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Approach to Quality of Work-Life and Affective Commitment in Sustainable HRM Practices for the improvement of Organizational Citizenship Behavior

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ABSTRACT

This study aims to to measure and explain the practice of implementing Sustainable HRM to improve Organizational Citizenship Behavior by using the variables of Quality of Work-Life (QWL) and Affective Commitment, especially in the automotive retail industry. Data analysis uses a path to show a specific relationship between exogenous variables, which are variables (X), endogenous variables which are effect variables (Y), and implicit variables (ϵ). This data was collected through an array of questions to be answered by replies from as many as 59 motorcycle automotive retail company employees. The QWL and affective commitment have a favourable and considerable impact on OCB in employees. External influences still need to be followed up by further research, which can complement the determination of OCB in addition to QWL and Affective Commitment. Subsequent research focuses on environmental performance management, the design of training and development, and environmental organizational culture.

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INTRODUCTION

Indonesia is the largest market for automotive products in ASEAN and is a target for automotive manufacturers that will threaten society's natural and social environment [1]. Climate change requires the automotive industry to adapt to environmental issues to reduce carbon emissions. For this reason, the government targets that by 2030, domestic industries can produce electric cars and buses to reduce fuel consumption, CO₂ emissions, and greenhouse gas (GHG) emissions. One of the automotive sector's contributions is the development of a battery-based electric motor vehicle ecosystem [2].

This sustainable commitment is a challenge and competition for the automotive industry sector [3]. Increasingly fierce competition causes companies to be able to adapt to developments and changing times and be able to be friendly with nature conservation [4], coupled with the ability to manage Human Resources who are competent in identifying any changes in the future and have the same commitment to synergize economic, social, and sustainability motives [5]. Human resources (HR) needs to pay attention to the preservation of functions and environmental balance to process economic benefits from natural resources because an industry that does not focus on sustainable generations will not survive the massive reduction in natural resources.

Sustainable HRM is an approach from the sustainability literature that balances economic, social, and environmental interests across generations and time into the future [6]. HRD then adopted these sustainable economic, social, and environmental motives in the organization [7], which assumed that the human factor was the actor and the primary and essential object in realizing sustainability goals, both

on a global scale and the company's operational scale [8].

Proper and sustainability-oriented treatment will cause employees to have Organizational Citizenship Behavior in which employees not only carry out their primary tasks but also want to carry out extra tasks such as wanting to work together [9], help each other, provide input, and participate actively providing extra services to others. The company is willing to work efficiently [10]. OCB will create a more democratic organization where all members of the organization have the opportunity to vote on decisions that affect their democratic participation in the workplace [11] and will feel a sense of fairness in compensation or feel protected at work, feel proud to be part of the organization, feel satisfied will facilitate work life and feel safe whenever there is a conflict between employees, exchange of information with both employees and superiors. OCB is caused by many factors, one of which is the quality of work life [12]. Employees who work to achieve the company's targets have a high workload, and working without knowing the time can cause employee problems. So the low quality of work-life results in non-optimal employee performance.

According to Cascio (1988) [13], quality of Work-life (QWL) refers to employees' perceptions of their physical and psychological well-being at work. Quality of Work Life allows workers to make decisions about their work, design their workplace, and ensure a suitable work-life [14]. QWL has an essential role in achieving positive employee performance in an organization. The achievement of positive performance is often the focus of the organization because it is believed to be able to help the company achieve its vision and mission as well as maintain its sustainability in the future. To improve organizational citizenship behaviour, they must experience work life at

work, including psychological needs, namely the QWL, to balance employees' work and lives [15]. QWL is a vital indicator of the total quality of the human experience in the workplace, and only providing physical and psychological well-being can impact the entire organization, thereby increasing commitment. Employees with a high QWL will encourage organizational citizenship behaviour because it is likely that someone will do more to speak positively about the organization, willingness to help others, and impact will carry out work to exceed what is expected by the organization [8]. The QWL will have a good impact, provide comfort for employees at work, provide job satisfaction, and impact the organization and achievement of the company according to the vision and mission. If an organization can provide a good quality of work-life, this matter will impact employees. Job happiness influences employees, which continues to be good. When the quality of life in the workplace is large, it will positively affect continuing to be high organizational citizenship behaviour.

Another factor influencing Organizational Citizenship Behavior is Affective Commitment [16]. The importance of building organizational citizenship behaviour cannot be separated from the commitment of employees in an organization, which significantly impacts the creation of sustainable human resources to maintain the company's existence. This commitment is a sense of belonging and feeling proud to be part of the organization. Employees with affective commitment want to be employees in the company concerned, so they desire to use optimal efforts to achieve company goals [17].

Affective commitment is a sense of belonging, attachment to the firm, and a

connection to personal qualities, corporate structure, and job experiences such as remuneration, supervision, position clarity, and diverse abilities [18]. Its engagement in the company's operations recognizes a strong link between the individual and the firm [19]. This participation is based on the psychological attachment between the individual and the organization. As a result, Affective Commitment becomes one of the components of organizational commitment associated with emotional connection, identity, and feeling engagement in an organization's activities, purpose, and value [20]. Individual aims and values are in harmony and unity, influencing people to be engaged and loyal, wish to be connected with the organization, and have little desire to quit it.

Several cases of HR management in the automotive retail industry still need help aligning with the sustainability [7]. Among them, the company's facilities have not supported the future of employees, difficulty in aligning work with time, and direct involvement with consumers with their work-life, plus there are still employees who do not feel that they will help work colleagues' problems resulting in employees experiencing pressure at work and losing concentration. Which resulted in the quality of employee work decreased.

Previous research indicates a favourable effect on corporate citizenship behaviour, organizational commitment, and reciprocal. Martono and Adi (2005) [21] describes organizational commitment, particularly emotional commitment, is positively and substantially associated with organizational citizenship behaviour. The quality of work-life significantly affects employee attitude reactions, such as job involvement, career satisfaction, task significance, willingness to

work hard, ability to do the job, intention to leave the organization, workplace turnover, and individual alienation. It can harm the organization. This study seeks to measure and explain the practice of implementing Sustainable HRM to improve Organizational Citizenship Behavior by using the variables of Quality of Work-Life and Affective Commitment, especially in the automotive retail industry.

Wherever employees are highly committed to the corporation, they are delighted at work and eager to take the initiative to improve the business. Assert that every commitment has a unique foundation. High Affective Commitment people still join the group

because they want to be part of it [22]. Factors are very influential on organizational citizenship behaviour. Affective Commitment and Quality of Work-Life are essential in shaping organizational citizenship behaviour (Traiyotee et al., 2019). Without a quality of life that can balance life and work and affective commitment, which describes the creation of commitment within the organization to achieve organizational goals, organizational citizenship behaviour will run optimally it can be shown in figure 1.

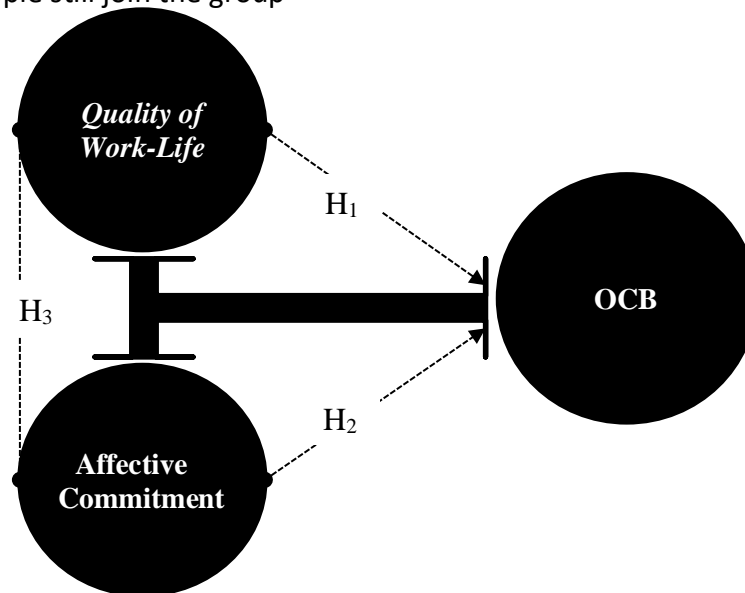


Figure 1. Research paradigm QWL, AC, and OCB

RESEARCH METHOD

The problems investigated in this study were verified using a descriptive method with a quantitative approach [23], it will be known that there is a correlation between the variables analyzed, and the findings will improve the description of a research issue [24]. Descriptive analysis with a survey questionnaire is a process that aims to describe the facts, and the relationship

between variables explored empirically and objectively by data gathering, processing, reviewing, and interpreting the findings in hypothesis testing [25]. Verificative because the research tests the truth of the hypothesis by collecting, compiling, classifying, and analyzing data so that the data can test the same problem but with different locations [10]. This analysis uses path analysis with the help of SPSS 22. Organizational citizenship

behaviour is the extent to which variable X will affect variable Y if the data has been analyzed to determine which variable influences variable Y the most. This study's independent variables are Work-Life Quality and Affective Commitment. Organizational Citizenship Behavior is the dependent variable in this study.

This data collection is done through a set of questions for the respondents to be answered. The researcher's population is automotive retail company employees, as many as 59 people. So that the population is taken using the census technique. For this quantitative data, the ordinal data examined by the Author is scored as a suspension for each question using a Likert scale score 1-5 [26]. The terms that will be used in path analysis are exogenous variables, which are variables (X), endogenous variables, which are the effect variable (Y), and implicit variables, which are other factors from exogenous variables. According to the level of explanation, this study intends to explain the position of the variables studied and the relationship between variables and other variables. This study is intended to test the hypothesis. The research results will explain the causal relationship

between variables through hypothesis testing [27]. Path analysis demonstrates a relationship between direct and indirect effects on other variables, so in this case, the problem is cause and effect [28], [27].

The research hypothesis was tested using the T-test to partially determine the effect, while the F-test and the coefficient of determination were used to determine the effect simultaneously. Data processing is carried out using SPSS 23 software application tools.

RESULT AND DISCUSSION

Data Quality Test

A statement is valid if it can measure what needs to be measured and can reveal what it wants to reveal. This validity test is done by correlating each statement score for each variable. This validity test indicates whether the statement on the respondent is feasible to include in the path analysis. If the statement on the questionnaire is declared valid, then the statement is eligible for inclusion in the analysis. In this study, the validity of the calculation using the help of Software SPSS 23.

Table 1. Questionnaire Validity Test

Variable	Quests. code	r count	Results	Quests. code	r count	Results
Quality of Work-Life (QWL)	Q-Work.1	0.6690	Valid	Q-Work.7	0.5310	Valid
	Q-Work.2	0.2980		Q-Work.8	0.5970	
	Q-Work.3	0.3810		Q-Work.9	0.5580	
	Q-Work.4	0.3800		Q-Work.10	0.4910	
	Q-Work.5	0.7690		Q-Work.11	0.5080	
	Q-Work.6	0.3930		Q-Work.12	0.5090	
Affective Commitment (AC)	Af-Com.1	0.3090	Valid	Af-Com.7	0.5770	Valid
	Af-Com.2	0.4120		Af-Com.8	0.3810	
	Af-Com.3	0.4930		Af-Com.9	0.5210	
	Af-Com.4	0.3650		Af-Com.10	0.5140	

Variable	Quests. code	r count	Results	Quests. code	r count	Results
Organizational Citizenship Behavior (OCB)	Af-Com.5	0.3900	Valid	Af-Com.11	0.6330	Valid
	Af-Com.6	0.5590		Af-Com.12	0.6000	
	Orq-CB.1	0.3750		Orq-CB.11	0.3230	
	Orq-CB.2	0.3120		Orq-CB.12	0.3590	
	Orq-CB.3	0.4890		Orq-CB.13	0.3370	
	Orq-CB.4	0.3590		Orq-CB.14	0.4470	
	Orq-CB.5	0.3690		Orq-CB.15	0.4860	
	Orq-CB.6	0.5050		Orq-CB.16	0.2850	
	Orq-CB.7	0.4720		Orq-CB.17	0.4660	
	Orq-CB.8	0.5500		Orq-CB.18	0.4300	
Orq-CB.9	0.5490	Orq-CB.19	0.3600			
Orq-CB.10	0.5020	Orq-CB.20	0.3040			

Table 1 above shows that all statements in the questionnaire with indicators that measure Quality of Work-Life (QWL) are declared valid because the results of the r count exceed the standardized r table, which is 0.256. Likewise, the results of the r count on Affective Commitment (AC) and Organizational Citizenship Behavior (OCB) variables exceed the r table (0.256). So that all statements on the questionnaire in this study are feasible to be included in the analysis.

This reliability test was applied to legitimate claims to see whether the data collecting instrument displays accurateness, reliability, consistency, or continuity when utilized, even when measurements are conducted twice or more on comparable symptoms. This reliability test is carried out using the help of SPSS 23 Software.

Table 2. Data Reliability

Variable	Cronbach's Alpha	N of Items
Organizational Citizenship Behavior	.713	20
QWL	.724	12
Affective Commitment	.718	12

Source: Data processed by Author (2022)

Table 2 shows the results of the instrument reliability test. All have good reliability because they have a more significant r arithmetic than the r table (0.256), as shown above. Thus, each statement on the questionnaire can be analyzed further.

Descriptive Analysis

To find out the trend of the variable level of Organizational Citizenship Behavior, This is measured from the questionnaire score of 59 respondents, and the results are as follows in figure 2.

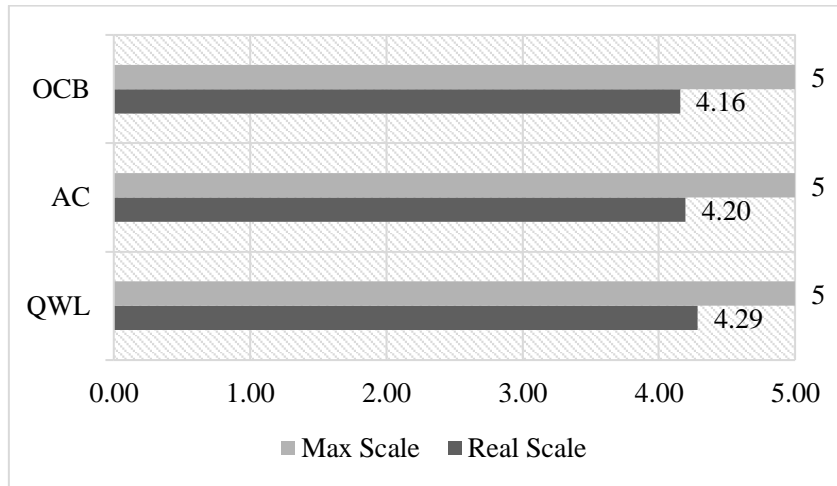


Figure 2. Trend of the variable level of Organizational Citizenship Behavior

Figure 2 above illustrates the scores of QWL, Affective Commitment, and OCB as determined by employee evaluations of automotive retail companies included in the assessment with a high classification. However, there are still specific issues considered to be a concern, such as the poor rapport between employees, the fact that some workers do not want to devote the remainder of their careers to the firm,

and the difficulty in responding to internal changes.

Correlation Analysis

To identify the significance of the correlation between the variables QWL (X1), Affective Commitment (X2), and OCB (Y) using correlation product-moment Pearson.

Table 3. Correlation Tests between QWL, AC, and OCB

No	Variable	Rcount	Sig	Conclusion	Category
1.	QWL, AC	0.695	0.000	Significant	Strong
2.	QWL, OCB	0.697	0.000	Significant	Strong
3.	AC, OCB	0.669	0.000	Significant	Strong

Source: Data Correlation Analysis Results, 2022

Table 3 shows that the correlation score is positive, showing a parallel (unidirectional) correlation between QWL and Affective Commitment, QWL and OCB, and the correlation between Affective Commitment and OCB. The relationship is considered vital.

Path Analysis

Path Analysis is an analytical method to analyze the causal relationship (effect) between work-life quality and affective commitment to organizational citizenship behaviour. SPSS 23 was used to run the tests.

Table 4. Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,743a	,541	,529	4.066607

a. Predictors: (Constant), AC, QWL
 b. Dependent Variable: OCB

The results in table 4 acknowledge that the independent variable, namely quality work-life and affective commitment, has a

0.541 impact on organizational citizenship behaviour (Y). In contrast, the external influence or deviation is 0.459.

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,23.013	9.126		2,523	0.017
1 QWL	,558	,182	,448	3.074	,005
air conditioning	,528	,216	,359	2.458	0.019

a. Dependent Variable: OCB

From the calculation results illustrated in table 5 above, the Structural Model of

QWL and Affective Commitment to OCB is formulated as: $Y = 0.448 X_1 + 0.359 X_2$

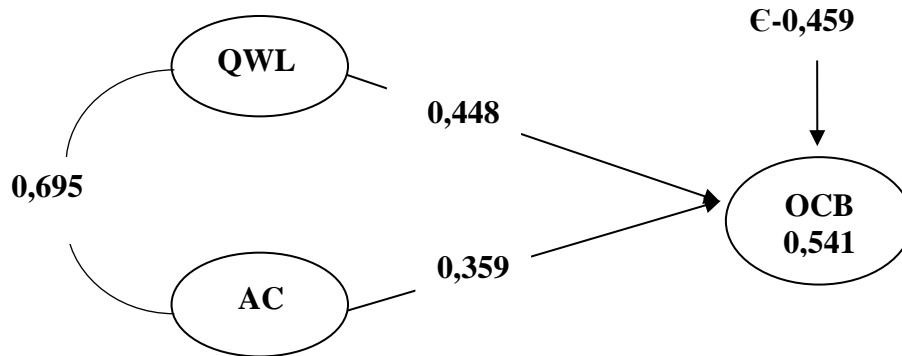


Figure 3. QWL, AC, and OCB Jalur Path Coefficients

In Figure 3 above, the path coefficients of the variable QWL and affective commitment on OCB are positive, meaning the two variables significantly influence organizational citizenship behaviour. From this path analysis, the path coefficient of the quality of life variable on OCB (Y) is 0.448, while affective commitment (X2) to organizational citizenship behaviour (Y) is 0.359. Thus, if only considering the QWL variable, the affective commitment variable is considered constant, so if the QWL is increased by 1 unit, it will improve OCB by 0.448 units. Meanwhile, the

affective commitment will increase by 0.359 units.

Because all variables or path coefficients are significant, the percentage of influence for each variable can also be calculated. The aim is to determine the magnitude of the increase or decrease in organizational citizenship behaviour. To determine the direct and indirect impacts of exogenous on endogenous variables, pay attention to the path coefficient values and the correlation coefficient values between exogenous variables.

Table 6. The Direct Effect of Variable X1 on Y

Variable	OCB Direct Effect	Indirect effect via QWL, AC to OCB	Total
1	2	3	4 (2+3)
QWL	$0.448^2 = 0.2007 = 20.07\%$	$0.448 \times 0.695 \times 0.359 =$	30.66%
AC	$0.359^2 = 0.1288 = 12.88\%$	$0.1059 = 10.59\%$	23.47%

Source: Path Analysis Result Data, 2022

From the calculations in [table 6](#), it can be concluded that the QWL and affective commitment to OCB with the most significant direct effect is the QWL variable equal to 20.07%, followed by the affective commitment variable of 12.88%. The direct effect of QWL on OCB is 20.07%. As a comparison, the indirect effect of work life through affective commitment is 10.59%, so the total QWL on OCB is 30.66%, and the direct effect of affective commitment on OCB is 12.88%. In comparison, the indirect effect of affective commitment through the quality of work life is 10.59 %. So the total affective commitment is 23.47%.

Hypothesis test

- 1) Test Criteria = H_0 is rejected if $t_{count} > t_{table}$
- 2) The level is $\alpha = 0, 10$
- 3) Degrees of freedom $dk = 59$,
- 4) $t_{table} = 1.297$

Based on the above calculation [Table 6](#), the $t_{arithmetic}$ QWL variable of 3.074 and AC of 2.458 means H_0 is rejected. So the path coefficient of the QWL variable partially has a positive and significant influence on OCB, and the affective commitment variable has a positive and significant influence on OCB.

Table 7. F . Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1045.3778	2	522,690	25,071	,000b
	Residual	854,805	56	20,850		
Total		1900.183	58			

a. Dependent Variable: OCB

b. Predictors: (Constant), Affective Commitment, QWL

$t_{table} = t(0.10,59-2) = 2.39$, Test criteria: Reject H_0 if $F_{count} > F_{table}$

Because $F_{arithmetic} = 25.71 > F_{table} 2, 39$, H_0 is rejected in shown [table 7](#), the QWL and affective commitment positively and significantly influence OCB. This hypothesis test is also in line with the results of the path analysis calculation, which shows that the magnitude of the coefficient determination indicates the total effect of the variable QWL and Affective Commitment on OCB $r^2 = 0.541$ or 54.1 %. The external influence or error is 0.459 %

or 45.9%. The model form is included in the Strong category so that in this study, the variables of QWL and Affective Commitment are appropriately used for measuring OCB

CONCLUSION

T S-HRM practices through the quality of work life (QWL) approach of employees enters a strong level marked by the direct

salary provided by the company following the expectations and efforts made. However, several problems were found, namely the relationship between employees that needed to be better established. Affective commitment has also reached a high level where employees feel proud and happy to be part of the company, but there are some drawbacks, namely, some employees do not want to spend the rest of their careers in the company. Employee organizational citizenship behaviour is currently in a high classification and is characterized by all employees not taking co-worker rights at work. However, there are some drawbacks; that is, some employees need help to adapt quickly to changes in the company. The direct effect of QWL on OCB is greater than the indirect effect through an affective commitment to OCB. This shows that QWL can independently increase OCB without being included in the affective commitment variable. Meanwhile, the direct effect of affective commitment on OCB is smaller than the indirect effect of affective commitment through the quality of work life. Increasing OCB through affective commitment must always accompany joint efforts to increase

QWL. The effect of total QWL on OCB is greater than that of affective commitment on organizational citizenship behaviour. The magnitude of the total influence of quality of life and affective commitment variables on organizational citizenship behaviour is indicated by the magnitude of the coefficient of determination. This study can prove that QWL and affective commitment positively affect employees' organizational citizenship behaviour. There are still external influences or an error of 0.459, which needs to be followed up with further research that can complement the determination of OCB besides QWL and Affective Commitment—prioritized to increase QWL initially to increase OCB. The following research agenda needs to be reviewed about environmentally-based sustainable development strategies in the functional areas of human resource management (HRM), implementation of Green Human Resources Management (GHRM), environmental performance management, and training and development design, as well as an environmentally sound organizational culture.

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