

Research Article

Quality of Work Life's Factors and Its Effect on Organizational Commitment of Workers in Da Nang City, Viet Nam

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Abstract

This research examines the impact of various factors on the quality of work life and their effects on employee commitment. The research model includes 8 factors and 19 hypotheses, developed based on theoretical foundations and empirical studies. The quantitative research involved 400 formal labors working in organizations in Da Nang city, Vietnam. The study processed and analyzed employee survey data using Smart PLS-4 software with the partial least squares structural equation modelling (PLS-SEM) method. The results indicate that four statistically significant factors impact the quality of work life: the workplace environment (WE, Beta = 0.276), the balance between personal and work life (PWB, Beta = 0.249), financial rewards and remuneration (FRW, Beta = 0.197), and job security and stability (JSS, Beta = 0.127). The results of the mediation analysis show that the quality of work life (QWL) mediates the relationships between job security and stability, financial rewards and wages, the work environment and the balance between personal life and work life in terms of organizational commitment (OC). Regarding the factors affecting organizational commitment (OC), job security and stability (JSS) have the greatest impact (Beta = 0.203), followed by financial rewards and wages (FRW) (Beta = 0.160) and participation (PA) (Beta = 0.110), in descending order of influence. These recommendations will assist organizations in designing effective welfare programs, enhancing the work environment, and developing human resource policies that foster employee engagement and reduce turnover rates.

Keywords

Quality of Work Life (QWL), Organizational Commitment (OC), Da Nang City

1. Introduction

The COVID-19 pandemic has significantly transformed the workplace, highlighting the importance of quality of work life (QWL) as a crucial issue for both employers and employees [1]. The constantly evolving business environment requires companies to continuously adapt in order to sustain their operations. An organization's ability to withstand future uncertainties largely depends on the effectiveness of its human

resources (HR) in managing and strategically guiding the organization [2]. The rapid shift to remote work, combined with the heightened stress and uncertainty brought on by the pandemic, has exacerbated the challenges associated with maintaining a healthy work-life balance. Many employees struggle to adapt to these new conditions, which has led to increased burnout, job dissatisfaction, and mental health is-

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sues [3, 4]. For businesses, this has presented significant challenges in managing employee well-being while also striving to. Companies are now struggling to implement flexible work arrangements, provide mental health support, and foster a positive organizational culture, all while facing financial pressures and rapidly shifting market demands [5]. As businesses navigate the post-pandemic world, the challenge of balancing these priorities with the need to maintain employee well-being and work-life quality has become more critical and challenging than ever before.

Moreover, according to the Workforce Trends Pulse Survey by [6], 40% of employers identified employee well-being as one of the top three concerns for their organizational leadership, alongside burnout (48%) and talent loss (43%). Additionally, results from the 2021 Work and Health Survey revealed that 79% of employees experienced stress and burnout. According to data from the General Statistics Office of Vietnam, the labor force aged 15 and older participating in the labor market reached 52.4 million, an increase of 666.5 thousand compared to the previous year. The number of employed workers rose to 51.3 million, an increase of 683.0 thousand people (equivalent to a 1.35% rise) compared to 2022. The unemployment rate in urban areas was 2.55%, meeting the annual target of staying below 4%.

The demand for labor recruitment by businesses in the first nine months of 2023 was higher than the number of workers who lost or left their jobs. The number of businesses entering and re-entering the market (217.7 thousand businesses) exceeded the number of businesses exiting the market (172.6 thousand businesses), resulting in more job opportunities for workers. Specifically, in Da Nang city, policies on wages and working conditions are being reformed and revised in 2024, along with policies on labor safety and hygiene, unemployment benefits, and job protection. However, according to the Da Nang City Statistics Office (2023), the imbalance between labor supply and demand remained unresolved in 2023, with businesses continuing to face recruitment challenges and persistent labor shortages. Furthermore, the quality of work life is vital for fostering employee commitment, making it essential for companies to understand and effectively leverage this concept. Organizational commitment serves as an indicator of the extent to which employees are dedicated to their organization. Research has shown that employees with higher levels of organizational commitment tend to be more efficient and productive than those with lower levels [7-10]. Although extensive research has explored the relationship between quality of work life and organizational commitment, the specific factors influencing quality of work life and their indirect effects on organizational commitment remain insufficiently clarified. A deeper understanding of these factors is essential for elucidating their role in strengthening employees' commitment within organizations. Building on the background outlined above, this study aims to examine the quality of work life among employees in Da Nang, Vietnam. In alignment with the problem statement, the study is titled

"Quality of work life's factors and its effect on organizational commitment of workers in Da Nang city, Viet nam." provides a discussion of the research framework and hypotheses underpinning this study, and section 4 outlines the methodologies and data. The results are presented in section 5. Finally, the paper ends with some conclusions about the empirical work and its implications.

2. Literature Review

2.1. Quality of Work Life

The concept of quality of work life (QWL) emerged in the late 1960s as a framework for examining the impact of employment on employees' health and overall well-being while also aiming to increase the quality of their experiences in the workplace [11]. Assessing employees' perceptions of their work quality and QWL provides employers with valuable insights into potential areas for organizational improvement. Quality of work life involves considering individual and group differences in terms of high-quality working conditions when dealing with retaining good employees [12]. In addition, [13] defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". The key parts of QWL in the literature include job security, job satisfaction, a higher reward system, worker advantages, worker involvement and structural performance [14, 15]. Different indicators or dimensions are used to assess the quality of work life. As such, the elements defining quality of work life vary based on the environmental and industry-specific contexts of the studies. According to the review, these dimensions are influenced by the economic and socio-cultural factors prevalent in the regions where research is conducted. Improvements in QWL are often envisaged to follow two distinct yet interconnected paths. One direction involves the alleviation or removal of negative aspects of work and working conditions to diminish fatigue, boredom, and psychological stress. The other direction concerns the modification of aspects of work and working conditions to enhance the capabilities of job holders and to relate jobs to some desirable future to promote desirable or valuable behavior for the individual and society [16]. In summary, quality of work life (QWL) refers to the programs and systems an organization provides to foster employee happiness and job satisfaction. This, in turn, positively impacts employee performance and loyalty to the organization. For the purposes of this study, QWL is defined as the conditions and environment that promote employee well-being and reflect management's attitudes towards workers during their work processes.

2.2. Organizational Commitment

Organizational commitment is defined by [17] as "the relative strength of an individual's identification with and involvement in a particular organization". According to [18, 19], organizational commitment is based on the perceptions of employees' loyalty to the organization, which includes factors such as turnover intentions, job behavior, and employee well-being. [20] introduced a three-dimensional model of organizational commitment, encompassing affective, normative, and continuance commitment. Affective commitment involves an employee's emotional attachment and psychological connection to the organization. Normative commitment refers to an employee's perceived ethical obligation to remain with the organization over the long term. Continuance commitment pertains to the employee's awareness of the potential costs associated with leaving the organization. In addition, organizational commitment can be defined as the relationship between the employee and the organization, which decreases the employee's desire to leave the organization voluntarily [21]. This implies a protective aspect, that keeps employees loyal to their current workplace. Overall, the concept of organizational commitment goes beyond mere alignment or loyalty; it is a complex combination of various factors, including both emotions and actions. It is reflected in an employee's willingness not only to continue their job but also to work wholeheartedly towards the common goals of the organization. Evidence suggests that employee commitment is linked to other positive outcomes, including the perception of a warm and supportive organizational climate. This finding indicates that when a company actively fosters employee commitment, it can lead to a more favourable work environment by [22].

3. Hypotheses and Research Framework

3.1. Opportunity and Development

Opportunities for learning and autonomy in skill application have been shown to positively impact job satisfaction and alleviate job stress, ultimately contributing to an enhanced quality of work life. According to [23], opportunities in the workplace are often understood as the abilities and conditions provided by the organization for employees to develop their skills and knowledge, as well as to advance further in their careers. Two important studies have examined the impact of opportunities and development at work on the quality of work life. A study by [24] revealed that opportunities for development at work are strongly related to job satisfaction and organizational commitment. The provision of opportunities for learning and development in the workplace has been shown to enhance employee performance, thereby improving the quality of employees' work life [25]. Furthermore, research results indicate that if employees in the workplace have opportunities to develop skills and knowledge, as well as to advance further

in their careers, their quality of work life will be enhanced, leading to greater engagement and commitment to the organization [26, 27]. underscore the importance of fostering employee development as a means to enhance organizational engagement and loyalty. In a similar vein, research conducted by [28] indicates that providing career development opportunities can foster a stronger sense of belonging within the organization, which in turn promotes greater employee commitment. Based on these studies, the authors propose the following research hypotheses:

Hypothesis H₁: Opportunities and development in the workplace positively impact the quality of work life.

Hypothesis H_{1.1}: Quality of work life significantly mediates the relationship between opportunities and development in the workplace and organizational commitment.

Hypothesis H_{1.2}: Opportunities and development in the workplace positively impact organizational commitment.

3.2. Job Security and Stability

Job security fosters a sense of stability and belonging, which in turn enhances performance and increases productivity. According to researcher, job security plays a critical role in helping employees adapt to the work environment while also mitigating feelings of despair and frustration [29, 30]. This indicates a positive link between security and job satisfaction and that this connection is even stronger during times of economic recession. Another study by [31] examines trends in job security and stability over time, reflecting changes in the labor market and workers' perceptions, thereby providing insights into the impact of these factors on the quality of work life. Notably, scientific research has demonstrated that job security and stability significantly mediate the relationship between quality of work life and organizational commitment. The findings of studies by [32-34] titled 'The Role of Organizational Commitment and Job Status in Preventing Employees' Service Leaving,' indicate that recognizing different types of commitment can be useful in maximizing job satisfaction and in decreasing deliberately and avoidable service leaving. In addition, [35] and [36] summarized the findings of more than 200 studies and reported that the ambiguity and contradiction of roles are inversely correlated with organizational commitment. When employees feel that their jobs are secure and stable, they not only experience an improvement in their quality of work life but also increase their commitment to the organization [26]. Based on these studies, the authors propose the following research hypotheses:

Hypothesis H₂: Job security and stability positively impact the quality of work life.

Hypothesis H_{2.1}: Quality of work life significantly mediates the relationships among job security, job stability and organizational commitment.

Hypothesis H_{2.2}: Job security and stability in the workplace positively impact organizational commitment.

3.3. Financial Rewards and Wages

Financial rewards and wages are indicators of an organization's ability to meet employees' work values, aspirations, personal ideals, and promotion hopes [37]. Their study highlights that financial conditions and compensation policies significantly impact the quality of work life for employees. Furthermore, in examining the factors of compensation and the quality of human resources, [38] reported that salaries and rewards are positively correlated with employees' quality of work life. [39] identified rewards, benefits, and compensation as the most frequent drivers of quality of work life. According to [26], the quality of work life has a significant mediating role in the relationships among financial rewards, wages, and organizational commitment. Similarly, [40] asserts that ensuring equitable and competitive compensation not only enhances employee satisfaction but also fosters greater loyalty and commitment to the organization. On the basis of the results of these studies, the authors propose the following research hypotheses:

Hypothesis H₃: Financial rewards and compensation positively impact the quality of work life.

Hypothesis H_{3,1}: Quality of work life significantly mediates the relationship between financial rewards and compensation and organizational commitment.

Hypothesis H_{3,2}: Financial rewards and compensation in the workplace positively impact organizational commitment.

3.4. Participation

Employee participation in decision-making plays a significant role in boosting morale and strengthening employee cohesion with the organization [41]. According to the study by [42], there is a positive relationship between employee involvement in decision-making and the effectiveness of decision implementation, as well as organizational performance. When employees are encouraged to participate in work-related decisions, they feel valued and recognized in their roles within the organization, making their work more meaningful. This, in turn, improves their quality of work life and increases their level of commitment to the organization [26]. In a similar vein, [43] assert that promoting employee involvement in critical decision-making processes cultivates a stronger bond between employees and the organization, consequently enhancing their engagement and commitment to the organization.

Therefore, the authors propose the following research hypotheses:

Hypothesis H₄: Employee participation positively impacts the quality of work life.

Hypothesis H_{4,1}: Quality of work life significantly mediates the relationship between employee engagement and organizational commitment.

Hypothesis H_{4,2}: Employee participation in the workplace positively impacts organizational commitment.

3.5. Work Environment

The work environment encompasses the conditions and atmosphere in which employees carry out their tasks. As noted by Danish and cited by [44], the work environment is intrinsically linked to the organizational climate where employees fulfil their responsibilities. A supportive and secure work environment is particularly appealing to employees, as it tends to meet their needs effectively. A study by [45] also demonstrated that the work environment has a positive effect on the quality of work life. Additionally, another study explored the perceptions of licenced practical nurses (LPNs) regarding their work environment and their intention to stay employed. The results of this study provide insights into the relationship between the work environment and the quality of work life of healthcare employees [46]. The studies by [47] and [48] also indicate that a positive work environment is closely associated with an increase in employee commitment to the organization. A positive and supportive work environment not only directly improves the quality of work life but also contributes to enhancing organizational commitment through this improvement [49].

On the basis of these findings, the authors propose the following research hypotheses:

Hypothesis H₅: The employee work environment positively impacts the quality of work life.

Hypothesis H_{5,1}: Quality of work life significantly mediates the relationship between the employee work environment and organizational commitment.

Hypothesis H_{5,2}: The work environment in the workplace positively impacts organizational commitment.

3.6. Personal and Work-life Balance

According to [50], work–life balance is the state in which an individual successfully achieves harmony between work demands and personal or family needs. A similar study by [51] indicated that a good balance between personal life and work not only improves employees' psychological and physical health but also contributes to enhanced job performance and reduced absenteeism. Work–life balance not only improves the quality of work life but also serves as an intermediary factor that strengthens employees' commitment to the organization. This emphasizes that when employees feel they have a good balance between work and personal life, they experience greater satisfaction and less stress in both areas, which, in turn, increases their likelihood of remaining committed to the organization's success [51]. Furthermore, [52] and [53] provide evidence that achieving a work–life balance not only contributes to the creation of a positive work environment but also enhances organizational commitment by supporting employees in maintaining their mental and physical well-being.

On the basis of these studies, the authors propose the following research hypotheses:

Hypothesis H₆: Personal and work-life balance positively

impacts the quality of work life.

Hypothesis H_{6.1}: Quality of work life life significantly mediates the relationship between work-life balance and organizational commitment.

Hypothesis H_{6.2}: Personal and work-life balance in the workplace positively impact organizational commitment.

3.7. Quality of Work Life

The studies by [54] and [55] indicate that a high quality of work life is closely related to the level of organizational commitment among employees, especially when employees feel satisfied and supported in their work. On the basis of these studies, the authors propose the following research hypothesis:

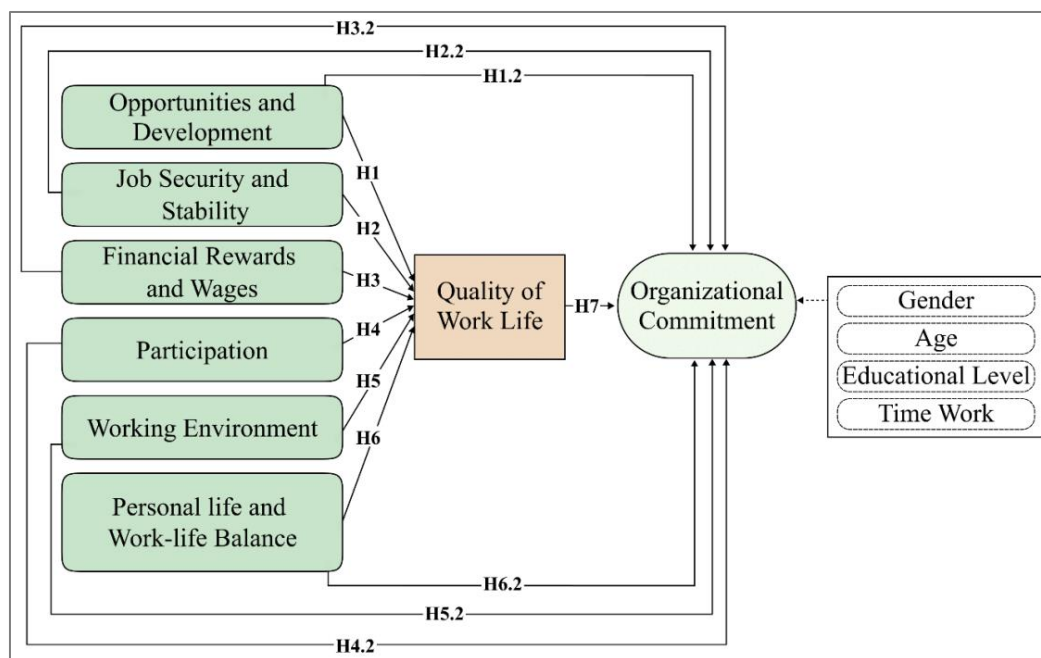


Figure 1. Research model.

Hypothesis H₇: Quality of work life positively impacts organizational commitment.

pects, the following section highlights some previous studies related to each area:

4. Research Methodology

This study aims to examine the impact of various factors on the quality of work life and their effects on employee commitment. To achieve this goal, a survey was conducted among employees working in organizations across Da Nang city. The sampling method used was random sampling, with a total of 400 samples collected from employees working at industrial zones in Da Nang, Vietnam. All data were collected via questionnaires. These questions utilized a 7-point Likert scale to provide suitable response options: strongly disagree (scored as 1), disagree (scored as 2), somewhat disagree (scored as 3), neutral (scored as 4), somewhat agree (scored as 5), agree (scored as 6), and strongly agree (scored as 7). The questionnaires included a range of items, including six for Opportunities and Development, seven for Job Security and Stability, six for Financial Rewards and Wages, four for Participation, six for Working Environment, six for Personal Life and Work-Life Balance, eight for Quality of Work Life, and nine for Organizational Commitment. To support these as-

Table 1. Operationalization of variables.

Factor	Previous research
Opportunities and Development	[55, 57]
Job Security and Stability	[57]
Financial Rewards and Wages	[55]
Participation	[55, 56, 57]
Working Environment	[58, 59]
Personal life and Work-life Balance	[60, 61]
Quality of Work Life	[9, 62-65]
Organizational Commitment	[17]

The data collected from the questionnaires were subsequently entered and analysed via partial least squares structural equation modelling (PLS-SEM) with Smart PLS-4

software for statistical analysis. The mediating effect was evaluated via PLS-SEM with 5.000 bootstrap resamples, and the significance of the indirect effects was assessed via the bias-corrected percentile method.

5. Result

5.1. Respondent Profile

Table 2 summarizes the demographic data of the respondents who participated in this study. Frequencies and percentages were used to examine the distribution of the respondents by gender, age, education level, and time work.

Table 2. Demographic Chart of the Sample.

Statistical indicators: N = 400		Frequency	Percent
Gender	Male	231	57.8
	Female	169	42.3
Age	20 - 30 years old	211	52.8
	31 - 40 years old	118	29.5
	41 - 50 years old	61	15.3
	Over 50 years old	10	2.5

Statistical indicators: N = 400		Frequency	Percent
Education Level	High school diploma	148	37
	College degree	64	16
	Bachelor's degree or higher	188	47
Time Work	Less than 5 years	215	53.8
	5 - 10 years	92	23
	11 - 15 years	60	15
	16 - 20 years	22	5.5
	21 - 25 years	11	2.8

Source: Authors Compilation

According to Table 2, 57.8% of the respondents are male, 42.3% are female, 29.5% are between 18 and 30 years old, 29.5% are between 31 and 40 years old, 15.3% are between 41 and 50 years old, and 2.5% are over 50 years old. In terms of length of employment, 53.8% of the employees had less than 5 years of experience, 23% had worked for 5–10 years, and 15% had been employed for 11–15 years. Moreover, 5.5% had 16–20 years of experience, and 2.8% had 21–25 years of experience.

5.2. Reliability and Validity of Measurement Scale

Table 3. Convergent validity results.

Variables	Outer loadings	AVE	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Opportunities and Development (OD)					
OD	OD3 = 0.644	0.670	0.834	0.870	0.889
	OD4 = 0.874				
	OD5 = 0.882				
	OD6 = 0.850				
Job Security and Stability (JSS)					
JSS	JSS1 = 0.773	0.509	0.759	0.770	0.837
	JSS2 = 0.670				
	JSS3 = 0.660				
	JSS6 = 0.667				
	JSS7 = 0.785				
Financial Rewards and Wages (FRW)					
FRW	FRW1 = 0.793	0.544	0.787	0.799	0.855
	FRW2 = 0.684				
	FRW5 = 0.637				
	FRW6 = 0.827				
	FRW7 = 0.730				

Variables	Outer loadings	AVE	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Participation (PA)					
PA	PA1 = 0.775 PA2 = 0.809 PA3 = 0.843 PA4 = 0.852	0.673	0.838	0.844	0.891
Working Environment (WE)					
WE	WE1 = 0.768 WE2 = 0.754 WE3 = 0.762 WE4 = 0.725 WE6 = 0.677	0.545	0.794	0.798	0.856
Personal life and Work-life Balance (PWB)					
PWB	PWB2 = 0.803 PWB3 = 0.823 PWB4 = 0.614 PWB6 = 0.774	0.502	0.747	0.758	0.842
Quality of Work Life (QWL)					
QWL	QWL1 = 0.716 QWL2 = 0.753 QWL6 = 0.748 QWL7 = 0.737 QWL8 = 0.698	0.534	0.782	0.782	0.851
Organizational Commitment (OC)					
OC	OC1 = 0.787 OC2 = 0.813 OC3 = 0.720 OC4 = 0.778 OC5 = 0.785 OC6 = 0.631 OC7 = 0.736	0.566	0.871	0.879	0.901

Source: Authors Compilation

According to [66], an observed variable is considered meaningful if the outer loading value is 0.7 or higher, and those with values below 0.4 should be removed. In this study, with a sample size of 400, variables with outer loadings > 0.6 were considered reliable. The analysis results revealed that the load factors for JSS4 [-0.252], WE5 [0.399], QWL5 [0.494], FRW3 [0.512], OC9 [0.521], OD1 [0.529], OD2 [0.542], OC8 [0.543], PWB1 [0.582], and FRW4 [0.595] were all less than 0.6. Therefore, these variables were excluded from the model. The remaining observed variables met the satisfactory criteria, ranging from a minimum value of [0.631] for OC6 to a maximum value of [0.882] for OD5.

Table 3 shows a description of the Cronbach's alpha (CA) values for construct reliability, ranging from PWB [0.747] to

OC [0.871], which is greater than the threshold value of 0.7 [67]. Additionally, Table 3 presents the composite reliability (CR) values, with values ranging from JSS [0.837] to OC [0.901], which exceed the threshold value of 0.7 [68].

Moreover, to assess convergent validity, both the average variance extracted (AVE) and factor loadings were evaluated following the guidelines of [69]. The results indicated that all factor loadings exceeded the minimum threshold of 0.5. Furthermore, the AVE values for all the constructs ranged from 0.502 for PWB to 0.673 for PA, confirming that each exceeded the required threshold of 0.5. These findings provide strong evidence that convergent validity is satisfactorily achieved for all constructs.

5.3. Discriminant Validity

Table 4. Heterotrait–monotrait ratio (HTMT).

	FRW	JSS	OC	OD	PA	PWB	QWL	WE
FRW	1.0							
JSS	0.82	1.0						
OC	0.68	0.68	1.00					
OD	0.64	0.55	0.48	1.00				
PA	0.73	0.61	0.59	0.73	1.00			
PWB	0.73	0.74	0.64	0.78	0.77	1.00		
QWL	0.73	0.70	0.72	0.56	0.63	0.80	1.00	
WE	0.59	0.64	0.53	0.51	0.65	0.63	0.69	1.00

Source: Authors Compilation

Finally, to evaluate discriminant validity, the heterotrait–monotrait ratio (HTMT) was calculated in accordance with the recommendations of [69] and [70]. As detailed in Table 4, all constructs presented HTMT values below 0.85, with values ranging from 0.486 to 0.820, confirming that they met the criteria for good discriminant validity. In this study, an HTMT index below 0.9 was deemed acceptable. These results clearly establish discriminant validity, and no concerns regarding validity or reliability were identified in the measurement model assessment.

5.4. Hypothesis Testing

Table 5 indicates that the model explains 48.5% of the variance in Organizational Commitment (OC) and 51.1% of the variance in Quality of Work Life (QWL), as shown by the R-squared values. Moreover, the analysis results revealed a Q^2

value of 0.461 for OC, indicating moderate predictive relevance. For the QWL variable, the Q^2 value is 0.588, indicating high predictive relevance per the standards established by [69]. Additionally, as outlined in Table 6, the majority of the f^2 values fall within the large category, aligning with the same criteria [71].

Table 5. Q^2 , R^2 and R^2 adjusted indices.

Factors	R-square	R-square adjusted	Q^2
OC	0.485	0.476	0.461
QWL	0.511	0.504	0.588

Source: Authors Compilation

Table 6. Hypothesis Testing Results.

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T value	P values	VIF	f^2	Decisions
H ₁ OD→QWL	0.008	0.012	0.062	0.124	0.901	1.96	0.00	rejected
H ₂ JSS→QWL	0.127	0.128	0.054	2.363	0.018	2.00	0.01	accepted
H ₃ FRW→QWL	0.197	0.197	0.053	3.688	0.000	2.18	0.03	accepted
H ₄ PA→QWL	0.035	0.032	0.054	0.647	0.518	2.19	0.00	rejected
H ₅ WE→QWL	0.276	0.276	0.048	5.790	0.000	1.62	0.09	accepted
H ₆ PWB→QWL	0.249	0.248	0.057	4.411	0.000	2.09	0.06	accepted
H ₇ QWL→OC	0.295	0.292	0.056	5.225	0.000	2.04	0.08	accepted

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T value	P values	VIF	f ²	Decisions
H _{1,2} OD→OC	-0.008	-0.005	0.055	0.153	0.878	1.96	0.00	rejected
H _{2,2} JSS →OC	0.203	0.206	0.060	3.416	0.001	2.03	0.03	accepted
H _{3,2} FRW →OC	0.160	0.161	0.063	2.524	0.012	2.26	0.02	accepted
H _{4,2} PA →OC	0.110	0.108	0.056	1.966	0.049	2.19	0.01	accepted
H _{5,2} WE →OC	0.018	0.018	0.057	0.325	0.745	1.77	0.00	rejected
H _{6,2} PWB →OC	0.073	0.071	0.061	1.200	0.230	2.22	0.00	rejected

Source: Authors Compilation

According to [69] and [72], the model appears multilinear when the VIF is greater than 5. As shown in Table 6, the VIF index of the paths in the model is less than 3, so the model does not appear to be multicollinear. The PLS–SEM technique was employed for estimation and analysis, which substantiated the formulation of the hypotheses. Table 6 presents the beta (β) values, t values, and p values associated with these hypotheses.

On the basis of the results of hypothesis testing, as shown in Table 6, eight of the thirteen hypotheses in this study were accepted. For the direct effect, JSS, FRW, WE, and PWB had positive and significant effects on the QWL (coefficient, $\beta = 0.127$, t statistic = 2.36, $p < 0.05$), $\beta = 0.197$, t statistic = 3.68, $p < 0.05$, $\beta = 0.276$, t statistic = 5.79, $p < 0.05$, and $\beta = 0.249$, t

statistic = 4.411, $p < 0.05$), respectively. In addition, path analysis was performed via SEM–PLS to test these relationships. The results presented in Table 6 affirm that the QWL ($\beta = 0.295$, t statistic = 5.225, $p < 0.05$) significantly influences OC. Therefore, H₂, H₃, H₅, H₆, and H₇ are accepted.

Moreover, JSS, FRW, and PA also impose direct positive impacts on OC because the standardized regression coefficients of these independent variables are greater than 0.000 and are statistically significant (sig.<0.05). However, the observed relationships between OD, PA and the QWL ($p > 0.05$) and between OD, WE, PWB and OC ($p > 0.05$) were found to be nonsignificant, so H₁, H₄, H_{1,2}, H_{5,2} and H_{6,2} were rejected.

Table 7. Indirect effect results.

Hypotheses Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T value	P values	Decisions
H1.1: OD→QWL→OC	0.002	0.003	0.018	0.124	0.901	rejected
H2.1: JSS→QWL→OC	0.038	0.037	0.017	2.250	0.024	accepted
H3.1: FRW→QWL→OC	0.058	0.058	0.020	2.847	0.004	accepted
H4.1: PA→QWL→OC	0.010	0.009	0.016	0.640	0.522	rejected
H5.1: WE→QWL→OC	0.081	0.081	0.022	3.668	0.000	accepted
H6.1: PWB→QWL→OC	0.074	0.073	0.023	3.242	0.001	accepted

Source: Authors Compilation

The analysis results in Table 7 indicate that the impact of PWB on OC through the QWL is statistically significant, with an effect size of 0.074, a t statistic of 3.342, and a P value of 0.001, which is less than 0.05. The following impacts are subsequently observed: WE→QWL→OC (Original sample = 0.081, t statistic = 3.668, P value = 0.000 < 0.05), FRW→QWL→OC (Original sample = 0.058, t statistic = 2.847, P value = 0.004 < 0.05), and JSS→QWL→OC (Orig-

inal sample = 0.038, t statistic = 2.250, P value = 0.024 < 0.05). Therefore, hypotheses H_{2,1}, H_{3,1}, H_{5,1}, and H_{6,1} are accepted to explain the model. However, for PA and OD, the P-values exceed the statistical significance level of 0.05, leading to the rejection of hypotheses H_{1,1} and H_{4,1}.

6. Discussions

This study underscores the importance of the quality of work life (QWL) and organizational commitment (OC). Survey data were collected from 400 employees working in industrial zones in Danang, Vietnam. The factors influencing

Quality of Work Life (QWL) and organizational commitment (OC) include opportunities for development (OD), job security and stability (JSS), financial rewards and wages (FRW), participation (PA), the work environment (WE), and work-life balance (PWB). Notably, QWL acts as a mediator between these factors and organizational commitment.

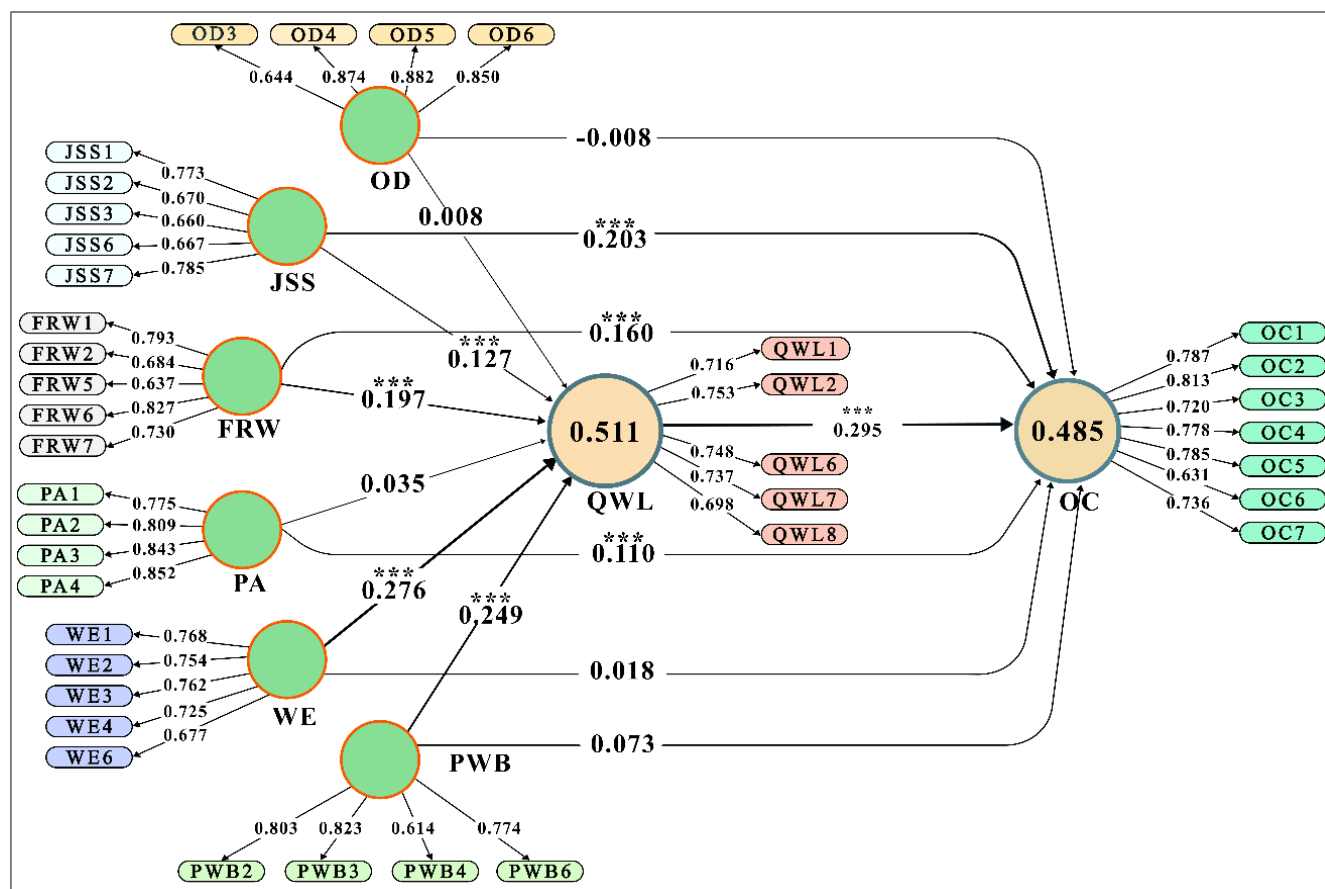


Figure 2. Path coefficient of the model (significant at $p < 0.05$ ***).

The findings of this study support Hypotheses H₂, H₃, H₅, and H₆, which highlight the relationships between job security and stability, financial rewards and wages, the work environment, and work-life balance in relation to quality of work life (QWL). Job security and stability significantly and positively impact quality of work life (QWL), as evidenced by the works of [73] and [30]. This finding demonstrates that job security and stability contribute to employees' adaptation to the work environment and reduce feelings of despair and frustration. Concurrently, organizations need to implement specific policies and benefits to ensure that employees perceive their organization as having a high degree of stability. In addition, the results of the analysis support Hypothesis 3 (H₃), which proposes a relationship between financial rewards and wages and quality of work life (QWL). This once again bolstered the scientific evidence of previous studies [39, 74]. The results further underscore the critical role of financial rewards and wages in enhancing employees' quality of work life. This

factor is fundamental in fulfilling the basic needs of employees and remains a primary concern for individuals when they decide to work within organizations. Finally, the results show that there is a direct positive impact of the work environment and work-life balance on employees' quality of work life. The results are consistent with those of other researchers, such as [45, 50, 51]. A supportive work environment fosters a sense of security and belonging, enabling employees to perform their tasks more effectively. Simultaneously, a healthy work-life balance allows employees to manage their personal and professional responsibilities without undue stress, leading to increased morale, decreased absenteeism, and reduced turnover rates. Together, these elements contribute to a more engaged and motivated workforce, which is essential for the long-term success of any organization. However, the results of the current study show no direct significant link between opportunities for development, participation and entrepreneurship. This result contra-

dicts the authors' previous arguments: [42, 75-77]. Specifically, quality of life has a significant positive effect on organizational commitment; thus, H7 is accepted. This result is similar to that of the previous study of [78-81]. If employees are often involved in the decision-making process, which includes employee duties by the company, the employee will feel that they are part of the company.

In this study, after being processed via partial least squares (PLS-SEM), the results of the analysis show that job security and stability (JSS), financial rewards and wages (FRW), and participation (PA) each have a significant effect on organizational commitment. Job security and stability play crucial roles in influencing organizational commitment. When employees feel that their jobs are secure and stable, their sense of loyalty and dedication to the organization significantly increases. This sense of stability creates a positive work environment where employees are more likely to invest their efforts and remain with the organization for the long term.

As a result, organizational commitment increases, leading to greater job satisfaction and long-term retention of valuable talent within the company. Therefore, by fostering job security, organizations can promote a culture of commitment and loyalty within their workforce. This finding is in line with the studies of [35, 36], who reported that job security and stability directly influence organizational commitment. In the research model, one of the variables influencing organizational commitment is employee participation, as indicated by the path coefficient in Table 6. Employees in Danang city also have opportunities to participate in decision-making processes, which helps them develop a deeper sense of organizational commitment, especially in a business environment. Furthermore, the findings suggest that participation in policy-related decisions within a company fosters trust and a sense of community, encourages decision-making, and enhances self-efficacy. This sense of trust and belonging among employees ultimately strengthens their commitment to the organization. Additionally, when employees receive fair and competitive compensation, including wages and financial rewards, they are more likely to feel valued by the organization. This sense of value and appreciation enhances their overall satisfaction, motivating them to invest more effort and dedication in their work. As a result, their commitment to the organization strengthens, reducing turnover rates and fostering long-term loyalty. This result further reinforces the conclusions of previous authors. They believe that ensuring fairness in the allocation of wages and financial rewards is essential to foster positive relationships between management and employees, thereby preventing feelings of resentment towards the organization [82-84].

Finally, the findings indicate that QWL has a significant relationship with OC and that QWL mediates the relationships among Job Security and Stability (JSS), Financial Rewards and Wages (FRW), Working Environment (WE), Personal life and Work-life Balance (PWB) and organizational commitment (OC). This is in line with previous studies [29, 38, 51].

The present study confirmed that QWL partially mediated the relationship since both the direct and indirect effects remained significant after its intervention in the relationship. This means that improving the overall quality of work life (QWL) for employees in organizational environments is a contributing factor to enhancing employees' organizational commitment.

7. Conclusions

The study identifies four key factors influencing quality of work life (QWL): work–life balance, the work environment, financial rewards, and job security. These factors positively impact organizational commitment through quality of work life. The results of the analysis show that JSS, FRW and PA have significant effects on organizational commitment.

In particular, work–life balance is essential for reducing stress and promoting overall health. Enhancing the quality of work life can significantly increase employee commitment, thereby contributing to sustainable organizational development. For Da Nang, it is essential to implement policies that support work–life balance, improve the work environment, and ensure job security to attract and retain talent. In line with these findings, some suggestions that would be beneficial for increasing organizational commitment among employees in Da Nang city include enhancing factors such as job security and stability, financial rewards and wages, participation, the work environment, and work–life balance. These factors can significantly influence the quality of employees' work life in their daily tasks, leading to a stronger sense of belonging, greater engagement, and a heightened sense of responsibility toward their work and the company. The company should also improve the less effective factors to strengthen the relationship between employees and their work, ultimately helping employees perform more optimally.

The findings from the research indicate that several suggestions could effectively enhance organizational commitment among employees in Da Nang city. These include improving factors such as job security, financial rewards and salaries, the work environment, and, importantly, promoting a balance between personal life and work life. These factors can significantly influence the quality of employees' work life in their daily tasks, leading to a stronger sense of belonging, greater engagement, and a heightened sense of responsibility toward their work and the company. The organization should also improve the less effective factors to strengthen the relationship between employees and their work, ultimately helping employees perform more optimally.

However, this study has several limitations. Most importantly, it utilized a cross-sectional design and collected data at a single time point. This approach restricts the ability to establish causality and track changes in the relationship over time. The study relies on self-report measures, which are susceptible to response biases such as social desirability or recall bias. Therefore, future studies should explore additional

significant factors, utilize broader and more diverse samples, employ longitudinal designs, and integrate objective measures. In future research, investigating more variables to broaden the scope of understanding and shed further light on the field of human resources, particularly with respect to organizational commitment, is recommended. These variables could include issues related to religious, social, cultural, and racial discrimination.

Abbreviations

OD	Opportunities and Development
JSS	Job Security and Stability
FRW	Financial Rewards and Wages
PA	Participation
WE	Working Environment
PWB	Personal Life and Work-life Balance
QWL	Quality of Work Life
OC	Organizational Commitment

Author Contributions

Dang Thien Tam: Conceptualization, Methodology, Project administration, Supervision, Writing – original draft, Writing – review & editing

Phan Ha Phuong: Formal Analysis, Funding acquisition, Investigation, Resources

Tran Anh Tuan: Formal Analysis, Software, Validation, Visualization

Nguyen Hoang Thach: Funding acquisition, Software, Supervision, Validation, Visualization

Conflicts of Interest

The authors declare no conflicts of interest.

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