International Journal of Human Resource Development and Management.
Volume 14, Number 1 (2024), pp. 1-29

http://www.ripublication.com

Quality of Work-Life, Job Satisfaction, and Organizational Commitment of Employees

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Abstract

The objective of the research is to assess the influence of quality of work life (QWL) and job satisfaction (JSA) on the organizational commitment (OCO) of employees of tourism businesses in Dak Lak, Vietnam, and to propose the implications for businesses. The sample with 405 observations is collected by the non-probability method. The respondents are employees of tourism businesses in Dak Lak, Vietnam. Partial least squares path modeling (PLS-SEM) assesses the model and research assumptions. The results indicate that QWL directly impacts employees' OCO, while JSA mediates the relationship between the QWL and OCO. Additionally, moderations in path coefficients are observed when considering ethnic minorities. This research contributes to the existing literature by empirically investigating the impact of QWL and JSA on the OCO of employees in tourism. It gives the tourism business management implications for improving human resource management (HRM) practices. Factors such as the principles of good corporate governance, corporate sustainability, etc., have yet to be considered. Furthermore, besides the demographic variables, the study still does not highlight the specific fields of tourism in the digital world.

Keywords: Human Resource Management, Job Satisfaction, Organizational Commitment, Quality of Work Life, Tourism Business.

1. Introduction

According to [40], commitment to an organization is characterized by a person's strong personal identity and active participation in a particular organization. [39] Defined it as a psychological condition representing an employee's connection with the organization, which is essential for their decision to remain a member. Given the significant impact OCO has on the survival and growth of an organization, numerous studies have been conducted on this matter [43].

Most research on this topic is based on social identity theory or attitudinal and behavioral commitment, and organizational psychology studies focus on employee commitment's consequences, such as motivation, loyalty, work efficiency, and job quitting [10]. Moreover, studies on OCO have mainly focused on job satisfaction and involvement, while QWL studies have mainly focused on work-related outcomes or employee behavioral responses [8]. Studies on employees' perceptions of the QWL are rare, especially in developing countries like Vietnam.

Furthermore, the relationship between OCO and JSA is a controversial issue. While most studies show that JSA predicts OCO [14], other studies confirm that OCO affects employee satisfaction [43]. Thus, determining the nature of the relationship between JAS and OCO is still a research gap. With such evidence, this study hypothesizes that JSA positively and significantly influences OCO.

Moreover, tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes [55]. Characteristics of tourism products are adopted from service products, such as inseparability, heterogeneity, intangibility, perishability, variability, interdependence, simultaneity, cost structure, and labor-intensive [21, 23, 25, 57, 58, 61]. The characteristics of the tourism industry lead to unique characteristics of the workforce, such as a relatively high rate of part-time and temporary (short-term) workers compared to other service industries; having a high seasonality in activities; attracting a young labor force and creating jobs for women; giving more opportunities to workers with lower educational level [60].

In addition, in countries with a diverse labor force with highly different ethnic groups, diverse cultures, beliefs, attitudes, and behaviors, the business will face challenges for HRM practices of tourism businesses. Therefore, research on OCO in the tourism industry is always an issue of concern for both theorists and practitioners.

Dak Lak is located in the center of the Central Highlands, Vietnam, with a diverse population of 47 ethnic groups, of which ethnic minorities account for nearly 30%. Diversity creates great challenges in HRM at businesses in Dak Lak. Ethnic diversity can lead to differences in workers' values, beliefs, attitudes, and behaviors. Implementing HRM practices, especially recruitment and retention activities, can make it difficult. In addition, most tourism businesses are family-controlled and small and medium-sized, so building an inclusive and effective working environment is also a problem. Therefore, this study chose Dak Lak province as the research space to help businesses have a more realistic perspective regarding employee commitment in a diverse environment.

2. Literature Review

2.1. Social Exchange Theory

Social exchange theory suggests that social conduct results from an exchange process where individuals balance the benefits and risks of their social relationships to maximize advantages and reduce costs. The theory suggests that the value of each relationship determines whether a person chooses to continue a social association. It suggests that a balance between employees and organizations is maintained when both parties feel satisfied, leading to increased productivity and commitment to the organization [9].

2.2 Satisfaction Theories

The satisfaction theories posit a psychological idea indicating that satisfaction is shaped by the perceived gap between one's achievements and the desired level of success. It proposes that greater satisfaction is attained when individuals believe they can reach their objectives. [20, 34, 33, 36, 38] proposed five measured sources of motivation: intrinsic process, instrumental, self-concept-external, self-concept internal, and goal internalization. In a professional setting, job satisfaction is impacted by employees' assessments of relevance, challenge, and opportunities for personal and professional growth. In interpersonal relationships, satisfaction is rooted in fulfilling emotional and social needs.

2.3 Need Satisfaction Theories

The need satisfaction theory proposes that fulfilling the needs for autonomy, relatedness, and competence is essential for motivation, growth, and overall well-being. Autonomy encompasses the freedom to make choices and endorse actions; competence pertains to achieving desired outcomes, and relatedness involves establishing close connections. The satisfaction of these general needs is a reliable predictor of well-being outcomes at the interpersonal and intrapersonal levels. The need-satisfaction approach to quality of work life (QWL) emphasizes addressing individuals' fundamental needs through employment, thereby ensuring job satisfaction.

2.4 The Spillover Theory

The spillover theory suggests that attitudes, emotions, skills, and actions in one area can influence the other, both positively and negatively [62]. It explains how transmission across home and work domains affects each other, with negative spillover indicating stress and strain. Favorable spillover suggests that job qualities can benefit home life and vice versa [26]. The spillover approach to QWL suggests that contentment in one area may influence satisfaction in another. Horizontal spillover refers to inter-industry spillovers, while vertical spillover explains domain hierarchy in people's brains [19].

2.5 Organizational Commitment

According to [54], OCO can be defined as the degree of loyalty members or employees exhibit toward their organization. This loyalty is characterized by a strong desire to remain an integral part of the organization, a commitment to working diligently for the organization's benefit, and a continuous effort to uphold the organization's reputation.

This concept is further elaborated as a process involving the expression of attention and active participation in the organization's activities. Providing a distinct perspective, [32] argues that OCO reflects a positive work attitude characterized by a deep desire, willingness, commitment, loyalty, and a strong belief in the organization. This commitment is demonstrated through the employees' acceptance of the organization's values and goals and their unwavering dedication to working for the organization's benefit. Additionally, [46] suggested that OCO is gauged by how employees identify with a specific organization and align their personal goals with the organization's goals. Drawing from these theories, we can synthesize that OCO encompasses various forms of employee loyalty to their organization. It reflects their inclination to remain with the organization, consistently support its interests, and diligently work towards achieving its goals. OCO is often assessed through three main components [13], namely:

(i) Affective Commitment (ACO) refers to the emotional commitment to an organization, determined by personal traits, skill structure, and decision-making.

(ii) Normative Commitment (NCO) is characterized by the willingness to work hard and concerns about prospective losses, driven by characteristics including age and employment position.

(iii) Continuance Commitment (CCO) involves a moral responsibility to remain faithful, frequently molded by social expectations and ethical norms. Motivators for continuing commitment may include pay, social recognition, cultural ideals, or religious convictions.

2.6 Quality of Work Life

Researchers have various ways to define QWL. [22] defined QWL as satisfying employee needs. In their subsequent study, [51] defined QWL as employees' satisfaction with various needs through resources, activities, and outcomes at the workplace. [12] defined QWL as employees' perceptions of their physical and mental health. According to the European Foundation for the Improvement of Living and Working Conditions, QWL is better work and a better balance between working and private life [18].

[11] propose two ways of conceptualizing QWL. The first perspective considers QWL as a set of objective conditions and organizational practices, such as internal promotion, democratic supervision, employee engagement, and safe working conditions. The second perspective views QWL as employees' perceptions of their safety, satisfaction, work-life balance, and individual development opportunities. According to these

viewpoints, QWL can be understood as the overall quality of the employee experience at work. This quality is manifested through the organization's policies, including those related to safe working conditions, employee participation, career development, compensation, and other policies. Improving QWL is a crucial organizational goal, as good QWL can help attract and retain talented employees, enhance productivity, and foster a positive work environment. In this study, the factors affecting employee QWL are specified as the Scope of Work (SCO), Work Environment (WEN), Rewards and Promotion (RNP), Job Security (JSE), Career Development (CAD), and Social Integration (SOI).

2.6.1 Scope of Work

SCO of employee or Scope of Employment (SEM) is the range of activities and conducts an employee is reasonably expected to perform as part of his or her job. Employee responsibilities depend on obstacles, level of responsibility, and variety of jobs. Moderate difficulties stimulate satisfaction, while too simple or challenging jobs can cause boredom. Responsibility contributes to employee satisfaction, while employment variety aids learning and self-development. Aligning an employee's SCO with their abilities and preferences enhances their QWL [53]. Employees in roles with moderate obstacles, major responsibilities, and various reports increased satisfaction and dedication in their professional activities.

2.6.2 Work Environment

WEN is crucial for professional activities and social interactions, ensuring good health, continuous service, and minimizing labor-management issues. A positive WEN enhances physical and mental well-being, fosters motivation, and positively impacts health and performance. Studies like [37] highlight the importance of a favorable WEN, as it contributes to employees feeling happy, confident, and valuable assets for the organization.

2.6.3. Rewards and Promotion

A fair and just compensation structure is crucial for employees to balance their personal lives and job tasks [37]. Salaries and awards motivate employees, and exceptional performers deserve praise. The remuneration should consider work nature, personal abilities, responsibilities, performance, and achievements, with opportunities for promotion and rewarding techniques.

2.6.4. Job Security

JSE significantly impacts employee satisfaction and performance, as it provides a sense of continuity and comfort. This comfort enhances productivity and reduces turnover rates. A safe job provides peace of mind and enhances employee QWL, motivation, and

work commitment. Research by [44] supports this positive relationship between job security and employee QWL.

2.6.5. Career Development

CAD is crucial for a company's success, with growth opportunities and promotion techniques reflecting a commitment to employee progress. A well-defined career path supports employees in maintaining and upgrading their abilities, promoting a supportive structure. This strategy fosters transparency and fairness in promotion, providing a positive work environment. Research by [37] shows a favorable association between development and promotion possibilities and employee satisfaction.

2.6.6. Social Integration

SOI in the workplace involves welcoming and accepting individuals from diverse backgrounds, fostering relationships with colleagues, fostering loyalty, managing work pressure, and fostering camaraderie. Organizations should promote relationship-building and cooperative activities to foster a positive WEN, as studies show that such efforts positively impact QWL [42].

2.7 Job Satisfaction

JSA results from the perception of the alignment between a person's expectations and job responsibilities [24]. [4] describe JSA as characterized by joy and positive emotions related to one's career. It is important to note that the level of JSA is closely linked to the nature of the job: a fully responsible job role often leads to satisfaction, while an under-responsible role often leads to job dissatisfaction, as demonstrated by [35]. Simultaneously, JSA is an internal emotion that workers experience toward their work, capable of transforming from a positive to a negative state [49].

In organizational behavior and applied psychology, JSA plays an important role and is one of the most widely studied variables [52]. From utilitarianism and human rights perspectives, satisfied employees are expected to contribute valuably to the organization [7].

2.8 Tourism Industry

The definition of tourism varies from source to source and has changed over time. The [56] defined “Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes”, and lately she defined Tourism as “The displacement of people outside their usual environment, for a period exceeding 24 hours and less than one year for a reason other than a paid activity.”

Characteristics of tourism products are adopted from service products such as inseparability, heterogeneity, intangibility, perishability, variability, interdependence, simultaneity, cost structure, and labor-intensive [21, 25, 57, 58, 61]. The characteristics of the tourism industry lead to unique characteristics of the workforce, such as a relatively high rate of part-time and temporary (short-term) workers compared to other service industries; having a high seasonality in activities; attracting a young labor force and creating jobs for women; giving more opportunities to workers with lower educational level [60]. In addition, workers from different ethnic groups also have different characteristics in terms of culture, beliefs, attitude and behavior, cultural level, and skills. This creates big challenges for the HRM practices of tourism businesses.

3. Research Model

3.1. Quality of Work Life and Organizational Commitment

[47] found that OCO mediates the relationship between QWL and turnover intention in Malaysia and Indonesia's manufacturing and service sectors. [48] found a positive correlation in the telecommunications industry, and [42] confirmed this in small and medium enterprises. Therefore, a hypothesis is proposed as follows:

H1 The QWL positively influences OCO.

H1a The SCO positively influences the QWL.

H1b The WEN positively influences the QWL.

H1c The RNP positively influences the QWL.

H1d The JSE positively influences the QWL.

H1e The CAD positively influences the QWL.

H1f The SOI positively influences the QWL.

3.2. Quality of Work-Life and Job Satisfaction

QWL plays a significant role in creating a comfortable and balanced WEN, enhancing JSA's attitude towards the job. With a supportive organizational environment and opportunities for personal development, employees tend to feel happier and more satisfied with their work, leading to increased productivity and positive contributions to the organization. Previous studies have shown a positive relationship between QWL and JSA [1, 50]. Therefore, the proposed hypothesis is as follows:

H2 The QWL positively influences JSA.

3.3. Job Satisfaction and Organizational Commitment

Research shows a strong connection between JSA and OCO, with increased satisfaction often leading to increased commitment [30]. Promotion systems significantly impact

JSA, while work satisfaction has a more noticeable influence [59]. High JSA contributes to greater NCO and ACO, making both OCO and work satisfaction key characteristics of employee behavior [28]. Therefore, the following hypotheses can be proposed:

H3 The JSA positively influences the OCO.

H3-1 The ACO is significantly associated with the OCO of employees.

H3-2 The NCO is significantly associated with the OCO of employees.

H3-3 The CCO is significantly associated with the OCO of employees.

3.4. The Mediating Role of Job Satisfaction

H4 JSA plays a mediating role in the relationship between the QWL and the OCO of employees.

3.5. The Effect of Demographic Variables on Path Coefficients of Structural Model

H5a Sex moderates the path coefficients of the structural model.

H5b Age moderates the path coefficients of the structural model.

H5c Education moderates the path coefficients of the structural model.

H5d Working experience moderates the path coefficients of the structural model.

3.6. Proposed Research Model

The proposed research model is presented in FIGURE 1.

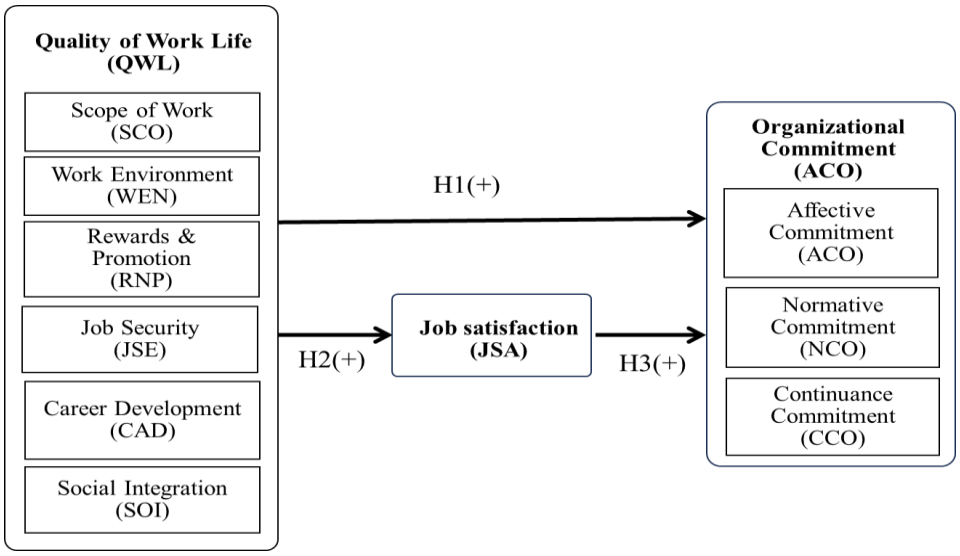

Figure 1: Proposed research model

4. Methodology

4.1. The Research Methodology

For academics and researchers, PLS-SEM is a crucial multivariate analytic technique. PLS-SEM analysis has become increasingly popular recently [2]. Due to its ability to avoid distributional assumptions, PLS-SEM has advantages [45]. Because SmartPLS is specifically designed for SEM analysis, it offers easy access to this method, allowing researchers to test hypotheses in their data and investigate complex correlations between variables. As a result, the study uses the PLS-SEM approach and analyzes the data using SmartPLS.

4.2. Sampling

The study population is employees with the following characteristics: gender, age, work experience, ethnicity, and business fields. The sampling method was non-probability-based, including convenient, snowball, and intentional methods.

The research employed a direct interview technique with a 5-level Likert. The questionnaires were sent to employees who have worked at the company for at least one year at companies in Dak Lak province. The sampling method is non-probability-based and convenient. The collected data were processed using SmartPLS 4 software.

The sample size is determined with the unknown population size using the [17] formula:

$$n = Z^2 p(1-p)/e^2 \quad \textbf{(1)}$$

"where" as follows:

"n" is the sample size to be determined.

"Z" is the value of looking up the Z distribution table based on the selected reliability (Typically, the 95% confidence interval used corresponds to Z = 1.96).

"p" is the success rate in the sample size estimation (usually chosen p = 0.5).
"e" is a permissible error, the most common being ±0.05.
Thus, n = 1.962 * 0.5 * (1 − 0.5)/0.05 * 0.05 = 384 observations.

However, to ensure high representativeness of the sample for the population, the authors project the sample size of this study to be 420 observations.

4.3. Measurement Scales

The OCO is measured by assessing a higher-order latent construct of the formative model with three elements: NCO, ACO, and CCO. The QWL is measured by assessing a higher-order latent construct of the reflective model with six factors: SCO, WEN, RNP, JSE, and CAD. JSA is measured by assessing 3 variables. The initial scale inherited the original scales, including 30 observed variables. The measurement scales are shown in TABLE 1. The draft scale was supplemented and completed by a focus group discussion of seven experts who are leaders of businesses, researchers, and

university lecturers who gained knowledge and experience in HRM in the tourism business.

Table 1: The Measurement Scales

Constructs	Codified Scales	Number of indicators	References
Scope of work	SCO	3	[6]
Work environment	WEN	3	[51]
Rewards & promotion	RNP	3	[5]
Job Security	JSE	3	[51]
Career Development	CAD	3	[5]
Social Integration	SOI	3	[31]
Affective Commitment	ACO	3	[51]
Normative Commitment	NCO	3	[51]
Continuance Commitment	CCO	3	[51]
Job satisfaction	JSA	3	[16]

4.4. Data Collection Method

The study employed 500 questionnaires distributed through purposive and snowball sampling methods. Among these, the questionnaires allocated to restaurants were 190, the hotels were 170, tourism businesses were 60, and other businesses were 80. The results obtained were 445 questionnaires, of which 25 were invalid, and 420 questionnaires were used. Data is processed by SmartPLS 4.

The PLS-SEM method expanded structural theory and evaluated low-order and high-order models through various reliability and validity measures.

4.5. Data Processing

The PLS-SEM method expanded structural theory and evaluated low-order and high-order models through various reliability and validity measures. Data analysis steps are (i) Sample statistical analysis; (ii) Evaluate the measurement model of the lower order (LOC) model: For reflective measurement scales by assessment of Cronbach' Alpha, CR, convergence validity (outer loadings), cross-loading, AVE and discriminant validity (with HTMT, and Fornell-Larcker criteria); For the formative model by assessing the level of accuracy convergence, evaluating discriminant value, checking multicollinearity, evaluating the statistical significance of weights; (iii) Evaluate high order model (HOC): By assessing outer weight, checking for multicollinearity for the formative model; Assessment of reflective model is performed by the quality of low-level variables (Outer loading), assessment of construct reliability and validity (Cronbach's Alpha, CR, AVE); (iv) Evaluate the structural model by essessment of multicollinearity between lower-order variables (Outer VIF), assessment of the effect relationship (Path coefficients), assessment of multicollinearity between variables in the model (Inner VIF values), asseessment of the level of explanation of the independent variable for the dependent variable (R^2), and the influence of the

independent variable (f^2), assessmenbt of predictive relevance (Q^2), and effect size (q^2).

5. Results and Discussion

5.1. Statistics

The investigation was conducted using a sample size of 420 observations. The analysis of participant demographics indicated that 57.8% were female, while 42.2% were male. The Kinh people constituted 71.2% of the population in terms of ethnicity, and ethnic minorities comprised 28.8%. Regarding age distribution, 21% fell within the 18–25 age group, 45.7% were in the 25–40 age group, and 33.3% were in the over 40 age group. Educational qualifications varied, with 9.5% holding a postgraduate degree, 62.3% having a university degree, and 28.2% possessing a high school, vocational, or associate degree. Concerning working experience, 16% had less than 3 years of experience, 64.5% had worked for 3 to 10 years, and 19.5% had a tenure exceeding 10 years (see TABLE 2).

Table 2: Frequency of Observations

Characteristics		Frequency	Rate (%)
Sex	Male	177	42.2
	Female	243	57.8
Ethnic group	The Kinh	299	71.2
	Ethnic minorities	121	28.8
Age	18-25	88	21
	From 25 to 40	192	45.7
	Over 40	140	33.3
Education	Postgraduate Graduate Undergraduate	55 247 118	9.5 62.3 28.2
Working experience	Under 3 years	67	16
	From 3 to 10 years	271	64.5
	Over 10 years	82	19.5
Ethnic composition	Ede Nung Tay Others	50 18 20 33	41.3 14.9 16.5 27.3

5.2. Descriptive

The statistical analysis results show that the mean of the variables ranges from 3.23 to 3.66, and the standard deviation of the mean ranges from 0.876 to 1.095. Thus, the data fluctuates at a weak average level, and the difference between respondents' answers is low (see TABLE 3).

Table 3: Means and Standardized Deviations of the Constructs

Construct	Mean	Std. Deviation	Constructs	Mean	Std. Deviation
SCO	3.52	1.013	WEN	3.60	0.855
RNP	3.66	0.966	JSE	3.40	1.011
CAD	3.37	1.048	SOI	3.23	1.095
ACO	3.24	0.910	NCO	3.61	0.876
CCO	3.24	0.971	JSA	3.64	1.046

5.3. Evaluation of the Measurement Model for the Lower Order Construct (LOC)

5.3.1. Assessing the Reliability and Validity of Indicators

The analysis results indicated that the outer loadings for all indicators surpassed 0.7, and AVE was larger than 0.5. Furthermore, the extracted variance (AVE) for all indicators matches the condition of greater than 0.5, confirming the convergence of all indicators (see TABLE 4).

Table 4: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
SCO	0.907	0.907	0.942	0.843
WEN	0.881	0.881	0.926	0.807
RNP	0.892	0.892	0.933	0.822
JSE	0.888	0.888	0.930	0.817
CAD	0.851	0.852	0.909	0.770
SOI	0.867	0.868	0.919	0.790
JSA	0.922	0.925	0.951	0.865
ACO	0.893	0.893	0.933	0.823
NCO	0.879	0.881	0.926	0.806
CCO	0.886	0.886	0.930	0.815

5.3.2. Variance Inflation Factors (VIF)

Table 5: The Variance Inflation Factors

Construct	VIF	Constructs	VIF	Constructs	VIF
ACO1	2.881	JSA2	4.052	RNP3	2.642
ACO2	2.923	JSA3	2.975	SCO1	3.138

Construct	VIF	Constructs	VIF	Constructs	VIF
ACO3	2.341	JSE1	2.757	SCO2	2.848
CAD1	1.845	JSE2	2.646	SCO3	2.954
CAD2	2.389	JSE3	2.365	SOI1	2.149
CAD3	2.207	NCO1	2.290	SOI2	2.370
CCO1	2.260	NCO2	2.594	SOI3	2.282
CCO2	2.806	NCO3	2.443	WEN1	2.595
CCO3	2.711	RNP1	2.413	WEN2	2.297
JSA1	3.661	RNP2	3.053	WEN3	2.496

Data processing results show that VIF satisfies the requirement (see TABLE 5).

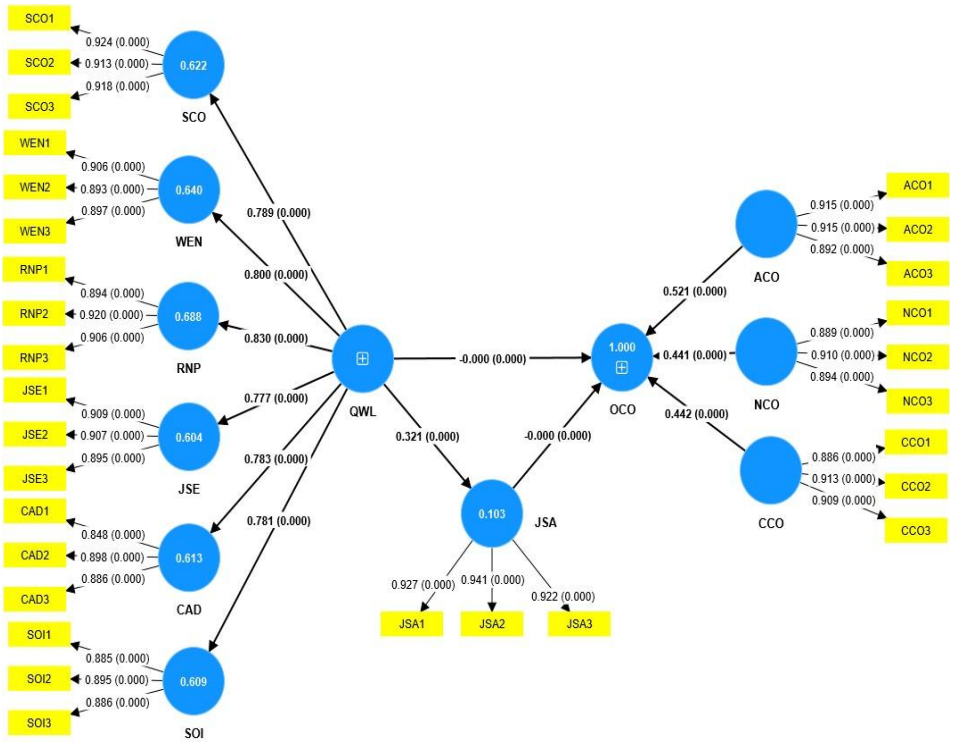

Figure 2: Path coefficients of LOC

5.3.3. Assessment of Discriminant Validity

Measuring constructs that, in theory, should not be tightly connected is how discriminant validity is established. Both the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio of correlations (HTMT) are used to assess the discriminant validity of the scales. TABLES 6 and 7 show that the square roots of Average Variance Extracted (AVE) are more than the correlations in the same column. The HTMT index of latent variables is verified to be less than 0.85 [29]. High discriminant validity is confirmed by bootstrapping tests and cross-loading tests, which show that the scales

effectively represent the target constructs without appreciable interference from other latent variables.

Table 6: HTMT Ratios of correlations

Construct	ACO	CAD	CCO	JSE	NCO	RNP	SCO	SOI	WEN
ACO									
CAD	0.407								
CCO	0.322	0.290							
JSE	0.351	0.629	0.221						
NCO	0.340	0.226	0.198	0.227					
RNP	0.423	0.637	0.270	0.642	0.335				
SCO	0.403	0.622	0.325	0.584	0.343	0.658			
SOI	0.350	0.610	0.224	0.586	0.272	0.695	0.595		
WEN	0.345	0.665	0.250	0.618	0.292	0.665	0.604	0.631	

Table 7: Fornell-Larcker Criterion of Correlations

Construct	ACO	CAD	CCO	JSE	NCO	RNP	SCO	SOI	WEN
ACO	0.907								
CAD	0.355	0.878							
CCO	0.287	0.252	0.903						
JSE	0.312	0.548	0.196	0.904					
NCO	0.301	0.197	0.176	0.200	0.898				
RNP	0.378	0.556	0.240	0.572	0.297	0.907			
SCO	0.363	0.546	0.292	0.524	0.307	0.592	0.918		
SOI	0.307	0.525	0.196	0.515	0.239	0.611	0.528	0.889	
WEN	0.307	0.576	0.221	0.547	0.259	0.590	0.541	0.553	0.899

5.3.4. Assessment of the Higher-Order Construct Measurement Model (HOC)

The degree of correlation between the new scale and other variables, as well as other measures aimed at the same construct, is evaluated by convergent validity. Using a repeated indicator approach, the formative measurement model of the latent concept of OCO was evaluated. Redundancy analysis, a method first presented by [15], was used to assess the convergence of causal scales. The standardized beta coefficient must be 0.708 to be considered convergent [27]. The findings show accurate OCO convergence with a beta coefficient of 0.904, an R2 of 0.817, and an adjusted R2 of 0.816 (see FIGURE 3). Results from multicollinearity tests were less than 5, and $P < 0.05$ was used to indicate statistical significance (see TABLE 8).

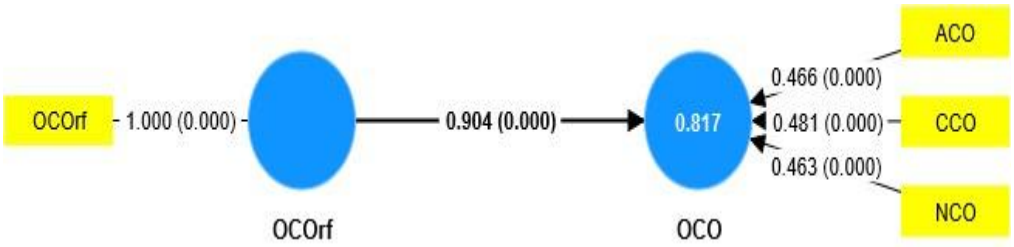

Figure 3: Formative model of construct OCO

Table 8: Testing Results of the Higher-Order Construct (HOC)

HOC	LOC	Outer Weights	P value	T statistics	Outer loadings	VIF
QWL	SCO	0.234	0.000	44.769	0.796	1.868
	WEN	0.195	0.000	40.567	0.793	1.973
	RNP	0.235	0.000	55.126	0.833	2.200
	JSE	0.187	0.000	37.336	0.768	1.829
	CAD	0.218	0.000	44.342	0.791	1.894
	SOI	0.191	0.000	35.25	0.776	1.883
OCO	ACO	0.565	0.000	6.83	0.809	1.173
	NCO	0.420	0.000	4.829	0.662	1.110
	CCO	0.410	0.000	4.701	0.646	1.100
JSA	JSA1	0.336	0.000	126.317	0.927	3.661
	JSA2	0.360	0.000	158.844	0.941	4.052
	JSA3	0.379	0.000	125.638	0.922	2.975

The assessment of the higher-order construct measurement model (HOC) shows that all latent constructs of the higher-order model achieve reliability and discriminant validity.

5.4. Analysis of the Structural Model

5.4.1. Assessment of Variance Inflation Factors (VIF)

The measurement and structural models met multicollinearity requirements, with VIF coefficients below 5 for the latent construct and other variables. The structural model's route coefficients were all significant ($p < 0.05$) according to the results of bootstrapping with a sample size of 5000 (see TABLE 8).

5.4.2. Assessment of Construct Reliability and Validity

The analyses in Table 9 indicate that the scales exhibit adequate reliability and validity, with factor load values for the items surpassing 0.50.

Table 9: Construct Reliability and Validity

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JSA	0.922	0.925	0.951	0.865
QWL	0.882	0.887	0.91	0.629

5.4.3. Assessment of Discriminant Validity

Discriminant validity is assessed using the HTMT criterion and the Fornell-Larcker criterion. Data processing results show that all constructs met the discriminant validity (see TABLE 10).

Table 10: HTMT Ratios and Fornell-Larcker Criterion of correlations

Construct	HTMT			Construct		Fornell-Larcker	
	OCO	JSA	QWL		OCO	JSA	QWL
OCO				OCO			
JSA				JSA		0.930	
QWL		0.354		QWL		0.323	0.793

The coefficient of determination (R^2 value) of the scales relevant to the analysis must be assessed. The findings from Table 10 show that the R^2 value ranges from 0.104 (weak) to 0.270 (Moderate) (see TABLE 11).

Table 11: R^2 statistics

Construct	R-square	R-square adjusted	Description by Hair et al. (2013)
JSA	0.104	0.102	Weak
OCO	0.270	0.267	Moderate

5.4.4. Evaluation of Predictive Relevance (Q^2 coefficient)

The blindfolding Q^2 analysis with Case 8 reveals that QWL, JSA, and OCO models have low predictive relevance, with a Q^2 of 0, 0.088, and 0.127, respectively (see TABLE 12).

Table 12: Q^2 Statistics

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)	Predictive relevance
JSA	1.260.000	1.149.398	0.088	Low
OCO	1.260.000	1.099.913	0.127	Low
QWL	2.520.000	2.520.000	0.000	No relevance

5.4.5. Effect Size of Independent Variables on Dependent Variables

The f^2 analysis shows that QWL has a moderate effect on OCO, while JSA has a weak effect on OCO, and QWL has a weak effect on JSA (see TABLE 13).

Table 13: f^2 Statistics

Paths	f-square	Impact Level
JSA -> OCO	0.032	Weak
QWL -> JSA	0.116	Weak
QWL -> OCO	0.243	Moderate

5.4.6. Assessing the Path Coefficients of Structural Model

The bootstrapping technique assessed the regression coefficients, utilizing a sample size of 5000. The findings revealed that QWL and JSA directly impact OCO, with path coefficients of 0.444 and 0.163, respectively. JSA indirectly affected OCO, with a beta coefficient of 0.052 (see FIGURE 4).

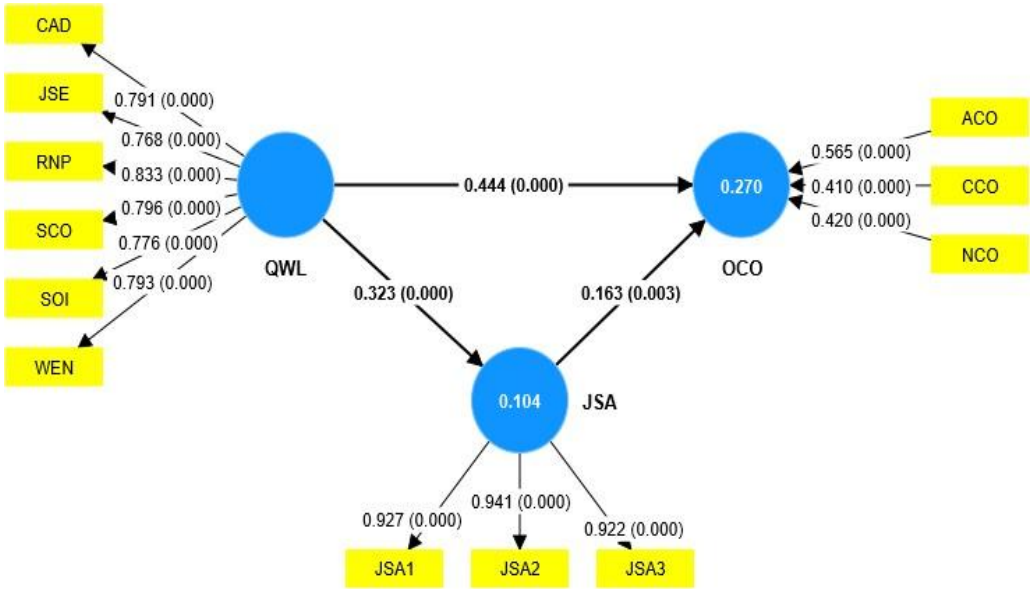

Figure 4: Path Coefficients of the Higher-Order Construct (HOC)

5.5 Assessing the Mediating Role of Variables in the Model

The study results of specific indirect effects show that QWL, directly and indirectly, affects OCO through JSA. The total indirect impact of QWL on OCO is 0.497. In particular, the direct transmission through JSA is 0.323 (see TABLE 14).

Table 14: Direct Effect, Indirect Effects, and Total Effects of the Constructs

Construct	Types of effects	JSA	OCO
QWL	Direct	0.323	0.444
	Indirect	0.000	0.052
	Total	0.323	0.497
JSA	Direct	0.000	0.163
	Indirect	0.000	0.000
	Total	0.000	0.163

5.6. Testing Model Fit

Results of data processing show that the SRMR coefficients of the saturated model and the estimated model are equal to 0.046 (< 0.08) [29], NFI coefficient of the two models is 0.923 > 0.9 (see TABLE 15). Thus, the estimated model meets the compatibility requirements of survey data with market data.

Table 15: Fitness of the Research Model

Criteria	Saturated model	Estimated model
SRMR	0.046	0.046
d_ULS	0.168	0.168
d_G	0.074	0.074
Chi-square	185.726	185.726
NFI	0.923	0.923

5.7. Multigroup Analysis (MGA)

Multigroup analysis enables us to assess whether pre-defined data groups exhibit significant variations in their group-specific parameter estimates. The multigroup analysis (MGA) outcomes, conducted through the MICOM analysis technique, revealed no notable differences in path coefficients within the model when moderated by gender, age, race, education, working experience, and Ethnic Composition.

The results of assessing the impact of race show that the path coefficients of JSA -> OCO and QWL ->OCO are different under the effect of race of the Kinh and Minorities groups (see TABLE 16).

Table 16: Effects of Race of the Groups

Paths	Ethnic minorities - The Kinh			
	Ethnic minorities	The Kinh	Difference	P value
JSA -> OCO	0.376	-0.016	0.392	0
QWL -> OCO	0.289	0.514	-0.225	0.013

The results of assessing the impact of education show that the path coefficients of QWL -> OCO differ under the impact of education level (see TABLE 17).

Table 17: Effects of Education of the Groups

Paths	Postgraduate - Graduate			
	Postgraduate	Graduate	Difference	P value
QWL -> OCO	0.644	0.382	0.262	0.026

Regarding education, there are differences within the ethnic minority group in the path QWL->JSA under the influence of education. Specifically, the group of postgraduates exhibits a higher path coefficient than those with a graduate degree (see TABLE 18).

Table 18: Effect of Education on Ethnic Minorities

Paths	Postgraduate – Graduate			
	Postgraduate	Graduate	Difference	P value
QWL -> JSA	0.715	0.364	0.351	0.042

Regarding working experience, the ethnic minority group has differences in the path QWL->JSA under the influence of work experience of 3–10 years and less than 3 years (see TABLE 19).

Table 19: Effect of Working Experience of Ethnic Minorities

Paths	From 3 to 10 years - under 3 years			
	From 3 to 10 years	Under 3 years	Difference	P value
QWL -> JSA	0.318	0.613	-0.295	0.048

There are differences in the path coefficients for QWL->JSA, JSA -> OCO, and QWL -> OCO under the influence of ethnic composition. For QWL -> JSA, the Tay group has a path coefficient greater than that of the Ede group (see Table 20); for JSA -> OCO, the Ede group has a path coefficient greater than that of other groups, while for QWL -> OCO, the others group has a path coefficient greater than that of Ede group (see TABLE 21).

Table 20a: Effect of Ethnic Composition of the Groups

Paths	Ede – Tay			
	Ede	Tay	Difference	P value
QWL -> JSA	0.173	0.637	-0.463	0.047

Table 20b: Effect of Ethnic Composition of the Groups

Paths	Ede – Others			
	Ede	Others	Difference	P value
JSA -> OCO	0.477	0.117	0.36	0.027
QWL -> OCO	0.258	0.782	-0.523	0.006

6. Conclusion

Firstly, the research results show that 10 hypotheses are accepted (see TABLE 21). Thus, the results do not change compared to theory, previous related studies, or the expert opinions and suggestions of the authors. The objectives of the research have been achieved.

Table 21: Results of Testing the Research Hypotheses

No	Hypothesis	Relationship between variables and concepts	Beta	P value	Conclusion
1	H1	The QWL positively influences the OCO.	0.444	0.000	There is no evidence to reject
2	H1a	The SCO positively influences the QWL.	0.796	0.000	There is no evidence to reject
3	H1b	The WEN positively influences the QWL.	0.793	0.000	There is no evidence to reject
4	H1c	The RNP positively influences the QWL.	0.833	0.000	There is no evidence to

No	Hypothesis	Relationship between variables and concepts	Beta	P value	Conclusion
					reject
5	H1d	The JSE positively influences the QWL.	0.768	0.000	There is no evidence to reject
6	H1e	The CAD positively influences the QWL.	0.791	0.000	There is no evidence to reject
7	H1f	The SOI positively influences the QWL.	0.776	0.000	There is no evidence to reject
8	H2	The QWL positively influences the JSA.	0.323	0.000	There is no evidence to reject
9	H3	The JSA positively influences the OCO.	0.163	0.000	There is no evidence to reject
10	H3-1	The ACO is significantly associated with the OCO of employees.	0.565	0.000	There is no evidence to reject
11	H3-2	The NCO is significantly associated with the OCO of employees.	0.410	0.000	There is no evidence to reject
12	H3-3	The CCO is significantly associated with the OCO of employees.	0.420	0.000	There is no evidence to reject
13	H4	Job satisfaction plays a mediating role in the relationship between quality of work life and organizational commitment.	0.323	0.000	There is no evidence to reject
14	H5a	Sex moderates the relationship between quality of work life, job satisfaction, and organizational commitment.		>0.05	Rejected
15	H5b	Age moderates the relationship between quality of work life, job satisfaction, and organizational commitment.		<0.05	There is no evidence to reject
16	H5c	Education moderates the relationship between quality of work life, job satisfaction, and organizational commitment.		<0.05	There is no evidence to reject
17	H5d	Time employed moderates the		<0.05	There is no

No	Hypothesis	Relationship between variables and concepts	Beta	P value	Conclusion
		relationship between quality of work life, job satisfaction, and organizational commitment.			evidence to reject

Secondly, the study findings reveal that QWL and their JSA influence employees' OCO at Dak Lak province companies. This result aligns with the research conducted by [3, 31, 41].

Thirdly, QWL serves as a higher-order construct (HOC) of the reflective model, comprising factors such as SCO, WEN, RNP, JSE, CAD, and SOI, and OCO is a higher-order construct (HOC) of the formative model, comprising determinants namely ACO, NCO, and CCO.

Fourthly, the proposed research model uses a hierarchical multivariate structure to examine the complexity and functioning of QWL, JSA, and OCO concepts. It mitigates collinearity between structures and streamlines relationships in the path model, identifying the primary components of these multidimensional concepts.

Fifthly, the MGA results for a complete data set show differences in path coefficients under the moderation of age, education, and race**.** In general, for ethnic minorities, the path coefficient of JSA->OCO is greater than that of the Kinh, but the path coefficient of QWL -> OCO of the Kinh is greater than that of the ethnic minorities. For postgraduate employees, the path coefficient of QWL -> OCO is higher than that of graduate employees.

Finally, the MGA results conducted for the two separated data sets of the Kinh and ethnic minorities show no difference in path coefficients under the moderation of age, education, race, and work experience among the Kinh. In contrast, for ethnic minorities, there are differences in path coefficients under the moderation of education and work experience. Especially for postgraduate ethnic minority employees, the path coefficient QWL -> JSA is higher than that of the graduate employees. Besides, for ethnic minority employees with less than 3 years of work experience, the path coefficient QWL -> JSA is higher than for work experience of 3–10 years (see TABLES 19 and 20). In addition, there are differences in the path coefficients for QWL - > JSA, JSA -> OCO, and QWL -> OCO under the influence of ethnic composition**.**

The study has limitations, such as the incomplete assessment of work performance, a crucial aspect for evaluating work-life quality and job satisfaction. It does not explore the antecedents of job satisfaction. The scope of the study is not expansive enough to generalize findings into theory; addressing this could involve a focused study using mixed methods and diverse contexts.

7. Practical Implications

The characteristics of the tourism industry's workforce analyzed in Section 2.8 create many complications in implementing HRM practices to maintain the stability of the workforce and should always be a challenging task of tourism business management in Dak Lak.

The consequences of high levels of OCO are employee retention and loyalty, superior business performance, improved productivity, increased profitability, and improved work climate. To increase the level of COC, the tourism business needs to implement the following measures to improve employees' OCO:

Firstly, since QWL significantly influences OCO with a beta coefficient of 0.444, the tourism businesses in Dak Lak need to implement the HRM practices focusing on (i) increasing the employee responsibility and scope of work and aligning an employee's scope of work with their abilities and preferences enhances their QWL; (ii) Build a healthy working environment to enhance physical and mental well-being, foster motivation, and positively impact health and performance; (iii) promoting employees by a compensation structure that balances their personal lives and job tasks, and the remuneration should consider work nature, personal abilities, responsibilities, performance, and achievements, with opportunities for promotion and rewarding techniques; (iv) assuring the employee job security because it significantly impacts employee satisfaction, performance, and provides a sense of continuity and comfort; (v) providing employee career development with growth opportunities and promotion techniques reflecting a commitment to employee progress and with a well-defined career path supports employees in maintaining and upgrading their abilities, promoting a supportive structure; and (vi) improving social interaction in workplace by welcoming and accepting individuals from diverse backgrounds, fostering relationships with colleagues, managing work pressure, and fostering camaraderie.

Secondly, job satisfaction also significantly impacts OCO with a beta of 0.163. To improve employee job satisfaction that displays the amount of gratification employees have when they are in the workplace. Various factors can contribute to employee job satisfaction, from tangible factors like compensation and benefits to components more difficult to quantify, like communication and culture.

Thirdly, JSA is the intermediary factor in the relationship between QWL and OCO. QWL has a significant influence on JSA, with a beta of 0.323. Increased satisfaction is achieved through.

Finally, to strengthen employees' organizational commitment, businesses should focus on the group of workers with postgraduate education because it is the group with the highest moderating influence in the QWL -> OCO and JSA -> OCO relationships. Understanding the unique characteristics and significance of each ethnic minority group can aid organizations in developing effective management strategies and fostering a healthy work environment. To increase job satisfaction, businesses need to pay attention to the group of ethnic minority workers with postgraduate degrees because of their strong influence in the QWL -> JSA relationship. Finally, ethnic minority workers with less than 3 years of work experience influence the path from QWL to JSA. They

are highly qualified workers, so their job satisfaction is based on the quality of their work life. In terms of the composition of ethnic minority groups, enterprises need to pay attention to (i) the "other group" of employees because the path coefficient of QWL -> OCO is higher than the Ede and Tay groups; (ii) the Tay group of employees because the path coefficient of QWL->JSA is higher than the Ede group; (iii) the Ede group of employees because the path coefficient of JSA->OCO is higher than the other group.

Acknowledgments

The authors would like to thank the anonymous referees for their useful comments, which allowed them to increase the value of this article.

List of Symbols and Abbreviations

Symbols and Abbreviations	**The whole word or phrase**
ACO	Affective commitment
AVE	Average variance extracted
CAD	Career development
CCO	Continuance commitment
CR	Composite reliability
HOC	Higher order construct
HRM	Human resource management
HTMT	The heterotrait-monotrait ratio of correlations
e	A permissible error
f^2	Effect size
JSA	Job satisfaction
JSE	Job security
LOC	Lower order construct
MICOM	Measurement invariance of composite models
MGA	The multigroup analysis
NCO	Normative commitment
n	Sample size to be determined
NFI	The normalized fit index
OCO	Organizational commitment
QWL	Quality of work life
PLS-SEM	Partial least squares-based structural equation modeling
p	The success rate in the sample size estimation
Q^2	Predictive relevance coefficient
R^2	Coefficient of determination

RNP	Rewards and promotion
SCO	Scope of work
SOI	Social integration
SRMR	Standardized root mean square residual
VIF	Variance inflation factors
UNWTO	The World Tourism Organization
WEN	Work environment
Z	The value of the z-distribution

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