

# THE ORGANIZATIONAL CLIMATE AFFECTING TEACHERS' QUALITY OF WORK- LIFE IN DEHUI NO. 1 MIDDLE SCHOOL

Liu DAN<sup>1</sup> and Sirikawin KRUTKRONGPAN<sup>2\*</sup>

<sup>1</sup> Faculty of International Program, Thongsook College, Thailand;  
liudan852@126.com (Corresponding Author)

<sup>2</sup> Faculty of Educational Administration, Thongsook College, Thailand

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## ABSTRACT

The objectives of this research are 1) To study the personnel factors affecting to teachers' quality of work-life in Dehui No.1 Middle school and 2) To study the organizational climate affecting to teachers' quality of work-life in Dehui No.1 Middle school. Population in this study was 158 teachers in Dehui No.1 Middle school. The questionnaire was used as a tool to collect data. The data were analyzed by frequency, percentage, mean, and standard deviation and multiple regression analysis.

The results showed that organizational climate namely reward, and support positive affecting teachers' quality of work-life in Dehui No.1 Middle school at statistically significant at the level .05 It has the power to forecast percentages. 52.5.

**Keywords:** Organizational Climate Quality of Work-Life, Dehui No. 1 Middle School

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## INTRODUCTION

Education is an important tool in human development. Social development and national development are the main mechanisms for developing quality manpower. Able to live happily with others in society in the rapidly changing world of the 21st century because education plays an important role in creating a country's competitive advantage and standing on the world stage under a dynamic economic and social system. Therefore, countries around the world attach importance and dedicate themselves to the development of education in order to develop their human resources to be able to keep pace with the changes in the economic and social systems of the countries, regions, and the world while preserving the national identity. For its part, China has given importance to education management. Developing the potential and capability of Chinese people to have skills, knowledge, abilities and competencies that are in line with the needs of the job market and national development. Under external pressure from globalization and domestic pressures that are critical problems that the country faces, in order for Chinese people to have a good quality of life. Moral and ethical support for world changes both now and in the future.

Organizational climate is the perception of the internal environment in which employees work in the organization, both physical and mental, which influences behavior. Attitudes, values, motivations, thoughts, and can reflect the quality of work. The elements that create these environments result in the organization being different from other organizations. In addition, the organizational climate is very important for the success of the organization because the organizational climate influences attitudes. Attitudes, values, beliefs and performance behavior of personnel in the organization, both positive and negative, as well as the organizational climate also affect the quality of life of personnel in the organization and are also important for management. Therefore, in order to develop the organization in any matter, it must pay attention to the organizational climate, which results in successful and effective work according to the organization's objectives.

The importance of quality of work life affects personnel in the organization, because people are an important resource and it is a valuable social cost. Nowadays, most people have to log in to work and must work to survive and meet basic needs (Kadam & Barve, 2019).

When people have to work in the workplace for the most part, there should be appropriate conditions that promote happiness, both physically and mentally, and a feeling of stability in physical health, emotional well-being, spiritual wellness, and social health. Quality of work life affects work a lot, creating a good feeling for oneself and the job, and causing a good feeling for the organization. It also helps to promote mental health and personal development, making workers a quality person in the organization (Oelke, Jakubec, Butler, Careful & Caderby, 2014).

Additionally, it helps to reduce problems such as absenteeism, resignation, and accidents, and promotes good productivity and service, both in terms of quality and quantity. The quality of life affects the organization in three ways: first, it improves the productivity of the organization; secondly, it improves the morale of workers and serves as an incentive for them to work. Lastly, quality of work life will also improve the potential of workers. In the workplace, this means focusing on creating a peaceful and safe working environment, especially trying to make workers happy with their work. This will help workers to be physically and mentally complete, have good creativity, be more motivated to work, and increase productivity even more (Andrews, Chen & Downing, 2019).

The important factor in organizational development is the factor that contributes to workers' satisfaction and dissatisfaction in work. The quality of work life improves the productivity of the organization and increases the effectiveness of the organization, improves the morale of the workers as well as motivates the workers to work. The quality of life of teacher personnel is that the management understands the humanity of school teachers who have basic needs in

physical health and perform their duties happily. Living in front of society appropriately for the profession having a personal and family economy that can survive Having a good mind, etc. Therefore, the quality of work life is essential and important. If employees are satisfied with the quality of life specified by the management, they will be motivated to achieve their work, which will lead to the efficiency and effectiveness of the organization.

Due to the reasons mentioned above, the researcher is interested to study the organizational climate affecting teachers' quality of work life in Dehui No.1 Middle school. The results of this study can be use as a guideline to enhance and develop the organizational climate and quality of work life of teachers at Dehui No.1 Middle school, thereby achieving efficient operations and achieve further organizational goals.

## **LITERATURE REVIEWS**

### **Concept of organizational climate**

Lamberti, Aluja Banet, and Rialp Criado (2022) define organizational climate as various variables that, when taken together, affect the level of work or performance of operators.

Rožman and Štrukelj (2021) describe the state of the air within the organization, as each organization may have different weather conditions; some places may be sunny all the time. Still, in some organizations, the weather may be overcast and always covered with rain clouds. Chaudhary, Rangnekar, and Barua (2014) define as a popular word for attitudes that affect relationships with each other in working to achieve the organization's objectives.

As for the academic definition, "Climate" usually means the feelings of personnel within the organization and factors that affect the work. The climate in the workplace is appropriate to affect the motivation of personnel within the organization. This means that if the executives can manage and maintain a suitable working atmosphere, it will affect the motivation of personnel within the organization. Everyone wants to work for the best results, but if an organization has an ominous atmosphere, employees will not be motivated to work; similar to how the sky is always overcast and internal employees want to rest and escape the rain, no one wants to work.

Farland (2023) stated that organizational climate is measurable through the use of surveys and other tools. By monitoring employee satisfaction on a variety of topics, an organization can determine if its organizational climate is healthy or could be improved. For example, an organization might learn from its employees that its constraint system is strong but its decision-making practices are inefficient. Though different organizations all have different organizational climates, there are four common types. A people-oriented organizational climate promotes employee well-being over everything else. A rule-oriented organizational climate values longstanding policies and procedures. An innovation-oriented organizational climate supports creativity and independence among employees. And a goal-oriented organizational climate encourages employees to accomplish goals and aspire to high standards.

Organizational climate is important for many reasons. It establishes constraint systems so employees know appropriate boundaries. It also drives how organizations communicate, make decisions, establish policies and procedures, and contribute innovatively to their fields.

Many people associate the word "climate" with weather conditions and the natural landscape that results, but the term is also applicable to the business environment. The latter concept is called organizational climate. The definition of organizational climate is the degree to which an organization supports its employees in demonstrating their individuality and creativity in their jobs. Some may define organizational climate simply as an organization's mood, which can develop gradually over time and change regularly based on how attentive an organization is to its organizational climate.

Organizational climate is affected by a number of factors. Incentives, such as annual bonuses, special events, and gifts may have a positive impact on the organizational climate. Another

marker of a healthy organizational climate is if employees feel trusted, valued, heard, and involved. Organizational climate is also improved when organizations support employee growth through professional development and career advancement.

### **Concept of quality of work-life**

Quality of work-life means living a happy life in a physically, mentally, and socially healthy environment, maintaining a balance of life rhythms, and adapting appropriately to each life period. This includes self-development and contributing to society for peaceful coexistence. Job satisfaction, a safe working environment, and independent thinking, which meet both physical and mental needs, make people satisfied with work that produces good results for themselves and enables them to work effectively towards achieving their objectives. Furthermore, it leads to a happier lifestyle and a better life overall.

Academics and researchers have defined the meaning of quality of work-life for many people as follows: Kazlauskaite, Buciuniene and Turauskas (2012), said quality of life means having good management, favorable working conditions, attractive wages and benefits, as well as challenging and rewarding tasks.

Vveinhardt, Macijauskiene and Banelyte (2017) defined quality of life as something that satisfies the well-being and satisfaction of all workers in the organization, including workers, supervisors, executives, and company owners. A good quality of life not only makes people satisfied, but also affects the social and economic environment, productivity, and most importantly, leads to satisfaction and organizational commitment, reducing absenteeism, resignations, and accidents.

Nerurkar and Mascarenhas (2015) defined quality of work-life as the correspondence between a person's job needs or desires and the effectiveness of the organization, meaning that the well-being of workers affects the organization's effectiveness. It is a result of recognizing the work experience, which leads to employee job satisfaction. Quality of life impacts the organization in three ways: firstly, by increasing productivity, secondly, by enhancing organizational performance, and thirdly, by improving the potential of workers.

Baldwin, Butler, and Johnson (2012) stated that quality of work-life means having good working conditions, a suitable working environment, safety, fairness, and equality.

Based on the above definitions, it can be concluded that quality of work life refers to working conditions that lead to both physical and mental happiness, resulting in work satisfaction and enthusiasm that has a positive effect on both the individual and the organization, enabling effective achievement of the organization's objectives.

### **Research hypothesis**

Main hypothesis: The organizational climate has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

H1: Structure has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

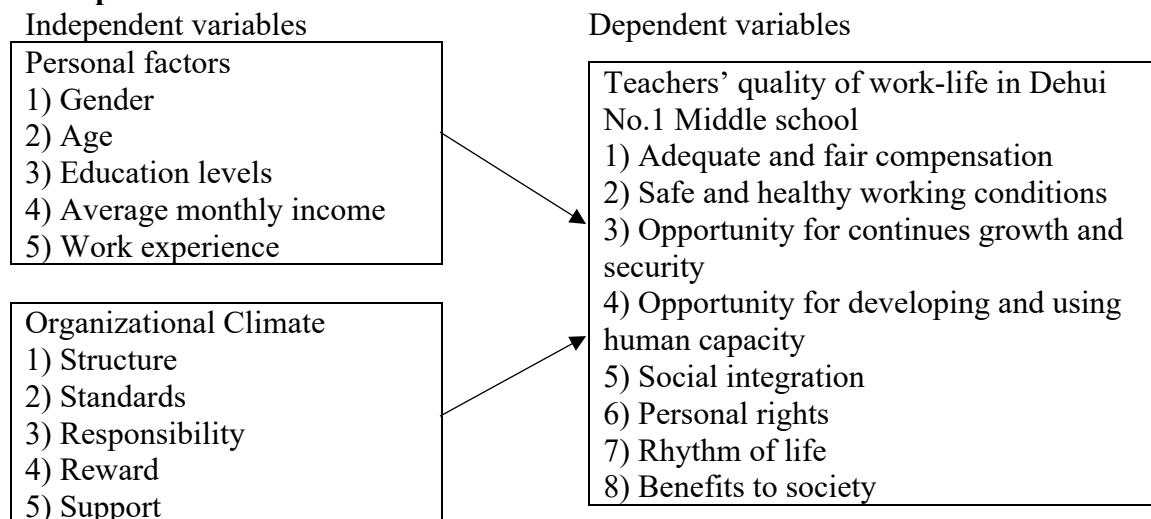
H2: Standards has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

H3: Responsibility has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

H4: Reward has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

H5: Support has positive affecting teachers' quality of work-life in Dehui No.1 Middle school.

### Conceptual framework



**Figure 1** Conceptual framework

## RESEARCH METHODOLOGY

**The population** used in this study consists of 158 teachers in Dehui No.1 Middle school.

**Research tools** used in this study included a questionnaire for data collection, which consisted of the following questions: Part 1 is the questionnaire on personnel factors. Part 2 Questionnaire on organizational. Part 3 is the questionnaire of level of work life-quality.

**Data collection:** The research tool used to collect data in this research was a questionnaire developed from study research literature review and related research to define the scope of the questions to match the research objectives.

**The data analysis and hypothesis testing** in this study were 1) Descriptive statistic were frequency, percentage, mean and standard deviation to explain the preliminary data and 2) Inferential statistics analysis is the test of research hypothesis with a statistical significance level of .05 with the multiple regression analysis

## RESEARCH RESULTS

The results showed that most of respondents were female, (58.4%) were aged 31-40 years (48.7%), had a monthly average income of Yuan 3,000-5,000 (60.2%) had 1-5 years of work experience (42.5%) . The results of the analysis of the respondents' opinion level showed that the respondents had a high overall opinion on organizational climate ( $\bar{X} = 4.05$ ,  $SD = 0.53$ ) by sorting the average in descending order as follows: Standards, Structure, Reward, Responsibility, and Support, and the overall opinion on quality of work-life in Dehui No.1 Middle school was very high. ( $\bar{X} = 4.06$ ,  $SD = 0.46$ ). Personal rights, adequate and fair compensation, safe and healthy working conditions, opportunity for continues growth and security, opportunity for developing and using human capacity, benefits to society, rhythm of life, and social integration. The hypothesis test results showed that organizational climate, including Reward, and Support positive, affecting teachers' quality of work-life in Dehui No.1 Middle school, was statistically significant at the level of .05 with a forecasting power of 52.5%.

**Table 1** Shows the hypothesis testing of organizational climate on teachers' quality of work-life in Dehui No.1 Middle school.

Organizational climate	b	Std. Error	$\beta$	t	p-value	Tolerance	VIF
Constant	1.427	.238		5.994	.000*		
- Structure	.077	.076	.108	1.020	.310	.382	2.620
- Standards	.166	.095	.218	1.747	.083	.272	3.675
- Responsibility	-.022	.085	-.032	-.260	.795	.281	3.560
- Reward	.245	.075	.336	3.273	.001*	.403	2.481
- Support	.184	.082	.233	2.240	.027*	.392	2.552
R = 0.739, R <sup>2</sup> = 0.546, Adjusted R <sup>2</sup> = 0.525, SE <sub>EST</sub> = 0.317, F = 25.748, p-value = .000*							

\* p-value < .05

## DISCUSSION & CONCLUSION

### Conclusion

1) Summary of general data analysis of respondents in conclusion Most of the respondents are female. Between 31-40 years Educated Bachelor's degree Average monthly income 3,001-5,000 yuan and have 1-5 working experiences. Years Details in each area are as follows:

2) Summary of data analysis Organizational climate in conclusion Most respondents had a level of overall and individual opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Standards the most, the second. Structure And Support Details in each area are as follows:

2.1) Structure: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on your school has a clear operational goal the most, the second. Your school is properly decentralized And. Your school has a policy or appropriate regulations.

2.2) Standards: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on the school's operational standards make you have a better-working system the most, the second. Your school has clearly defined operational standards And. Your school has a follow-up plan and suggests ways to improve work practices to meet the standards.

2.3) Responsibility: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on the work you are responsible for requires specific knowledge and skills the second most. You can decide to improve your work methods if you are fulfilling responsibilities and. You are free to make decisions about your responsibilities.

2.4) Reward: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on the school uses merit and preference to consider compensation or promotion the most, the second. Supervisors recognize and praise those who perform outstanding work And. You receive compliments from superiors regularly.

2.5) Support: Most respondents have a high level of opinion. The school supports further education to increase professional knowledge and expertise the most, followed by the school encourages employees to develop skills for higher performance and the least. The school provides opportunities for all employees to express their opinions on their work.

3) Summary of data analysis Teachers' quality of work-life in Dehui No.1 Middle school In conclusion, the majority of respondents have a high overall and individual opinion.

3.1) Adequate and fair compensation: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Satisfaction with the welfare received from work the most, the second. The remuneration received is appropriate for the responsible work And. The remuneration received is sufficient for living.

3.2) Safe and healthy working conditions: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on your school maintains and repairs your belongings and facilities to ensure good working condition the most, the second. The school is adopting cutting-edge tools and technologies in its departments And. Your school is clean and provides a work environment to prevent the spread of germs.

3.3) Opportunity for continues growth and security: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on Satisfaction with the opportunity to advance and be developed by the organization the most, the second. You have the opportunity to equip yourself with the knowledge and skills to rise to a higher position And. You have the opportunity to develop knowledge and ability to perform tasks such as training, seminars, and further education.

3.4) Opportunity for Developing and using Human Capacity: Most respondents had a level of opinion. High Looking at the average, it was found that the majority of respondents had an opinion on being encouraged to go to see a job in a country or abroad when the opportunity arises the most, the second. Your school has an evaluation the performance of personnel to develop their potential And. Your school has a convenient source of research to learn about work processes and practices.

3.5) Social integration: Most respondents have high opinions, considered by the average, the majority of respondents have their opinions on the worker sees himself as valuable to work successfully as possible, second only to related to social organization interpersonal nature in the organization affect the organizational climate, which such characteristics can be considered and. the collaboration and relationships with other people.

3.6) Personal rights: Most respondents have a high level of opinion. Individuals must be respected for their privacy the most. The management that gives officers / employees the right to perform the scope assigned and the least the management that express their rights to each other or setting guidelines for working together.

3.7) Rhythm of life: Most respondents have a high opinion, and based on the average, the majority of respondents have the highest opinion on People arrange their work time to be balanced with family, followed by People arrange their work time to be balanced with other activities and the least. The management that express their rights to each other or setting guidelines for working together.

3.8) Benefits to society: Most respondents have a high opinion Based on the average, the majority of respondents have the highest opinion on Work activities that operates in a manner that is socially responsible, followed by the feeling of the work group's perception has been involved in productivity and the least. Work activities will increase the importance of the worker's job and occupation.

4) Summary of hypothesis test results see Organizational climate namely Reward, and Support positive affecting teachers' quality of work-life in Dehui No.1 Middle school Statistically significant at the level .05 It has the power to forecast percentages. 52.5.

### **Discussion**

Regarding organizational climate, the study also found that the working condition factor can influence employee performance. This is because the company attempts to provide good working environment which is clean and provides a work environment to prevent the spread of germs which it finally can help create employee performance since they are happy and feel fresh at workplace. Siripirom (1998) said that the quality of life contributes to development. Human resources can be both in terms of ways of each other which ultimately affects the development. It can also be a support and support for a better quality of life, that is, if people have a suitable working life, satisfaction, happiness, for example, having a job that matches their knowledge, ability, good salary, and advancement in the future happy to work have hope

at work. Organizing a clean and sanitary working environment for the body in terms of light, sound, and general cleanliness and safety precautions in the workplace is the appropriate thing to do to save the lives and health of individuals in the company (Shobe, 2018; Wolkoff, Azuma & Carrer, 2021). The governmental and corporate sectors are now paying close attention to the issue of pollution. Therefore, it should be organized by each organization's administration. To preserve human resources, which are considered the most valuable assets. In reality, there are laws governing these topics. Providing a safe and sanitary environment is therefore advantageous from a legal and legislative standpoint (Leitão, Pereira & Gonçalves, 2019). In terms of morals and to generate pleasure among the organization's employees and atmosphere at the workplace. This is a significant problem that negatively impacts the health and safety of employees. A suitable working atmosphere is present, it will assist individuals in working more effectively.

The result show that the quality of work- life is critical to the performance of employees in the organization, as it increases the level of physical and mental quality that will facilitate the performance of work to the fullest extent possible, enjoy work, and hope to live a smooth personal and work life. Development is necessary for the person, which is a process. Because of science and technique, that must be done continuously throughout the time people work for the organization continuously throughout the time people work for the organization. The work has developed rapidly, and the duties and responsibilities of the operators are necessary and must change over time. Therefore, it is necessary to develop a person to keep up with the changes, and if a person has developed and used his skills to their maximum and full capacity, he will have the opportunity to develop himself. There is an opportunity to do more skilled work and have more responsibility. The growth part is related to the job position performed. But in summary, both development and growth are the needs of every human being. Everyone may have different levels of needs. However, as mentioned above, there must be a development process that is suitable for growth. Therefore, it is able to grow in the position in which this condition exists. In some organizations, it is an important condition to be promoted to a higher position. The fact that people have their own needs is the motivation for working. Furthermore, it is widely acknowledged that work is an important aspect of life. Some people work for work because work is what gives them expression and self-worth. But for some, work is just a tool to make more money and achieve greater job stability. Or some people work because it's interesting or challenging. The purpose of work therefore varies from person to person. But whether it's employees, workers, or officers in various parts, they are trying to achieve their own success and quality of life.

### **Implications of the study**

Based on these findings, the school administrators should develop a program and strategy for employee well-being. Especially when it comes to the quality of work of employees. By managing work-life balance and providing adequate compensation for living. By the way, the implication of the study can be detailed as follows.

The school should offer the opportunity for the employees to use their knowledge Ability and skills to perform tasks. In addition, the company should encourage the employees to learn about work processes and practices more since it can help increase work performance. However, in this point, the company should provide a convenient source of research to learn about work processes and practices. Lastly, the company should have a good evaluation to assess the performance of personnel to develop their potential.

The administrators should offer clean work environment to prevent the spread of germs. In addition, the company should organize the workplace, belongings, and other in a good position and location since it can be convenient, fast, and agile for the employees. Lastly, the company should also adopt cutting-edge tools and technologies in its departments.



The administrators should give the employees the remuneration that can be sufficient for living. Also, there should be a fair compensation compared to agencies with similar job characteristics, the remuneration received is appropriate for the responsible work. Accordingly, the employees can feel satisfaction with the welfare received from work.

The administrators should provide the opportunity, such as attending the trainings, seminars, and further education, for the employees to develop their knowledge and ability to perform tasks because they will have to be equipped with the knowledge and skills to rise to a higher position. In addition, the company should give the employees to be promoted to higher position.

### **Future Research**

- 1) It is probable that other factors that are as important were disregarded in this study since the focus was placed on the work-life quality including working conditions, opportunities for advancement, opportunities to develop their own abilities, and adequate and fair compensation, have on employee performance. Because of this, the subsequent research needs to take into consideration the inclusion of prospective variables like technology use, corporate culture, organizational communication, and so on.
- 2) The quantitative research method was prioritized as the best way to achieve the objectives of this study because of the focus placed on it. As a consequence of this, additional research may make use of other research methods, such as qualitative research, which makes use of interview techniques to glean insights from significant individuals, or a mixed method, which combines qualitative research and quantitative research. Both of these methods are discussed in more detail in the following paragraphs.
- 3) This research was restricted to focusing on a particular school based in China. It is possible that the samples and study region will be increased in the second study to include more schools. This would provide the researchers an additional chance to compare the results of the numerous studies. Another method would be to broaden the scope of the study such that it encompasses a range of business sectors and then investigate the ways in which these various business sectors are similar to and different from one another.

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