

The Influence of Quality of Work Life on Organizational Commitment of the Civil Servants at Ministry of Economy and Finance, Cambodia

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Abstract

Either in public or private sector, one of the most important resources for the effectiveness and efficiency of the organization is employee. Without the satisfaction on quality of work life, effort and commitment of the employees, the organization cannot succeed. The research aims (1) to examine the determinant components of Quality of Work life of the civil servants, (2) to examine the determinant components of Organizational Commitment of the civil servants, and (3) to investigate the influence of Quality of Work Life on Organizational Commitment of the civil servants. Thus, the research was hold at Ministry of Economy and Finance. Self-administered questionnaire was employed as a research instrument and distributed to 220 civil servants stratified by the work category. The findings confirmed that the eight main components of Quality of Work Life introduced by Walton have are able to apply for the context of Quality of Work Life of Cambodian civil servant at Ministry of Economy and Finance. So do the 3 components of Organizational Commitment of Meyer and Allen that have the construct validity and can be utilized in the context of Cambodian

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civil servants at Ministry of Economy and Finance. Lastly, there is a positive influence of Quality of Work Life on Organizational Commitment. The results of the study are very essential to conceptualize the matter and able to improve the quality of work life and organizational commitment of Cambodian civil servants at Ministry of Economy and Finance, Cambodia.

Keywords : Quality of Work Life, Organizational Commitment

Introduction

QWL is critical to retain and attract well qualified personnel in the organization. It has been defined as better jobs and more balanced ways of combining working life with personal life (Eurofound, 2006). It is a comprehensive construct which includes an individual's job-related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Shamir and Salomon, 1985). Quality of work life is a multidimensional phenomenon that includes the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Cunningham and Eberte, 1990). Quality of work life also tends to include eight main components including adequate and fair Compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life span, and social relevance of work (Walton, 1975).

Aside from Quality of Work Life, Organizational Commitment is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty, and belief in the values of the organization. Strategies for increasing employee commitment may include flexible working and work-life balance policies, teamwork, training and development, employee participation, and empowerment (Walton, 1985). Commitment is the feeling of loyalty that employees have towards the organization

that they work for which largely depends on the extent to which they believe in the values and aims of the organization and feel personally involved in the task of making the organization successful. Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization in order to boost their morale and improve their commitment (Walton, 1974).

The Royal Government of Cambodia pays much focus on five important aspects including improving transparency and quality in the delivery of public service, improving accountability and efficiency in public service, improving cadre management and deployment, developing civil servants' commitment and institutional capacity, and to improve the quality of work life of the civil servants (RGC, 2008). A major factor causing low quality of work life of Cambodian civil servants is the absence of effective remuneration system. Insufficient pay, as mentioned by McCourt (2003), produces adverse consequences, particularly corruption, as the civil servants look for other sources of income to support them and their families. It affects the civil servants' commitment to work. They still work but only with limit commitment to their roles and responsibilities to serve the public as they devote time and effort to alternative ways of making extra income. However, there have been no empirical study and in-depth research on the influence of quality of work life on organizational commitment of Cambodian civil servant. Therefore. the researcher chose a Cambodian state institution, Ministry of Economy and Finance as the case study.

Research Objectives

1. To examine the determinant components of Quality of Work life of the civil servants at Ministry of Economy and Finance.
2. To examine the determinant components of Organizational Commitment of the civil servants at Ministry of Economy and Finance.

3. To investigate the influence of Quality of Work Life on Organizational Commitment of the civil servants at Ministry of Economy and Finance.

Research Methods

There are in total 4,168 civil servants, current working at national level for Ministry of Economy and Finance, which divided into three domain classification based on the types of work and qualification. The type of work includes (1) Custom and Excise, (2) Taxation, and (3) General Administration; and the type of qualification comprises of (1) Category A: Bachelor Degree or Higher, (2) Category B: Highschool Diploma and Associate Degree, and (3) Category C: Lower than Highschool Diploma. The sample size of this research is 220 civil servants currently working for the Ministry of Economy and Finance. Then, the researcher adopts the Stratified Random Sampling technique in order to find the sample size out of the work categories and type of qualification of the sample size.

The research instrument used was a set of self-administered questionnaires with 5-likert-scale. All in all, there are 80 items in each set of questionnaires. Reliability test revealed that these questions were reliable with Cronbach alpha of 0.932. The first part of questionnaire deal with the demographic information, and the second part deals with various components of quality of work life, and the third part deals with the components of organizational commitment.

The collected data was analyzed by using statistical program for social science and various statistical tests were applied based on hypotheses, and matched with the variable (Confirmatory Factor Analysis, Simple Linear Regression).

Hypothesis of the Research

Quality of Work Life has an influence on the Organizational Commitment of civil servants at Ministry of Economy and Finance.

Research Results

The research results were shown as following:

1. The examination of determinant components of quality of work life of Cambodian civil servants at Ministry of Economy and Finance is illustrated in table 3 below.

Table 3: The result of confirmatory factor analysis of Quality of Work Life

Factors	Quality of Work Life				
	b	β	SE	t	R ²
Future Opportunity to Growth and Security	1.000	0.994	0.001	1877.316**	0.989
Adequate and Fair Compensation	0.871	0.866	0.014	62.706**	0.749
Safe and Healthy Working Condition	0.869	0.862	0.014	60.787**	0.743
Opportunity to Use and Develop Human Capacity	0.921	0.913	0.009	105.137**	0.833
Social Integration in the Work Organization	0.446	0.444	0.065	6.845**	0.197
Constitutionalism in the Organization	0.874	0.866	0.014	63.282**	0.751
Work and Total Life Span	0.883	0.868	0.013	66.282**	0.754
Social Relevance of Work Life	0.878	0.867	0.013	64.351**	0.752
$\chi^2=0.963$, $df=1$, $p\text{-value}=0.326$, $TLI=1.001$, $RMSEA=0.000$, $SRMR=0.007$, $CFI=1.000$					

** $p<0.01$

Depicted from table 3, the result of the confirmatory factor analysis of Quality of Work Life in order to test the construct validity of the components of the variable to find out the realistic components which are consistent to the concept and theory of the Quality of Work life including 8 main components including adequate and fair compensation, safe and healthy working condition, opportunity to use and develop human capacity, social integration in the work organization, constitutionalism in the organization, work and total life span, and social relevance of work life by utilizing the statistical programming. The result of the confirmatory indicator consists of $\chi^2=0.963$, $df=1$, $\chi^2/df=0.963$, $p\text{-value}=0.326$, $TLI=1.001$, $RMSEA=0.000$, $SRMR=0.007$, $CFI=1.000$ and the weight among the components of quality of work life is between 0.444 to 0.994 at the significant level of 0.01, and the construct validity (R^2) of the components is between 0.197 to 0.989. Therefore, the weight of each component is listed from highest to the lowest level as following (1) Future Opportunity to Growth

and Security, (2) Opportunity to Use and Develop Human Capacity, (3) Work and Total Life Span, (4) Social Relevance of Work Life, (5) Constitutionalism in the Organization, (6) Adequate and Fair Compensation, (7) Safe and Healthy Working Condition, and (8) Social Integration in the Work Organization.

Base on the result of the confirmatory factor analysis of Quality of Work Life, the researcher analyzed the construct validity, and the confirmatory indicators in order to compare with the standardized scale of Hooper et al. (2008) as depicting in table 4 as following.

Table 4: The confirmatory indicators between standardized scale and the actual data

Statistics	Standardized Scale	Actual Data	Remarks
χ^2/df	Less than 2.00	0.963	Confirmed
p-value	More than 0.05	0.326	Confirmed
TLI	More than 0.95	1.001	Confirmed
CFI	More than 0.95	1.000	Confirmed
SRMR	Less than 0.08	0.007	Confirmed
RMSEA	Less than 0.07	0.000	Confirmed

Therefore, the result of the confirmatory factor analysis of the Quality of Work Life which consist of 8 main components including following (1) Future Opportunity to Growth and Security, (2) Opportunity to Use and Develop Human Capacity, (3) Work and Total Life Span, (4) Social Relevance of Work Life, (5) Constitutionalism in the Organization, (6) Adequate and Fair Compensation, (7) Safe and Healthy Working Condition, and (8) Social Integration in the Work Organization indicate that there is the construct validity and the confirmation to be consistent with the standardized scale as of $\chi^2=0.963$, $df=1$, $\chi^2/df=0.963$, $p\text{-value}=0.326$, $TLI=1.001$, $RMSEA=0.000$, $SRMR=0.007$, $CFI=1.000$.

2. The examination of determinant components of quality of work life of Cambodian civil servants at Ministry of Economy and Finance is illustrated in table 5 below.

Table 5: The results of confirmatory factor analysis of Organizational Commitment

Factors	Organizational Commitment				
	b	β	SE	t	R ²
Continuative Commitment	1.000	0.966	0.003	290.601	0.933
Affective Commitment	0.457	0.422	0.055	7.729	0.278
Normative Commitment	0.745	0.720	0.032	22.526	0.518
$\chi^2=1.424$, $df=1$, $p\text{-value}=0.232$, $TLI=0.975$, $RMSEA=0.044$, $SRMR=0.040$, $CFI=0.992$					

** $p<0.01$

Depicted from table 5, the result of the confirmatory factor analysis of Organizational Commitment in order to test the construct validity of the components of the variable to find out the realistic components which are consistent to the concept and theory by utilizing the statistical programming of the Organizational Commitment including 3 main components of continuative commitment, affective commitment, and normative commitment. The result of the confirmatory indicator consists of $\chi^2=1.424$, $df=1$, $\chi^2/df=1.424$, $p\text{-value}=0.232$, $TLI=0.975$, $RMSEA=0.044$, $SRMR=0.040$, $CFI=0.992$ and the weight of among the components of organizational commitment is between 0.422 to 0.966 at the significant level of 0.01, and the construct validity of the components is between R² 0.278 to 0.933. Therefore, the weight of each component is listed from highest to the lowest level as following (1) continuative commitment, (2) normative commitment, and (3) affective commitment.

Base on the result of the confirmatory factor analysis of Organizational Commitment, the researcher analyzed the construct validity, and the confirmatory indicators in order to compare with the standardized scale of Hooper et al. (2008) as depicting in table 6 as following.

Table 6: The confirmatory indicators between standardized scale and the actual data

Statistics	Standardized Scale	Actual Data	Remarks
χ^2/df	Less than 2.00	1.424	Confirmed
p-value	More than 0.05	0.232	Confirmed
TLI	More than 0.95	0.975	Confirmed
CFI	More than 0.95	0.992	Confirmed
SRMR	Less than 0.08	0.040	Confirmed
RMSEA	Less than 0.07	0.044	Confirmed

Therefore, the result of the confirmatory factor analysis of the Organizational Commitment which consist of 3 main components including following (1) continuative commitment, (2) normative commitment, and (3) affective commitment indicate that there is the construct validity and the confirmation to be consistent with the standardized scale as of $\chi^2=1.424$, $df=1$, $\chi^2/df=1.424$, $p\text{-value}=0.232$, $TLI=0.975$, $RMSEA=0.044$, $SRMR=0.040$, $CFI=0.992$

3. The Influence of Quality of Work Life on the Organizational Commitment of the Civil Servants at Ministry of Economy and Finance to be examined by adopting simple linear regression. The analysis is illustrated as following:

Table 7: Regression Analysis of Quality of Work Life over Organizational Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.544	.24012

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

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.134	1	15.134	262.476	.000 ^b
Residual	12.569	218	.058		
Total	27.703	219			

a. Dependent Variable: Organizational Commitment

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

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.140	.230		.609	.543
QWL	.993	.061	.739	16.201	.000

a. Dependent Variable: Organizational Commitment

Table 7 shows that Adjusted R square value is 0.546 which mean that the predictor, Quality of Work Life, generally has the influence of 54.6 % on Organizational Commitment. Moreover, Quality of Work Life has significantly positive impact on Organization Commitment of the civil servant currently working for Ministry of Economy and Finance, Cambodia by 73.9 % at the statistical level of 0.01. A significant regression was found (df: 1, F: 262.476, $p < .000$), with an R^2 of 0.547. Therefore, the regression equation is as "Organizational Commitment = 0.14 + 0.993 (Quality of Work Life)".

Hypothesis Conformation

The hypothesis confirmation is to give a response for Objective 3 of the research which is to investigate the influence of the Quality of Work Life on the Organizational Commitment of the civil servant at Ministry of Economy and Finance. The main hypothesis of the research is that Quality of Work Life has an influence on the Organizational Commitment of civil servants at Ministry of Economy and Finance. Base on table 60, the adjusted R square value is 0.546 which mean that the predictor,

Quality of Work Life, generally has the influence of 54.6 % on Organizational Commitment at the statistical level of 0.01 and the regression equation is $\text{Organizational Commitment} = 0.14 + 0.993 (\text{Quality of Work Life})$.

Base on the regression equation, as Quality of Work Life increases by one unit, the value of Organizational Commitment increases by 0.993 units. The raw score will be equal to 0.14. Therefore, Quality of Work Life has an influence on the Organizational Commitment of the Civil Servants at Ministry of Economy and Finance. Hence, the hypothesis of the research is confirmed.

Research Discussion

Regarding the study of this research, the researcher was inspired by the concept of human resource management in the public organization which quality of work life and organizational commitment are believed to be the essential variables for the success of the organization. In line with the currently implementation of Public Administration Reform by the Royal Government of Cambodia, two of the reform strategies mainly focus on developing civil servants' commitment and institutional capacity, and to improve the quality of work life of the civil servants. The researcher chose to study influence of quality of work life on organizational commitment of the civil servants at Ministry of Economy and Finance. There were some studies found out that the state institutions in Cambodia are facing lack of civil servants' quality of work life resulting to poor level of commitment in the organization coupled with growing consistency of civil servants' complaints, absenteeism, disregard to the physical assets of the organization, nonchalance in dealing with the stakeholders, and low quality of work life. Therefore, there is the need to address the roots of the problems, which could influence the public organizational effectiveness and efficiency, as well as the commitment, involvement, and the quality of work life of the civil servants. The findings confirmed that the eight main components of Quality of Work Life introduced by Walton (1974) have construct validity and being able to apply for the context of Quality of Work Life of Cambodian civil servant at Ministry

of Economy and Finance. So do the 3 components of Organizational Commitment of Meyer and Allen (1997) that have the construct validity and can be utilized in the context of Cambodian civil servants at Ministry of Economy and Finance. Lastly, there is a positive influence of Quality of Work Life on Organizational Commitment. It can be implied that when quality of work life initiatives is perceived and accepted as adequate, employees are happy leading to increased motivation, strength and commitment to the organization. Thus, they tend to contribute meaningfully to the achievement of organizational goals.

Research Suggestions

Base on the results of the study, there are three recommendations as following:

1. Policy Recommendation

1.1. The Ministry of Economy and Finance should take into account to enforce the policy to promote and enhance the aspect of work and total life span, constitutionalism in the work organization, and social relevance of work life for the civil servants.

1.2. The Ministry of Economy and Finance is able to adopt the concepts of both Quality of Work Life and the Organizational Commitment in order to enforce the policy to enhance and measure the Quality of Work Life as well as the Organizational Commitment of the civil servant.

1.3. The 5 predicting components of Quality of Work Life including Safe and healthy work condition, Opportunity to use and develop human capacities, Constitutionalism in the work organization, Work and total life span and Social relevance of work life can be used to set up the policy in order to promote the Organizational Commitment of the civil servants.

2. Practical Recommendation

2.1. The ministry of Economy and Finance should take into account such as adequate salary in comparison with cost of living, adequate incentive, adequate

contribution to provident fund, advance payment of salary in times of emergency and so on.

2.2. In order to enhance the opportunity and develop human capacity of civil servants, the ministry should take into account including clear organizational structure, role and responsibilities, appreciation of civil servant's idea to bring new changes, the civil servant's participation in planning, the provision of self-improvement for the civil servants and appreciation of good work of the civil servants.

2.3. It should be taken into account about the scheme to promote job satisfaction of the civil servants in order to foster the normative commitment.

3. Academic Recommendation for future research

3.1. The future research should study about the influence of quality of work life on organizational commitment at any of other ministries or state institution in order to generalize the result for the overall civil servant at National Level.

3.2 The future research should work on Structure Equation Modeling in order to go further in detail between each component and the group of respondents. The Structural Equation Modeling will help the future researcher to develop new model of the influence of Quality of Work Life over Organizational Commitment.

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