

---

**THE EFFECT OF QUALITY OF WORK LIFE ON ORGANIZATIONAL COMMITMENT**  
(Case Study at PT. Bank BRI Branch Manado)

*PENGARUH KUALITAS KEHIDUPAN KERJA TERHADAP KOMITMEN ORGANISASI*  
(Studi Kasus pada PT. Bank BRI Cabang Manado)

By:

**Valenia F. Wongkar<sup>1</sup>**  
**David P. E. Saerang<sup>2</sup>**  
**Merinda H. Ch. Pandowo<sup>3</sup>**

<sup>123</sup>Faculty of Economic and Business, International Business Administration, Management Program  
Sam Ratulangi University Manado

E-mail:

<sup>1</sup>[valeniafw@gmail.com](mailto:valeniafw@gmail.com)

<sup>2</sup>[d\\_saerang@lycos.com](mailto:d_saerang@lycos.com)

<sup>3</sup>[iinpan@yahoo.com](mailto:iinpan@yahoo.com)

**Abstract:** Quality of Work Life are the important thing when employee achieve the main goals, with support by good human resource management employees reach the purpose of the organization to create a great commitment. Therefore, good quality of work life create a high organizational commitment. This research aimed to analyze simultaneously and partially effect of quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) on organizational commitment at PT. Bank BRI Branch Manado. Multiple regression analysis and quantitative method are used to this research. Respondent consists of 50 employees of PT. Bank BRI Branch Manado through questionnaire. The result data processed using SPSS 20 and result showed that quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) has a significant influence to organizational commitment simultaneously. Partially growth and security, development of human capabilities are significant influence organizational commitment. PT. Bank BRI Branch must maintain the strategic programs to improve the quality of human resources working life in organizations.

**Keywords:** *quality of work life, organizational commitment*

**Abstrak:** Kualitas kehidupan kerja merupakan hal yang penting ketika karyawan mencapai tujuan utama, dengan didukung oleh manajemen sumber daya manusia yang baik karyawan dapat mencapai tujuan organisasi untuk menciptakan komitmen yang besar. Oleh karena itu, kualitas hidup kerja yang baik menciptakan komitmen organisasional yang tinggi. Penelitian ini bertujuan untuk menganalisis secara simultan dan sebagian pengaruh kualitas hidup kerja (pembayaran yang adil dan memadai, tempat kerja yang aman dan sehat, pertumbuhan dan keamanan, pengembangan kemampuan manusia, integrasi sosial) terhadap komitmen organisasi pada PT. Bank BRI Cabang Manado. Analisis regresi berganda dan metode kuantitatif digunakan untuk penelitian ini. Responden terdiri dari 50 karyawan PT. Bank BRI Cabang Manado melalui kuesioner. Hasil data yang diolah dengan menggunakan SPSS 20 dan hasilnya menunjukkan bahwa kualitas hidup kerja (pembayaran yang adil dan memadai, tempat kerja yang aman dan sehat, pertumbuhan dan keamanan, pengembangan kemampuan manusia, integrasi sosial) memiliki pengaruh yang signifikan terhadap komitmen organisasi secara simultan. Sebagian pertumbuhan dan keamanan, pengembangan kemampuan manusia sangat mempengaruhi komitmen organisasi. PT. Bank BRI Cabang Manado harus mempertahankan strategis untuk meningkatkan kualitas hidup manusia dalam organisasi.

**Kata Kunci:** *kualitas kehidupan kerja, komitmen organisasi*

---

**INTRODUCTION****Research Background**

The quality of the human resources (HR) proved to be a determinant factor for the success of the development and progress of an organization. Human resources (HR) is one of the determinants of the success of the company in achieving goals. In the era of globalization the company has instilled the concept of man as a company's asset and develop the right policies and programs to improve the quality of human assets itself. Human resource is considered as the most basic strategic resources of every organization. Nowadays, success of any organization or work environment is directly dependent on efficient using of human resources based on behavioral science for certain. Dealing with this challenge reveals the need of more comprehensive recognition of concepts and structures related to human resources and its specific tools. Having achieved these concepts and tools, the necessity of the related skills to use these structures is undeniable Hersey and Blanchard cited by Parvar, et al (2013).

Quality of Work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as an asset to the organization. It believes that people perform better when they are allowed to participate in managing their work and make decisions Indumathy and Kamalraj (2012). According to Dolan, et al cited in Islam (2012) quality of work life is a major concern for employees and how organizations compact with this issue is both of academic and practical consequence. Therefore, job satisfaction and satisfaction in private life both are important for having a positive quality of work life experience.

Therefore, researcher is interested to conduct research titled The Effect of Quality of Work Life on Organizational Commitment (Case Study at PT. Bank BRI Branch Manado).

**Research Objective**

Based on the research background the objective of this research is to identify the influence of:

1. Fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration on organizational commitment simultaneously.
2. Fair and adequate payment on organizational commitment partially.
3. Safe and healthy workplace on organizational commitment partially.
4. Growth and security on organizational commitment partially.
5. Development of human capabilities on organizational commitment partially.
6. Social integration on organizational commitment partially.

**THEORITICAL FRAMEWORK****Human Research Management**

Human resource management (HRM) is management of the people in an organization, including development, organization, and administration of the organization's people systems Neubert and Dyck, (2009; 357).

**Quality of Work Life**

Quality of work life refers to the extent to which members of a work organization are able to satisfy their personal needs through their work experience in the organization. It covers the person's feelings about every aspect of work including economic rewards, benefits, security, internal & external equity, working conditions, career opportunity, decision authority & organizational & interpersonal relationships, which are very meaningful in a person's life Garg, et al (2012).

---

## Organizational Commitment

Mathieu and Zajac cited by Alb दौर and Altarawneh (2014) stated that the organizational commitment concept receives a great deal of empirical studies where both contain an outcome and antecedent. The surge in interest and attention on organizational commitment literature was pursuant to the idea that this concept is a significant part of an employee's psychological conditions because employees, who experience high organizational commitment, are theorized to display much positive workplace behavior, such as high job performance, and citizenship activities, which will definitely benefit the organization.

## Relationship between Organizational Commitment and Quality of Work Life

Asgari and Dadashi (2011) stated that Quality of work life and organizational commitment are two of most important and fundamental subjects in today's organizational behavior. Organizations, as systems, need coordination and efficiency among their subsystems. One of the most important of these subsystems is manpower and considering it is one of the most important priorities of the organization. Sufficient attention to manpower leads to flourishing of the talents and prevents further problems for the organization and management.

Many researchers including Kanter and Erbink cited by Sajjad and Abbasi (2014) have studied the relationship between organizational commitment and the quality of work life. The findings have proved a positive and significant relationship between organizational commitment and the quality of work life.

## Conceptual Framework

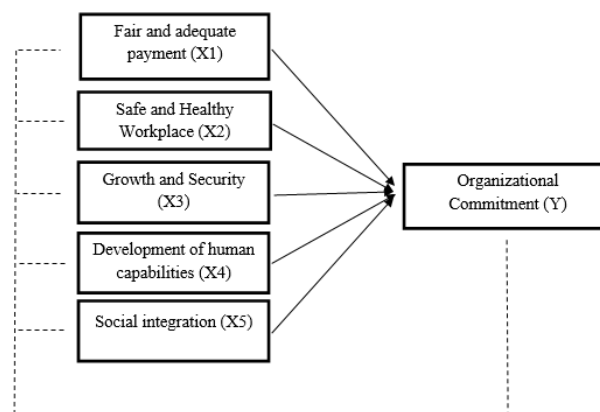


Figure 1 Conceptual Framework

—————> Partially  
 - - - - - Simultaneously

## Research Hypothesis

There are five hypothesis regarding this study.

H1 : There is a simultaneously influence of fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration on organizational commitment.

H2 : There is a partial influence of fair and adequate payment on organizational commitment.

H3 : There is a partial influence of safe and healthy workplace on organizational commitment.

H4 : There is a partial influence of growth and security on organizational commitment.

H5 : There is a partial influence of development of human capabilities on organizational commitment.

H6 : There is a partial influence of social integration on organizational commitment.

### **Previous Research**

Based on the research conducted by Parvar, M., Allameh, S. M., and Ansari, R (2013) about Effect of Quality of Work Life on Organizational Commitment by SEM (Case Study: OICO Company). Based on the results, QWL directly influences the OC. If QWL increases, commitment of OICO personnel will raise. Main purpose of this study is to analyses the effect of quality of work life (adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism, social relevance) on organizational commitment of employees of OICO company. Method of this study is path analyses with approach of SEM. Statistical society consists of all employees of OICO Company in SPGD 17 & 18 in year 2013 that are 130 people, out of this number, 97 people were selected through random sampling in proportion with society volume and questionnaires were distributed amongst them. The research results show a positive and significant effect of quality of work life on employee's organizational commitment.

According to the research conducted by Batvandi Ziba, Mohammad Ghazavi about The Study of the Quality of Working Life with Organizational Commitment and Job Satisfaction among the Employees Using Correlation Analysis (Case Study: Aseman Carton Making Factory of Isfahan) the results show that there is positive and significant relationship between fair & adequate payment, providing opportunities for growth and continuous security, legalism in the organization, dependence on working social life and development of human capabilities with affective commitment, among which the strongest relationship is between providing opportunities for growth and continuous security, fair and adequate payment, dependence on working social life and legalism in the organization.

## **RESEARCH METHODOLOGY**

### **Type of Research**

Causal study of research as a study in which the researcher wants to investigate the cause of one or more problem. It is a causal study to determine causal relationships between variables. The research is a quantitative method and questionnaire as a tool to gather data and analysis are used.

### **Place and Time of Research**

This research will be conducted in PT. Bank BRI. The time of research being conducted is from September to October 2017.

### **Population and Sample**

The population of this research refers to all employees of PT. Bank BRI Cabang Manado. There are 140 employees. This research use with purposive sampling method as the sampling technique and sample size of this research is 50 employees.

### **Primary Data**

The primary data of this study gets from the result of questionnaires. The questionnaires will distribute to respondents which is the employee of PT. BRI BranchManado.

**RESULT AND DISCUSSION****Validity Test****Table 1 Validity Test**

	X1	X2	X3	X4	X5	Y	TOTAL
Fair and Adequate Payment	1	.593**	.658**	.582**	.644**	.532**	.812**
Safe and Healthy Workplace	.593**	1	.518**	.513**	.711**	.403**	.773**
Growth and Security	.658**	.518**	1	.778**	.605**	.723**	.861**
Development of Human Capabilities	.582**	.513**	.778**	1	.641**	.717**	.852**
Social Integration	.644**	.711**	.605**	.641**	1	.504**	.845**
Organizational Commitment	.532**	.403**	.723**	.717**	.504**	1	.778**

Source: Data Processed, 2017

From the result in table 1 it can be seen that value of correlation index for relation among variable independent ( fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration ) with variable dependent ( organizational commitment ) are greater than 0.3 and below significant level of 5% (0.05). The correlation between fair and adequate payment (0.812), safe and healthy workplace (0.773), growth and security (0.861), development of human capabilities (0.852), social integration (0.845) with organizational commitment (0.778) show a positive relationship. Therefore, the data is considered as valid.

**Reliability Test****Table 2 Reliability Test**

Cronbach's Alpha	N of Items
.901	6

Source: Data Processed 201

Based on the data in table 2 shows that the value of alfa cronbach is 0.901, which is means that is above acceptance limit of 0.6. Therefore, the research instrument for relationship among the variable indicates good consistency and the data is acceptable

**Multiple Linear Regression Analysis****Table 3 Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.663	1.515		1.098	.278
Fair and Adequate Payment	.071	.146	.070	.485	.630
Safe and Healthy Workplace	-.039	.128	-.044	-.307	.760
Growth and Security	.413	.176	.396	2.341	.024
Development of human capabilities	.401	.168	.391	2.382	.022
Social integration	.000	.141	.000	-.002	.998

a. Dependent Variable: Organizational Commitment

Source: Data Processed, 2017

Multiple Linear Regression model is used to determine the effect of several independent variable on a dependent variable. The computation was done by using SPSS 20 software. The computerized calculating ensure the accuracy of the analysis. From the result in the table above, the model define as :

$$Y = 1.663 + 0.071 X_1 + (-) 0.039 X_2 + 0.413 X_3 + 0.401 X_4 + 0.000 X_5 + e$$

Where:

- Y = Organizational Commitment (Dependent Variable)  
 $\alpha$  = The Constant  
 $X_1$  = Adequate and Fair Compensation  
 $X_2$  = Safe and Healthy Environment  
 $X_3$  = Growth and Security  
 $X_4$  = Development of human capabilities  
 $X_5$  = Social integration  
e = Error

**Multiple Regression Coefficient of Correlation and Determination (R)****Table 4 Multiple Regression Coefficient of Correlation and Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 <sup>a</sup>	.586	.539	.82045

a. Predictors: (Constant), Social integration, Growth and Security, Safe and Healthy Workplace, Fair and Adequate Payment, Development of human capabilities

Source: Data Processed, 2017

The interpretation of coefficient correlation ( R ) that shown on table 4 means there is significant relationship between the five independent variables with dependent variable. It is because value of R is 0.765 which is proved that the relationship among variable independents and dependent is very strong. In other words, fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration as independent variable and organizational commitment as dependent variable have a strong relationship.

The Measurement of coefficient correlation or R is:

0 = There is no correlation among independent and dependent variable

0 – 0.25 = The correlation is weak

0.25 – 0.5 = The correlation is enough

0.5 – 0.75 = The correlation is strong

0.75 – 0.9 = The correlation is very strong

1 = The correlation is perfect among independent and dependent variable

The coefficient correlation ( R<sup>2</sup> ) measure how far the ability of a model in explaining variation of dependent variable. The value of R<sup>2</sup> in table 4 is 0.586, it means that the linear relationship in this model is able to explain the employee productivity ( Y ) by 58.6% and the rest 41.4% are caused by others factors not included in this research.

## F-test

**Table 5 F-Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.902	5	8.380	12.450	.000 <sup>b</sup>
	Residual	29.618	44	.673		
	Total	71.520	49			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Social integration, Growth and Security, Safe and Healthy Workplace, Fair and Adequate Payment, Development of human capabilities

Source: Data Processed, 2017

Table 5 Shows that  $F_{count}$  is 12.450 with the level significant 0.000. By using the level of significant of 0.05 ( $\alpha = 0.05$ ), value is  $0.000 < 0.05$ . The value of  $F_{table} = 2.58$  it can be concluded that  $F_{count} = 12.450 > F_{table} = 2.58$ . It means that the independent variable significantly affect the dependent variable simultaneously.

## T-Test

**Table 6 t-test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.663	1.515		1.098	.278
	Fair and Adequate Payment	.071	.146	.070	.485	.630
	Safe and Healthy Workplace	-.039	.128	-.044	-.307	.760
	Growth and Security	.413	.176	.396	2.341	.024

Development of human capabilities	.401	.168	.391	2.382	.022
Social integration	.000	.141	.000	-.002	.998

a. Dependent Variable: Organizational Commitment

Source: Data Processed, 2017

1. Fair and Adequate Payment, Comparing  $t_{\text{count}}$  with  $t_{\text{table}}$  :  $0.458 \leq 2.009$  with the significant level 0.630. Therefore fair and adequate payment has no significant influence to organizational commitment.
2. Safe and Healthy Workplace, Comparing  $t_{\text{count}}$  with  $t_{\text{table}}$  :  $-0.307 \leq 2.009$  with the significant level 0.760. Therefore safe and healthy workplace has no significant influence to organizational commitment.
3. Growth and Security, Comparing  $t_{\text{count}}$  with  $t_{\text{table}}$  :  $2.341 \geq 2.009$  with the significant level 0.024. Therefore growth and security has a significant influence to organizational commitment.
4. Development of Human Capability, Comparing  $t_{\text{count}}$  with  $t_{\text{table}}$  :  $2.382 \geq 2.009$  with the significant level 0.022. Therefore development of human capabilities has a significant influence to organizational commitment.
5. Social Integration, Comparing  $t_{\text{count}}$  with  $t_{\text{table}}$  :  $-0.002 \leq 2.009$  with the significant level 0.998. Therefore social integration has no significant influence to organizational commitment.

### Discussion

This research has been conducted to analyze the effect of quality of work life on organizational commitment at PT. Bank BRI Branch Manado.

1. Fair and Adequate Payment, The result of this multiple regression analysis shows that fair and adequate payment consist of pay salary, payments appropriateness, equal work and result has no significant effect on organizational commitment at PT. Bank BRI Branch Manado.
2. Safe and Healthy Workplace, The result of this multiple regression analysis shows that safe and healthy workplace and result has no significant effect on organizational commitment at PT. Bank BRI Branch Manado.
3. Growth and Security, The result of this multiple regression analysis shows that growth and security result has a significant effect on organizational commitment at PT. Bank BRI Branch Manado.
4. Development of Human Capability, The result of this multiple regression analysis shows that development of human capabilities result has a significant effect on organizational commitment at PT. Bank BRI Branch Manado.
5. Social Integration, The result of this multiple regression analysis shows that social integration consist of organization, interpersonal openness, personal Identity result has no significant effect on organizational commitment at PT. Bank BRI Branch Manado.

### CONCLUSION AND RECOMMENDATION

#### Conclusion

Based on the result of this research, the conclusion as follows:

1. Fair and Adequate Payment, Safe and Healthy Workplace, Growth and Security, Development of Human Capabilities, Social Integration influence on Organizational Commitment at PT. Bank BRI Branch Manado, Simultaneously.
2. Fair and Adequate Payment as one of the independent variable shows that does not have significant effect on Organizational Commitment at PT. Bank BRI Branch Manado Partially.
3. Safe and Healthy Workplace as one of the independent variable shows that does not have significant effect on Organizational Commitment at PT. Bank BRI Branch Manado Partially.



4. Growth and Security as one of independent variable shows that there is significant effect on Organizational Commitment at PT. Bank BRI Branch Manado Partially.
5. Development of Human Capabilities as one of independent variable shows that there is significant effect on Organizational Commitment at PT. Bank BRI Branch Manado Partially.
6. Social Integration as one of the independent variable shows that does not have significant effect on Organizational Commitment at PT. Bank BRI Branch Manado Partially.

### Recommendation

Based on the conclusions that have been put forward, there are recommendation that can be useful as suggestions, which are listed as flows:

1. The company management of PT. Bank BRI Branch Manado. Must maintain their employee performance with giving them reward, enhance the fair and adequate payment influencing organizational commitment. It is important because fair and adequate payment will contribute a positive result employee performance when the fair and adequate payment is good.
2. The company management of PT. Bank BRI Branch Manado. Must maintain with their good environment to increase the comfortable workplace and safe and healthy workplace. Because safe and healthy workplace influence on organizational commitment and could be increase the good things.
3. The company management of PT. Bank BRI Branch Manado. Must keep hold the growth and security, pay attention and improve ability to their work opportunities for advancement. It is important because growth and security positively affects organizational commitment.
4. The company must consider that development of human capabilities can run with good management to Learning opportunities and skill to compete with others because development of human capabilities positively influence on organizational commitment.
5. The company must consider that social integration influencing organizational commitment. It means that social integration will contribute the good relationship of the company and each employees, so that is important to keep hold the social integration for the successful goals.

### REFERENCE

- Aluy, Claudia Aprilinda, Tulung, Joy Elly dan Tasik, Hizkia HD. (2017). "Pengaruh Keberadaan Wanita Dalam Manajemen Puncak Dan Kepemilikan Manajerial Terhadap Kinerja Keuangan Perbankan (Studi Pada Bank Bumh Dan Bank Swasta Nasional Devisa Di Indonesia)". *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*. Vol. 5 No. 2. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/15997>
- Albdour, A. A., & Altarawneh, I. I. 2014. Employee Engagement and Organizational Commitment: Evidence from Jordan. *International Journal Of Business*, 193-209. <https://www.craig.csufresno.edu/ijb/Volumes/Volume%2019/V192-5.pdf>. Accessed September 19<sup>th</sup> 2017.
- Asgari, M. H., & Dadashi, M. A. 2011. Determining the Relationship Between Quality of Work Life (QWL) and Organizational Commitment of Melli Bank Staff in West Domain of Mazandaran in 2009-2010. *Australian Journal of Basic and Applied Sciences*, 682-687. <http://ajbasweb.com/old/ajbas/2011/August-2011/682-687.pdf>. Accessed November 25<sup>th</sup> 2017.

- Batvandi, Z., & Ghazavi, M. 2017. The Study of the Quality of Working Life with Organizational Commitment and Job Satisfaction among the Employees Using Correlation Analysis (Case Study: Aseman Carton Making Factory of Isfahan). *Journal of Natural and Social Sciences*, 6, 100-108. <http://european-science.com/eojnss/article/viewFile/4902/2421>. Accessed November 25<sup>th</sup> 2017.
- Indumathy, & Kamalraj. 2012. A Study on Quality of Work Life among Workers with Special Reference to Textile Industry in Tipurur Distric - A Textie HUB. *International Journal of Multidisciplinary Research*, 2(4) 265-267. [http://www.zenithresearch.org.in/images/stories/pdf/2012/April/ZIJMR/24\\_ZIJMR\\_APRIL12\\_VOL2\\_IS\\_SUE4.pdf](http://www.zenithresearch.org.in/images/stories/pdf/2012/April/ZIJMR/24_ZIJMR_APRIL12_VOL2_IS_SUE4.pdf). Accessed November 24<sup>th</sup> 2017.
- Islam, M. B. 2012. Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh. *Global Journal of Management and Business Research*, 12(18), 23-26. [https://globaljournals.org/GJM BR\\_Volume12/4-Factors-Affecting-Quality-of-Work-Life-An.pdf](https://globaljournals.org/GJM BR_Volume12/4-Factors-Affecting-Quality-of-Work-Life-An.pdf). Accessed September 19<sup>th</sup> 2017.
- Garg, C. P., Munjal, N., Bansal, P., & Singhal, A. K. 2012. Quality of Wor Life : An Overview. *International Journal of Physical and Social Sciences*, 2(3). 231-242. [https://www.ijmra.us/project%20doc/IJPSS\\_MARCH2012/IJMRA-PSS867.pdf](https://www.ijmra.us/project%20doc/IJPSS_MARCH2012/IJMRA-PSS867.pdf). Accessed September 19<sup>th</sup> 2017.
- Neubert, M. J., & Dyck, B. 2009. *Principle of Management*. South-Western.
- Parvar, e. a. 2013. Effect of Quality of Work Life on Organizational Commitment by SEM (Case Study: OICO Company). *International Journal of Academic Research in Business and Social Sciences*, 3, 138. doi:10.6007/IJAR BSS/v3-i10/285, 135-144. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.679.2671&rep=rep1&type=pdf>. Accessed July 29<sup>th</sup> 2017.
- Sajjad, N. K., & Abbasi , B. 2014. Studying the Relationship between Quality of work life and Organizational Commitment. *Research Journal of Recent Sciences*, 3h, 92-99. <https://pdfs.semanticscholar.org/c0d8/9c19cc9934234452414b91e197c477d18556.pdf>. Accessed November 25<sup>th</sup> 2017.