

# Analysis of Correlation between the Quality of Work Life and Organizational Commitment of Nurses in Hospital X Padang

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**Abstract:- Background:** The good organizational commitment is essential for every hospital, agency and company. The good organizational commitment can be achieved if it has a high quality of work life. The high number of turnover and the high number of late in entering the work at Hospital X Padang will lead to the low organizational commitment of nurses. In case the low organizational commitment of nurses is low and so that the quality of work life of the nurses will be low. The hospitals that have less attention to the quality of work life will be difficult to improve the work performance of nurses

**Materials and Methods:** This study aimed to analyze the correlation between the quality of work life and organizational commitment of nurses in Hospital X Padang. This study was analytical study with cross-sectional approach. The sample of this study was a total of 60 respondents. Data analysis by using chi-square.

**Result:** The result showed that the organizational commitment of the nurses was in moderate level (80%), the quality of work life of the nurses was in moderate level (65%). The result of chi-square test was p value = 0.588 (p > 0.05) which means there was no correlation between the quality of work life and organizational commitment.

**Conclusion:** The management may improve the quality of work life and the work experience of nurses in order to improve the organizational commitment of the nurses in Hospital X Padang.

**Keywords:-** Organizational Commitment, The Quality of Work Life, Nurses, Hospital, Organization.

## I. INTRODUCTION

The good organizational commitment is essential for every hospital, agency and company. The good organizational commitment can be achieved if it has a high quality of work life. The success of hospital services is influenced by the quality and the support of nurses to achieve the goals of the organization. One of the support the nurses need in the organization is a commitment in the organization.

The nurses who have a low commitment will inhibit the achievement of organizational goals. According to Riady (2009) employees who have a low commitment will have the lack of moral, the high number of absence, the low discipline to work, the low level of job performance and there is a possibility to strike the work and turnover (quit the job). Conversely, according to Angelia (2013) if the nurses have a high commitment they will be more motivated to avoid the intention to quit or change the job so that certainly facilitate the achievement of organizational goals and have a strong desire to remain in an organization so as to minimize turnover and improve the work performance.

One other factor that influences the organizational commitment of the nurse is the quality of work life. The quality of work life is a capability of individual or organizational to satisfy their self through their experience due to do the job in the organization. According to Khan (2015) organizational commitment is the results from the good quality of work life, by applying an effective quality of work life in an organization that will build employees' organizational commitment.

Based on interview some nurses with less than one year working time resigned from the job because of some factors like moving to another city, salary and others. Another result showed 5 out of 7 nurses have some problems like salary, lack of opportunity to improve self capacity and low quality of social in work environment. Therefore to lessen the problems management needs to improve the quality of work life and organizational commitment of nurses.

## II. MATERIALS AND METHODS

This study aimed to analyze the correlation between the quality of work life and organizational commitment of nurses in Hospital X Padang. The design of this study was analytical study with cross-sectional approach. The sample of this study was a total of 60 nurses in Hospital X Padang. The dependent variable was organizational commitment and the independent variable was the quality of work life.

Data collection was conducted during March – Mei 2018. Primary data collection was done by using OCQ (*Organizational Commitment Scale*), QWLS (*Quality of Work*

*Life Scale*) and secondary data collection through the documents and archives documented by Hospital X Padang. Data analyzed by using chi-square test and presented in the frequency distribution table.

### III. RESULT

#### A. Frequency Distribution of Nurses in Hospital X Padang

Individual Characteristic	Frequency (f)	Percentage (%)
Age		
17-25 years	14	23.3
26-35 years	39	65.0
36-45 years	7	11.7
Gender		
Male	8	13.3
Female	52	86.7
Marital Status		
Married	34	56.7
Single	26	43.3
Latest Education		
Vocational School	3	5.0
Diploma of Nursing School	41	68.3
Bachelor of Nursing School + Nurse	15	25.0
	1	1.7
Salary (IDR)		
1.000.000 – 2.000.000	48	80.0
2,100,000 – 3.000.000	12	20.0
Work Duration		
1-5 years	39	65.0
6-10 years	14	23.3
11-15 years	7	11.7

Table 1. Frequency Distribution of Nurses in Hospital X Padang

The table showed that 65% of respondent age between 26-35 years old, the most gender of respondent (86.7%) was female and 56.7% of respondent have been married. The most latest education of respondent (68.3%) was Diploma of Nursing School with the most salary achieved by respondent (80%) was between IDR 1.000.000-2.000.000 and the most work duration of respondent (65%) was between 1-5 years.

#### B. The Organizational Commitment of Nurses in Hospital X Padang

Organizational Commitment	Frequency (f)	Percentage (%)
Moderate Level	48	80.0
High Level	12	20.0

Table 2. Frequency Distribution of Organizational Commitment

The table showed that most of respondent have moderate level on Organizational Commitment in Hospital X Padang. The nurses who have organizational commitment may

improve work performance individually, group or organization level.

#### C. The Quality of Work Life of Nurses in Hospital X Padang

The Quality of Work Life	Frequency (f)	Percentage (%)
Moderate Level	39	65.0
High Level	21	35.0

Table 3. Frequency Distribution of The Quality of Work Life

The table showed that most of respondent have moderate level on Quality of Work Life in Hospital X Padang. According to Khan (2015) the quality of work life is the workers' perception of atmosphere in work environment, they are good salary, safe condition of work environment, the opportunity of career improvement and others.

#### D. The Correlation Between The Quality of Work life and Organizational Commitment of Nurses in Hospital X Padang

The Quality of Work Life	Organizational Commitment				Total		p value	PR
	Moderate		High		f	%		
	f	%	f	%				
Moderate	32	82.1	7	17.9	39	100.0	0.588	1.08
High	16	76.2	5	23.8	21	100.0		
Total	48	80.0	12	20.0	60	100.0		

Table 4. The Correlation Between The Quality of Work life and Organizational Commitment

The table showed that most of respondent (82.1%) had moderate level of the quality of work life and organizational commitment and 23,8% of respondent had high level of the quality of work life and organizational commitment. Chi-square test showed the p-value = 0.588 (p>0.05) which means there was no correlation between the quality of work life and organizational commitment.

### IV. DISCUSSION

#### A. The Organizational Commitment Of Nurses in Hospital X Padang

Organizational commitment is an attitude that reflects employee loyalty in organizations and ongoing processes where members of the organization expressing their concern for the success and sustainable progress of organization (Luthan, 2011). The organizational commitment of nurses is a condition in which nurses caring for hospitals and their goals, and intends to maintain its membership in the hospital.

The study result showed that 80% respondents had moderate level of organizational commitment and 20% respondents had high level of organizational commitment. A study by Sepahvand (2017) reported that most of

organizational commitment in Social Security Hospital Khorramabad was in moderate level. Another study by Angelia (2013) organizational commitment of employees (78.84%) was in moderate level.

One of factors affects high level of organizational commitment is age. The result showed that 28.6% high level of organizational commitment respondents were 36-45 years old. According to Robbin (2003) the oldest the age of workers the highest organizational commitment they have to the organization.

Another factor that affects the level of organizational commitment is marital status. More than half (56.7%) nurses were married. According to Siagian (2007) stated that the more responsibility to family the more commitment they commit to organization. The nurses who were married will improve their performance and have a high organizational commitment so that they will get more appreciation from the organization.

According to Robbin (2009) stated that there was no differences between man and woman in the capability of problem solving, analytical skill, motivation, sociability and capability of learning but another study found that woman more available to obey the rule so that there is a possibility that woman will have the organizational commitment higher than man.

Most of nurses (80%) got the salary between Rp 1.000.000 – Rp 2.000.000 which the salary was low level for living. The low level salary might be one of reason that nurses can not have a high level of organizational commitment, but based on interview most of nurses had another job as passive income to fulfill daily life. By reason of multi-tasking job, the nurses may not concentrate during doing the job in the hospital and had a chance to break the rule or privacy in the hospital. This was why a high level organizational commitment of nurses in Hospital X Padang still a problem.

Based on questionnaire analyses, 33,3% nurses choosed Hospital X Padang even if they got another job in another hospital, 23,3 % nurses hesitated to choosed Hospital X Padang because of considering what will they get as advantages if they leave the Hospital X Padang and only 6,7% nurses had a high loyalty to Hospital X Padang. This reason may cause the organizational commitment of nurses mostly in moderate level.

The nurses who have organizational commitment may improve work performance individually, group or organization level. They also will give the biggest effort for the organization, try to reach the goals of organization, be an active participation for a better organization. Organizational commitment is able to encourage an employee to show such positive behaviors like improving discipline at work, obeying

the rules, policies and regulations, building good team work and also improving achievement in work

### *B. The Quality of Work Life of Nurses in Hospital X Padang*

Nanjundeswara swamy (2015) described that the quality of work life as a favorable work environment, support and provide job satisfaction to employees by providing rewards, job security and opportunities for a career. According to Parvar (2013) explained that the definition of the quality of work life is a program that is an effective program to improve working conditions (from an employee's perspective) and to improve organizational effectivity (from the manager's perspective). The quality of work life play a role in monitoring employees about their quality of work and their quality of work life.

The result showed that 65% respondents had moderate level of the quality of work life and 35% respondents had high level of the quality of work life. A study by Angelia (2013) showed that 75% employees had moderate level of the quality of work life. Another study by Moradi (2014) showed that 60% nurses in Hospital Kashan had moderate level of organizational commitment, this may caused by the differences of respondent characteristics and organization in the hospital.

According to Khan (2015) stated that the quality of work life is workers' perception of atmosphere in work environment, they are good salary, safe condition of work environment, the opportunity of career improvement and others. One of factors that affects the quality of work life is age, the older the nurses the high quality of work life they will reach.

Marital status also affects the quality of work life of nurses. The nurses who are married had the good quality of work life. They got emotional support bigger from their partner to lessen the work pressure thereby they will have the good quality of work life. Salary also affects the quality of work life of nurses. The result showed that the nurses who had salary between RP 2.100.000 – Rp 3.000.000 had the better quality of work life than the nurse who had salary between Rp 1.000.000 – Rp 2.000.000.

The lack of the quality of work life will increase the absence and the resignation of nurses in Hospital X Padang. Therefore the good quality of work life is the best long term approach to improve the quality of organization and to keep the nurses work in Hospital X Padang.

According to Smeltzer (1990) there was 3 advantages of the quality of work life. First, improving the quality of work life can improve the organizational commitment of workers. Second, improving the quality of work life can improve worker's productivity and performance and the last it can improve the effectivity of organization. This is reinforced by the theory according to Mosadeghrad (2013) which stated that

the advantages of the quality of work life is to improve employee dignity through job satisfaction and organizational commitment.

The quality work life is a comprehensive construction that includes welfare of work related to individuals and the extent of work experience which is beneficial and satisfying. The quality of work life can create an environment where organizational is developing.

### *C. The Correlation Between The Quality of Work Life and Organizational Commitment*

The result showed that the proportion of organizational commitment in moderate level and the quality of work life in moderate level was higher than the quality of work life in high level. Chi-square test showed the p-value = 0.588 ( $p > 0.05$ ) which means there was no correlation between the quality of work life and organizational commitment. Another study by Irmaningrum (2016) showed that there was no correlation between the quality of work life and organizational commitment.

The high level of the quality of work life is not always lead to the high level of organizational commitment. Some factors like early commitment, during work commitment and during career commitment also affect the organizational commitment. But Khan (2015) stated that the good organizational commitment is the result of the good quality of work life, so that by applying the effective quality of work life in an organization will lead to the good organizational commitment.

Crosstab analyses showed that most of nurses (82.1%) had organizational commitment and the quality of work life in moderate level, whereas only 5% of nurses had a high level of organizational commitment and the quality of work life. The hospital needs to have a high level of organizational commitment, when the nurses have a high level of organizational commitment then it will improve the quality of work life in the hospital environment.

Hospital have to support the nurses to commit to the hospital. A committed nurse will be easily developed, have initiatives for the progress of the hospital, always support the hospital programs, keeping hospital secrets, willing to accept criticism for improving in the future, respecting leaders and easy to work with colleagues.

## **V. CONCLUSION AND RECOMMENDATION**

Most respondents had moderate level in organizational commitment and the quality of work life. There was no correlation between the quality of work life and organizational commitment. The hospital management may have attention on the quality of work life of the nurses.

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### *Declaration*

I declare that I don't do any plagiarism in writing my thesis.

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