because every employee needs good cooperation in completing every job. Furthermore, it is the quality factors of work life that will be examined regarding their effect on organizational commitment.

Employee development is one of the important functions of the human resources department and it is known that a number of studies have suggested favorable results for organizations investing in employee development (Jehanzeb & Mohanty, 2018). Development in employees regarding learning and abilities that are implanted in the individual's brain, will imply that their soul is a side effect of the information and talents they already have (Ghorbanhosseini, 2013). So that it can show progress along with the development of talents, beliefs, organizational structures and procedures that increase the level of employee commitment to the company. If employees can encourage their efforts in developing their careers, they can indirectly achieve their goals (Ashraf *et al.*, 2018). Because through their efforts towards hard work they can enhance career growth and professional skills, which can also help earn awards and fulfill personal goals such as organizational commitment.

Employee participation is a process where employees can control their work and control their conditions by including their involvement in decisions about their work (Khalid & Nawab, 2018). In this process, employees will share their task-related decision-making power with their superiors. According to De Baerdemaeker & Bruggeman,

(2015) employee participation in strategic planning can spur motivation and affective commitment to the organization. This affective organizational commitment will refer to the employee's emotional attachment to the organization and is characterized by a strong belief and acceptance of the goals and values of the organization and a willingness to exert substantial efforts on behalf of the organization (De Baerdemaeker & Bruggeman, 2015). So that employees can develop a deeper sense of organizational commitment when they are in a business environment that gives them the opportunity to participate in decision making. In addition, participation is known to increase individual determination in achieving organizational goals. (Mia *et al.*, 2015) show that participation in a company can also create trust and a sense of community and encourage decision making. Self-efficacy, trust and ownership among employees which will lead to organizational commitment.

Compensation is a type of financial benefit to attract and motivate workers in the organization (Kee *et al.*, 2016). According to Kee *et al.*, (2016) strategic compensation is an important component regarding employee behavior and attitudes towards an increase in organizational achievement by increasing organizational commitment and motivation among workers. Through expectation theory which is a popular compensation theory, it explains that an individual will be motivated to the extent that he believes that the effort will produce satisfactory performance results (expectations), performance will be compensated (mediation), and the compensation value is very positive (valence) (Ogunnaike *et al.*, 2016). With regard to organizational commitment, there is a perceived possibility that maintaining membership with the organization will lead to certain outcomes. So, if organizations continue to live up to their employees' expectations, it can have a positive impact on employee retention. In addition, according to Silaban & Syah, (2018), proper compensation will increase employees' sense of belonging to their workplace. The appropriate compensation will also encourage employees to work better and be more comfortable to achieve organizational goals which are also related to the commitment that will be formed on them.

Social support through supervision is defined as the overall level of beneficial social interactions available in the workplace provided by supervision (Orgambídez & Almeida, 2020). When supervision treats individual employees and fairly, employees feel that their skills and talents are considered valuable things for the organization or work team (Liu *et al.*, 2020). So that such perceptions can increase self-esteem and confidence in their skills. The relationship may also be meaningful to employees if supervisory measures protect their interests. For example, a mutually positive relationship can result in high levels of organizational commitment and employee work performance. To continue to be able to invest in employees who they perceive as value, and to increase their effectiveness, by ensuring that the employees they invest in remain in the organization and they must increase their commitment and level of trust in the organization (Aksoy, 2019). In addition, according to Liu *et al.*, (2020) the effect of high-quality supervision will provide more favorable treatment and better work-related returns, including better promotion opportunities and the allocation of additional bonuses. Employees who benefit from supervision tend to feel more valued in their work and thus become more loyal to their organization.

Work environment is a key factor that affects employee satisfaction and commitment to an organization and the work environment refers to the organizational atmosphere regarding where employees do their work (Hanaysha, 2016). Harahap *et al.*, (2020) stated that individual performance is influenced by effort (effort), ability (ability) and environmental conditions. So that we need things that can affect the performance of an employee, one of them is the physical work environment. The physical work environment is one of the things closest to a person in carrying out his job. Improving the work environment is important because when employees' perceptions of their work environment are not at the desired level, and they describe their environment as low quality, it becomes stressful. So, an organizational strategy that is aimed at providing quality services is needed, which will support the welfare of employees in improving the work environment, which will also affect organizational commitment (Seren Intepeler *et al.*, 2019). Approaches regarding the quality of work life are known to affect organizational commitment to employees. El

Badawy *et al.*, (2018) have linked the quality of work life to be related to high-level organizational commitment. Akar's research results (2018) have also revealed that the characteristics of the current working conditions in educational institutions, namely the quality of work life have a significant effect on the commitment of educational stakeholder organizations such as teachers, school administration and academics and so on. In addition, the quality of work life has been viewed by Karaaslan & Aslan's research (2019) as a fundamental and interesting issue related to increasing employee organizational commitment. As well as many studies conducted in various countries on the relationship between quality of work life and organizational commitment in nurses, it is concluded that the quality of work life has a significant effect on organizational commitment (Nayak *et al.*, 2018). So, it can be stated that the good quality of work life of employees can result in better organizational commitment which is one of the keys of employees in achieving organizational goals effectively.

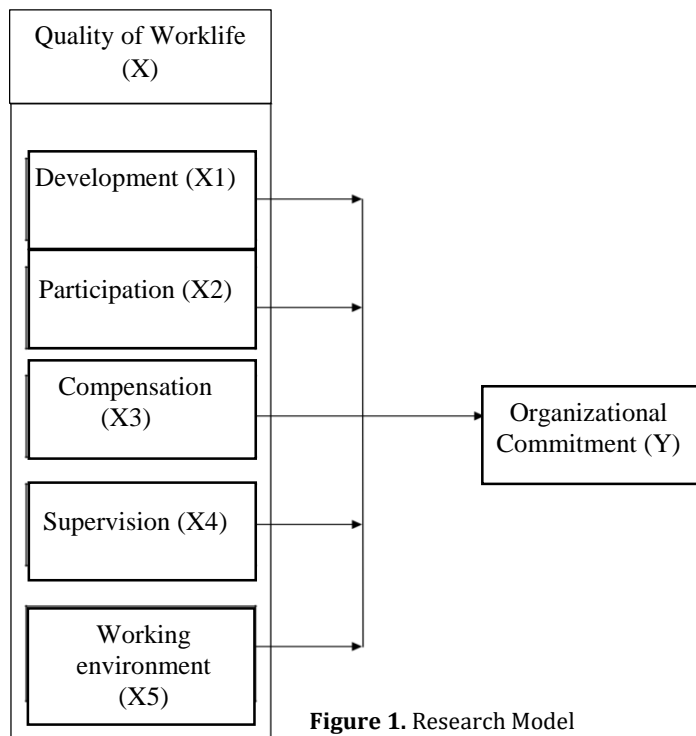


Figure 1. Research Model

RESEARCH METHODS

Research Approach

This study used explanatory research, meaning the study explains a causal relationship that occurs between the research variables and tests the hypothesis that has been formulated. In explanatory research, changes in certain variables cause a certain effect on the second variable. The independent variable in this study is the Quality of Work Life and the dependent variable in this study is Organizational Commitment. The measurement scale used to operationalize the independent (X) and dependent (Y) variables is a Likert scale with 5 (five) scale levels as follows: Strongly agree (Score 5), Agree (Score 4), Quite agree (Score 3), No agree (Score 2), and Strongly disagree (Score 1).

Operational Definition of Variables

Quality of Work Life

Quality of work life (X) refers to whether people are comfortable with working conditions or not. In this study, the concept of the quality of work life factors used as the basis for measuring the Quality of Work Life variable is a study by Zin, (2004). The independent variables consist of: 1-Employee development (X1) is defined as the perception of employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya regarding the efforts made to employees to improve and increase their abilities, which are expected to affect the development of employee knowledge and skills, thus opening opportunities for employees to be able to get a higher position or position. 2-Participation (X2) refers to the opportunity or involvement of employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya in carrying out and

completing their work and in accepting responsibilities related to their work.

3-Compensation (X3) refers to fairness and adequacy which is considered capable of fulfilling the needs of the employees of the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya.

4-Supervision (X4) refers to employees' perceptions of the quality of supervisors who are responsible for supervision and coordination of the operational implementation of the employees in the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya.

5-Work environment (X5) is the employee's perception of the physical conditions that exist around the employees which can influence them to work as employees of the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya.

Organizational Commitment

Organizational commitment is identified with acceptance of the values and goals of the organization, readiness and willingness to try and earnestly on behalf of the organization, and the desire to maintain membership in the organization. In other words, organizational commitment is employee loyalty to the organization and the ongoing process in which organizational members show employee concern for organizational success. By considering aspects of efficiency and conditions in the field, in this study, organizational commitment is measured through eight indicators that are considered to be the most suitable for the condition of the employees of the Finance Section of PT. Kereta Api (Persero) Operation

Area 8 Surabaya. In this study, the concept of organizational commitment which is used as a basic theory in measuring organizational commitment variables is the theory of Mowday, Steers, and Porter (1979) which uses the Organizational Commitment Questionnaire (OCQ) as a means of measuring employee organizational commitment through several statements which describes the feelings that employees might feel about the organization they work for. The use of this theory is based on considerations of suitability to conditions on the object of research as well as considerations of efficiency.

Data Collection

This research was conducted in the Finance Section of PT. Kereta Api (Persero) Daop 8 Surabaya in which there are 30 employees. The sampling technique was carried out using a census technique. Therefore, the sample in this study is the entire population, namely, 30 people who are employees of the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya.

Data Analysis

The analysis in this study was processed using the PLS method. The analysis technique used in this research is path analysis which is processed using the Partial Least Square (PLS) application which is part of Structural Equation Modelling (SEM). If you use PLS-SEM software, to find the results regarding the hypothetical relationship between variables, you must pass the outer model evaluation and inner model evaluation

Table 1

N=56		Frequency	Percentage	Total%
Gender	Male	14	46.7	46.7
	Female	16	53.3	100
Age	20-30 years old	8	26.7	26.7
	31-40 years old	6	20	46.7
	41-50 years old	11	36.7	83.4
	>50 years old	5	16.7	100
Last education	Senior High	18	60	60
	Diploma	6	20	80
	Bachelor's degree	6	20	100
Education during admissions	Junior high	5	16.7	16.7
	Senior High	23	76.7	93.4
	Bachelor's degree	2	6.7	100
Length of employment	< 5 years	7	23.3	23.3
	5 - 10 years	3	10.0	33.3
	11 - 15 years	5	16.7	50
	16 - 20 years	3	10.0	60
	21 - 25 years	4	13.3	73.3
	> 25 years	8	26.7	100

Note: Five (5) demographic variables are coded in the data as Gender, Age, Last Education, Education during admission and Length of employment.

Table 2

Variables	Code	Factor Loading	α	γ_s	CR	(AVE)
Development	X1	0.731	0.726	0.754	0.844	0.644
	X2	0.815				
	X3	0.857				
Participation	X4	0.818	0.888	0.890	0.932	0.820
	X5	0.938				
	X6	0.956				
Compensation	X7	0.916	0.902	0.902	0.939	0.837
	X8	0.915				

Supervision	X9	0.913	0.823	0.834	0.895	0.740
	X10	0.909				
	X11	0.870				
	X12	0.797				
Working environment	X13	0.815	0.610	0.618	0.793	0.562
	X14	0.729				
	X15	0.700				
Organizational commitment	Y1	0.669	0.859	0.868	0.893	0.546
	Y2	0.619				
	Y3	0.772				
	Y4	0.795				
	Y5	0.782				
	Y6	0.703				
	Y7	0.808				

Note: X1-X3 (Development), X4-X6 (Participation), X7-X9 (Compensation), X10-X12 (Supervision), X13-X15 (Work Environment) and Y (Organizational Commitment).

Based on Table 2, it shows that the Validity Test on all indicators of this study has met the research requirements. It means all indicators have an effect on latent variables.

Because these results have met the validity and reliability requirements for research.

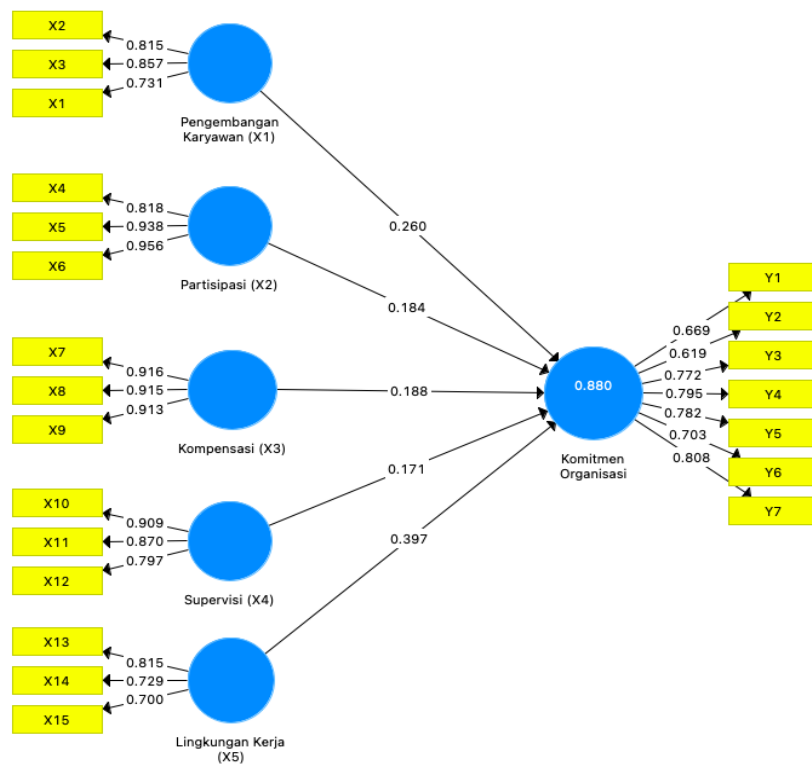


Figure 2. Outer Model Results

Table 3. Results Analysis Description

Indicator	Mean	Category
Employee Development		
There is a good opportunity for me to get an education in order to increase my knowledge and ability to do my job.	3.67	High
There is an assessment activity for me in order to find out how my ability improves.	3.47	High
There is a good opportunity for me to occupy a higher position in the future.	3.60	High
Mean Total	3.60	High
Participation		
I can participate to be involved in decision making related to work.	3.97	High
I can participate in contributing ideas and suggestions in carrying out work	3.67	High
The company carries out inputs and suggestions from employees well.	3.73	High
Mean Total	3.79	High
Compensation		
The salary I receive is in accordance with my position and position.	3.93	High
The benefits I receive are in accordance with the years of service I have.	3.97	High

There is recognition of my work by the company.	4.13	High
Mean Total	4.01	High
Supervision		
My supervisor has clear communication skills.	3.60	High
My supervisor has a good ability to make decisions objectively.	3.67	High
My supervisor has a good ability to evaluate the work that has been done.	3.57	High
Mean Total	3.61	High
Working environment		
I feel PT. Kereta Api Indonesia (Persero) provides security guarantees at work.	4.00	High
I feel that the physical condition of the environment in which I work is good and adequate.	3.73	High
I feel that my working hours are in accordance with the rules.	4.07	High
Mean Total	4.00	High
Organizational Commitment		
I am willing to do my best beyond what is expected to help the success of PT. Kereta Api Indonesia (Persero).	4.43	Very high
I feel that I have high loyalty to PT. Kereta Api Indonesia (Persero).	4.33	Very high
I am willing to accept almost any type of assignment so that I can continue to stay at PT. Kereta Api Indonesia (Persero).	4.43	Very high
I feel that I have the same values or views with PT. Kereta Api Indonesia (Persero).	4.17	High
I feel proud to say to others that I am part of PT. Kereta Api Indonesia (Persero).	4.13	High
I feel that while joining PT. Kereta Api (Persero), brought a lot of changes to me.	4.30	Very high
I really care about the fate of PT. Kereta Api Indonesia (Persero).	4.27	Very high
Mean Total	4.30	Very high

Note: Table 3 shows a description of the respondent's answer to the Employee Development, Participation, Compensation, Supervision, Work Environment variables

and a description of the respondent's answer to the Organizational Commitment variable in the high category.

Table 4. Result of R-Square Value

Variable	Original Sample - R-Square
Organizational commitment	0.880

Note: Organizational Commitment has an R-Square value of > 0.50 which means it is a good model.

Table 5

Variable	R-Square	F-Square
<i>Included</i> Organizational Commitment	0.880	0.000
<i>Excluded</i> Employee Development	0.719	0.171
<i>Excluded</i> Participation	0.650	0.139
<i>Excluded</i> Compensation	0.744	0.166
<i>Excluded</i> Supervision		0.155
<i>Exclude</i> Working environment		0.406

Result of F-Square Value

Note: It is known that if the Employee Development variable is removed, the influence on Organizational Commitment variable is > 0.15 or has a high effect. If the Participation variable is removed, the influence on Organizational Commitment variable is < 0.15 or has a moderate effect. Next, if the Compensation variable is removed the influence on Organizational Commitment

variable > 0.15 or has a high influence. If the Supervision variable is removed, the influence on Organizational Commitment variable is > 0.15 or has a high influence, whereas if the Work Environment variable is removed, the influence on Organizational Commitment variable is > 0.35 or also has a very high influence.

Table 6. Result of Q-Square Value

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Commitment	210.000	118.849	0.434

Note: It is known that through a blindfolding process, the organizational commitment variable has a Q-Square value of 0.434. Therefore, it shows that Q-Square > 0. It means

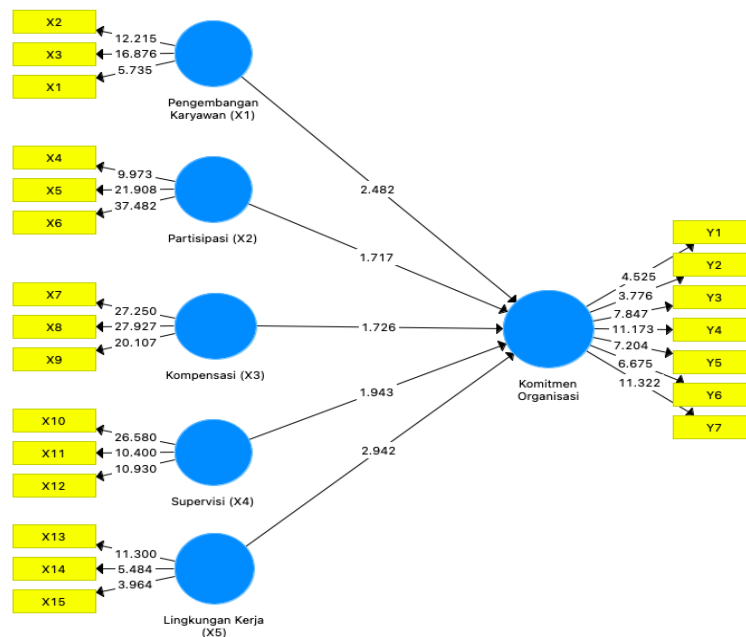
that the dependent variable has predictive relevance or explains that the independent variable has predictive relevance to the dependent variable being affected.

Table 7. Path Coefficient Result

Hypothesis	Variable	Original Sample (O)	T statistic	P Values	Note
H1	Employee development -> Organizational Commitment	0.260	2.482	0.013	Significant
H2	Participation -> Organizational Commitment	0.184	1.717	0.087	Significant
H3	Compensation -> Organizational Commitment	0.188	1.726	0.085	Significant
H4	Supervision -> Organizational Commitment	0.171	1.943	0.053	Significant
H5	Working environment -> Organizational Commitment	0.397	2.942	0.003	Significant

Note: If the original sample value shows a positive value then the variables have a positive relationship (and vice versa). If based on the value of T-statistics, the terms of T-statistics > 1.65 (significance level of 10%) and the value of

a P-value must be less than 0.1 to conclude that the relationship between the variables being tested is declared to have a significant effect.

**Figure 3.** Inner Model Results

RESULTS AND DISCUSSION

Discussion

Quality of Work Life (Development, Participation, Compensation, Supervision, and Work Environment) Against Organizational Commitment

In this study, after being processed using partial least square (SmartPLS), the results of the analysis show that Employee Development has a significant effect on Organizational Commitment, Participation has a significant effect on Organizational Commitment, Compensation has a significant effect on Organizational Commitment, then supervision has a significant effect on Organizational Commitment, and finally the Work Environment. significant effect on organizational commitment to employees in the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya. So, it can be stated that the employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya has achieved a quality approach to work life at their job which can affect their organizational commitment. According to El Badawy

et al., (2018), through a work-life quality approach, employees will find their organization fun and satisfying for them, and they will become loyal and willing to spend time and effort on their work and then these employees will become more committed to their organization. It is also known that based on the results of the analysis, employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya achieve quality in their work life through factors from employee development, compensation, participation, supervision, and the work environment in the organization they work for. Through these factors, employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya can also achieve commitment to the organization.

In this research model it is known that what gives the greatest influence on organizational commitment is the work environment variable which can be seen from the value of Table 7 which shows the results of the path coefficient. The results show that the work environment variable has an original sample value of 0.397 and a T-

Statistics of 2.942. So, it is known that employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya can improve the work environment to be important. Therefore, they can provide quality services, which will support the welfare of employees in improving the work environment, which will also affect organizational commitment. It also provides a statement that employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya does not experience stress caused by the work environment. Because employees' perceptions of their work environment are already at the desired level, and they have described their work environment as high quality.

Furthermore, the variables that have an influence on large organizational commitment in this research model are employee development variables as seen from the value of Table 7 which shows the results of the path coefficient. The results show that the employee development variable has an original sample value of 0.260 and a T-Statistics of 2.482. So that it is known the development of employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya regarding learning and abilities that are implanted in the individual's brain, can imply that their soul is a side effect of the information and talents they already have. Therefore, they are employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya through their efforts towards hard work can improve career growth and professional skills, which in turn they will get awards and fulfill personal goals such as organizational commitment.

In the research model, it is known that the variable that has an influence on organizational commitment is the compensation variable which can be seen from the value of Table 7 which shows the results of the path coefficient. The results show that the compensation variable has an original sample value of 0.188 and a T-Statistics of 1.726. [Zin, \(2004\)](#) which states that compensation is fairness and benefits that are considered sufficient for employee needs, where the measurements are adequate salary, salary that can meet daily needs, and benefits that are deemed adequate. So that if the employee compensation in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya is deemed appropriate to meet their needs and they are willing to survive in the organization.

Next, in the research model it is known that the variable that has an influence on organizational commitment is the participation variable which can be seen from the value of Table 7 which shows the results of the path coefficient. The results show that the participation variable has an original sample value of 0.184 and a T-Statistics of 1.717. So, it is known that employees in the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya can also have the opportunity to participate in decision making in developing a deeper sense of organizational commitment when they are in a business environment. Furthermore, employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya shows that budget-related participation in his company can create trust and a sense of community and encourage decision making, as well as self-efficacy, trust and a sense of belonging among employees which will lead to organizational commitment. Finally, in the research model it is known that the variable that has an influence on organizational commitment is the variable of supervision which can be seen from the value of Table 7 which shows the results of the path coefficient. The results show that the supervision variable has an original sample value of 0.171 and a T-Statistics of 1.943. Supervision support also affects employees of the finance

section of PT. Kereta Api (Persero) Daop 8 Surabaya which has been considered as value, and to increase effectiveness, so that these employees can be invested in staying in the organization and can increase their commitment and level of trust in the organization.

CONCLUSIONS AND SUGGESTIONS

Conclusion

In this study it can be concluded that the Quality of Work Life (Development, Participation, Compensation, Supervision, and Work Environment) has a significant effect on the Organizational Commitment of employees of the finance section of PT. Kereta Api (Persero) Operation Area 8 Surabaya. So, it is known that employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya through the quality factors of work life can influence them to commit to their organization. Furthermore, it is known from the results of the analysis of this study that the work environment variable is the most dominant variable in influencing organizational commitment. It is known from the original sample value that the highest direct effect on organizational commitment is 0.397 by the work environment variable. In [Hanaysha's research, \(2016\)](#) states that the work environment is a key factor affecting employee commitment to an organization and the work environment refers to the organizational atmosphere regarding where employees do their work. Therefore, when the work environment at the place of employees of the finance section of PT. Kereta Api (Persero) Daop 8 Surabaya is working well, it will show that the quality of their work life can also be of good value and will further affect organizational commitment. Because it is known that the work environment is a form of physical and psychological well-being of the quality of work life of employees.

Suggestions

Some suggestions will be useful for increasing organizational commitment in the Finance Section of PT. Kereta Api (Persero) Operation Area 8 Surabaya. PT. Kereta Api (Persero) Daop 8 Surabaya should increase the factors that can affect the quality of work life of employees in the completion of daily work so that employees will have a more sense of belonging and involvement, as well as responsibility for their work and the company. The company should also be able to further improve the factors that are still less effective so that the relationship between employees and work becomes better and makes employees work more optimally.

In addition, it can be seen through the average results on the smallest organizational commitment variable which is 4.13 which means that employees admit that they feel proud to tell others that they are part of PT. Kereta Api Indonesia (Persero). Even though it is still in high category, these results show the smallest average. The employees are advised to feel prouder because they have become part of PT. Kereta Api (Persero) Operation Area 8 Surabaya. It aims to maintain and be more committed to the organization, which in turn also creates things that are more profitable for the organization.

For future research, it is suggested that more variables are investigated in order to widen the scope of understanding and shed more light in the field of Human Resource, particularly regarding organizational commitment. Some variables that might be included are, training of employees, incentives system, impartial promotion system, fair system of selection and absence of elements of

religious, social, cultural and racial discrimination and prejudices.

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