

Quality of Work Life, Pro-social Motivation, and Organization culture as Drivers of Organizational Commitment

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Abstract:

Background: Organizational commitment is relationship between individual engagement and the values in the organization concerning loyalty, moral obligation, and a sincere tendency towards the organization. Employees need to have a high organizational commitment to the company so, companies need to pay attention to the factors that affect organizational commitment. The purpose of this study are to determine the effect of quality of work-life, pro-social motivation and organization culture on organizational commitment.

Materials and Methods: The samples taken in this study were 83 employees, with a saturated sampling method. Data collection was carried out through interviews and questionnaires. The analysis technique used is multiple linear regression.

Results: Quality of work life, pro-social motivation and organization culture have positive and significant effects on organizational commitment.

Conclusion: The theory of the three-component model of organizational commitment has been confirmed in this study because there is an indication that quality of work life, pro-social motivation and organization culture may become the drivers of employees commitment toward their organization.

Key Word: quality of work life; pro-social motivation; organization culture; organizational commitment

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I. Introduction

Human resources are a very valuable asset for the company. The intense business competition that occurs in the present era requires companies to optimize all their resources. Companies that can properly manage their human resources will create an advantage. Good human resource management can be done by creating a quality work environment that is comfortable for employees. Motivation is important for employees to be more motivated and enthusiastic in carrying out work. A strong organization culture will have a meaningful influence on the attitudes and behavior of employees so that they are committed to the organization. A phenomenon that often occurs in many companies today is the low level of organizational commitment from employees (Ramezan, 2016).. This can be seen from the low level of attachment and loyalty from employees to the company. Organizational commitment is a relationship between the individual's attachment to the values in the organization concerning loyalty, moral obligations, and a sincere tendency towards the organization (Karami et al., 2017). Organizational commitment has an important role for individuals in the organization to build strong relationships of trust to be able to work together with the organization and give their best performance (Wang et al., 2017).

Robbins & Judge (2015) state that-organizational commitment is the level of an employee identifying an organization as a goal for a career and an employee's desire to remain in the organization. A strong organizational commitment will build a psychological condition of the relationship between employees and the organization that makes employees reluctant to leave the organization. Employees who are more committed to the organization will have reliable habits, give more effort to solve problems, and plan to be loyal to the organization. Quoted on Rae (2013), Organizational commitment is a belief in organizational values, a desire to maintain affiliation with the organization, and a willingness to exert the best possible effort for organizational goals.

One of the goals of human resource management in an organization is to pay attention to the quality of work-life of the company so that employees feel at home in the company. Organizations need to create a quality work-life so that employees feel comfortable, safe, and pleasant in completing their work (Kanten, 2014). Good quality of work-life will be able to increase employee morale to work optimally because employees do not feel pressure or burdens caused by environmental factors in the workplace. The creation of a good quality of work-life in the company will make employees feel safe and comfortable at work and will be more committed to staying loyal to work in the company.

Motivation is important to create an impetus in a person to be more enthusiastic in acting or completing work. Pro-social motivation is the desire of a person to behave and try to have a positive impact on the lives of others. Employees in the company who want to help each other will be more motivated to work together in solving problems that occur. Pro-socially motivated employees will view a job as a means to benefit others. Pro-social motivation can encourage several individual behaviors for important work results such as taking initiatives to solve existing problems. Pro-social motivation keeps employees focused on their future and more concerned about achieving meaningful results after completing work. Employees who are pro-socially motivated will be more likely to behave well which may be of benefit to others. Pro-social motivation makes employees tend to push themselves to complete the tasks and responsibilities at hand. Pro-social motivation refers to the tendency of employees to care about the benefits or welfare of others in general. Employees who are pro-socially motivated will not only have a good impact on others but will also increase commitment to stay in the organization where they work because of good encouragement from colleagues who make a sense of togetherness even tighter, causing reluctance to leave the organization (Smirnova et al., 2017).

Companies that have a strong organization culture will influence the attitudes and behavior of their members (Indah & Riana, 2020). Organization culture must be believed to be true by every member as a basis for behaving and acting in the company (Aprila & ArthaWibawa, 2020). Organization culture is interpreted as a basic philosophy that provides direction for organizational policies in employee management (Hasanuddin et al., 2020). Organization culture is formed by its members which is also a characteristic of other organizations with an accepted archetype for acting and solving problems, shaping employees so that they can adapt to the environment and unite the employees in the organization (Sahyoni & Supartha, 2020). Quoted from Sagita & Susilo (2018). "Organization culture is one of the strategies to motivate employees to work optimally, because a good organization culture will provide a condition that is under employee behavior at work, if the culture is suitable and supports employees in developing abilities and improving their welfare, then organization culture becomes a factor that important to improve employee performance in the company"

This research was conducted at a company that engaged in the tourism sector in Denpasar Bali. Based on the results of further interviews with 10 employees, there were indications of problems related to the low level of organizational commitment as seen from the complaints of some employees who were not happy to spend the rest of their working time with the company. Some employees stated that they have a desire to find a job that is better than their current job to improve their welfare. Employees also tend to think that the company does not mean much to their lives and do not feel disturbed if they have to leave the company now. The willingness of employees to be involved in every activity at the company is also very low, this can be seen from only a few employees who contribute their ideas or aspirations to the decision-making process and few who contribute to solving problems related to work in the company. Several employees stated that the quality of work-life at this company was not conducive. Employees tend to find it difficult to get opportunities to contribute ideas and be involved in the decision-making process, resulting in a sense of indifference to the problems that the company is experiencing. Lack of volunteerism and empathy among fellow employees is also said to be seen when there are employees who are not willing to use their knowledge and abilities to help their fellow employees who are facing problems related to their work. Some employees also feel a lack of support among employees as well as a lack of attachment, belonging, and helping each other within the company.

Employees who create positive feelings by showing compassionate behavior and volunteering to help will make a stronger affective commitment to other employees (Ko & Choi, 2020). Ullah et al. (2020) state, "pro-social motivation has a positive effect on affective commitment from employees." Strengthening organization culture is one important step that will increase organizational commitment. Wibawa & Putra (2018) show that "organization culture has a positive influence on organizational commitment, thus a low organization culture will cause employees to feel disagree with the values that exist in the organization and will reduce commitment. from employees to organizations."

Anggraini & Thamrin (2019), Putra & Dewi (2020) and Risla & Ithrees (2018) show that "quality of work-life has a positive and significant effect on organizational commitment." Good quality of work-life will be created when there is an opportunity given to employees to have an opinion, to be involved in the decision-making process, and to give positive feedback on the participation of employees. This means that the creation of a good quality of work-life in a company will make employees feel comfortable and be more committed to remaining loyal to the company.

H1: Quality of work life has a positive and significant effect on organizational commitment.

Ong et al. (2019) show that "pro-social motivation has a positive and significant effect on organizational commitment." Shao et al. (2017) show, "suitability of perceptions between employees and pro-social motivation from superiors positively affects employees' organizational commitment." Quoted from Potipiroon & Ford (2017), "pro-social motivation has a positive effect on organizational commitment when it is followed by high intrinsic motivation and ethical leadership." When employees feel that they are willing to help

their colleagues who are facing difficulties, it will create an emotional attachment between fellow employees. This makes employees feel that there will be high costs if they leave the organization because they will lose colleagues who can support each other. Thus, employees who are pro-socially motivated will not only have a good impact on their fellow workers but will also increase organizational commitment to remain in the organization where they work.

H2: Pro-social motivation has a positive and significant effect on organizational commitment.

Sarhan et al. (2020), Faisal & Dewi (2019), Yamali (2018), Nikpour (2017), and Suwaryo et al. (2016) also show “organization culture have a positive and significant effect on organizational commitment.” The organization culture emphasizes the beliefs and values that form the basis for behavior within the organization. Employees will feel a moral obligation to stay with the organization when the belief in these values is embedded in the employee. Companies that have a strong organization culture will be able to increase the organizational commitment of employees to the company.

H3: Organization culture has a positive and significant effect on organizational commitment.

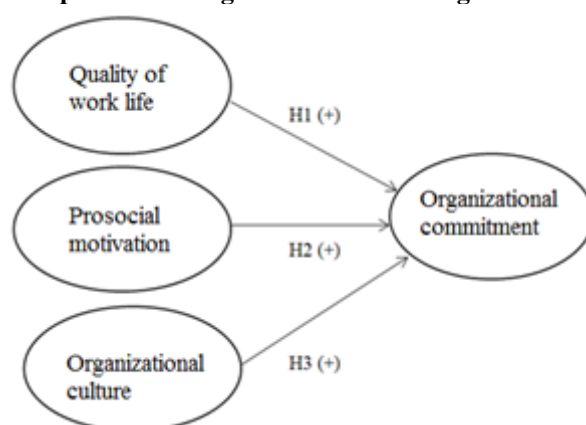


Figure 1 Conceptual Framework.

II. Methods

The population and sample in this study were employees of a tourism company in Denpasar, amounting to 83 employees. This study uses a saturated sampling method. To obtain the data needed in this study, the data were collected through a questionnaire measured using a Likert scale and interviews with leaders and employees. Multiple linear regression analysis was used to determine the effect of the independent variables (quality of work-life, pro-social motivation, and organization culture) on the dependent variable (organizational commitment).

III. Result and Discussion

Respondents were dominated by male employees (60.2 percent), with an age range of 21-30 years dominating the sample of this study by 42.2 percent. Respondents with undergraduate degrees dominate with a percentage of 59.1 percent and 73.4 percent of respondents who have worked for 1-5 years

Table 1: Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.904	3.197		.283	.778
	Quality of Work Life	.346	.149	.194	2.317	.023
	Pro-social Motivation	.395	.071	.507	5.596	.000
	Organization culture	.218	.097	.226	2.241	.028
F Statistics: 41.997						
Sig F : 0.000						
R ² : 0.615						

Quality of work-life on organizational commitment

The effect of quality of work-life on organizational commitment obtained a significance value of 0.023 with a positive regression coefficient of 0.346. A significance value of 0.023 <0.05 indicates that **H1 is**

accepted. This result means that the quality of work-life has a positive and significant effect on employee organizational commitment. When employees feel a good quality of work-life, employees will tend to feel comfortable at work so that organizational commitment will increase. Putra & Dewi (2020) state that “the quality of the work-life variable is one of the variables that has a positive and significant effect on organizational commitment.” Anggraini & Thamrin (2019) also show that “quality of work-life has a positive and significant effect on organizational commitment to employees of the Indonesian Meteorology, Climatology and Geophysics Agency.” Risla & Ithrees (2018) state that “quality of work-life has a positive and significant effect on organizational commitment.”

Pro-social motivation on organizational commitment

The effect of pro-social motivation on organizational commitment obtained a significance value of 0.000 with a positive coefficient value of 0.395. The significance value is $0.000 < 0.05$, thus clarifying that **H2 is accepted.** This result means that pro-social motivation has a positive and significant effect on employee organizational commitment. When employees are motivated pro-social, employees will feel valued in the company so that employees are more committed to continuing to be part of the organization. Ong et al. (2019) state that “pro-social motivation has a positive and significant effect on organizational commitment, when employees feel that they are willing to help their colleagues who are facing difficulties, it will create an emotional attachment between fellow employees.” Shao et al. (2017) show that “the suitability of perceptions between employees and pro-social motivation from superiors positively affects employees' organizational commitment.” Potipiroon & Ford (2017) also found that “pro-social motivation has a positive effect on organizational commitment when it is followed by high intrinsic motivation and ethical leadership.”

Organization culture on organizational commitment

The influence of organization culture on organizational commitment obtained a significance value of 0.028 with a positive coefficient value of 0.218. The significance value is $0.028 < 0.05$ so that it informs that **H3 is accepted.** Organization culture has a positive and significant effect on employee organizational commitment. When the company has a strong organization culture, employees tend to be enthusiastic at work and create a feeling of comfort so that employees' organizational commitment will increase. Sarhan et al. (2020) show “organization culture have a positive effect on organizational commitment. The results of the research also show that organization culture has a positive and significant effect on employee organizational commitment, strengthening organization culture is one of the important steps that will increase organizational commitment.” Yamali (2018) states that “organization culture has a positive and significant effect on organizational commitment, companies that have a strong organization culture will be able to increase the organizational commitment of employees to the company.”

IV. Conclusion

Quality of work life has a positive and significant effect on employee organizational commitment, when employees experience a good quality of work-life, the employees tend to feel more comfortable with their organization and in the end, the employee's organizational commitment will increase. Pro-social motivation has a positive and significant effect on employee organizational commitment, the more employees feel motivated pro-social, it can lead to a harmonious atmosphere among co-workers, the more committed the employee will be to his organization. Organization culture has a positive and significant effect on organizational commitment, the stronger the organization culture the company has, the higher the employee's organizational commitment will be. This research was carried out only in the scope of the tourism company so that this cannot be generalized. The factors that influence organizational commitment behavior in this study are limited, while many other factors can influence organizational commitment based on the available literature.

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