

## Quality of Work Life Affecting Work Effectiveness Through Organizational Commitment: A Case Study of Registered Nurse of Community Hospitals Under Public Health Office in Thailand

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### Abstract

The overall objectives of the current study were to study the extent to which the quality of work life affects organization commitment and work effectiveness and the extent to which the level of organization commitment has an influence on work effectiveness. 804 Registered Nurses of Community Hospitals under Public Health Office in Thailand responded a five-rating scale questionnaire of Likert's type, of which the data was analyzed for descriptive statistics. Pearson's correlation and multiple regression analysis were employed in the process of hypothesis testing with the significant level set at 0.05. The results showed that social relevance, work and total life space, safe and healthy working conditions, adequacy of resources, constitutionalism in the work organization, and opportunity for continued growth and security have a significant and positive effect on a strong belief in and acceptance of the organization's goals and value, a willingness to exert considerable effort on behalf of the organization, a strong desire to maintain membership in the organization, and work efficiency. However, a strong belief in and acceptance of the organization's goals and value and a strong desire to maintain membership in the organization have a significant and positive effect on work efficiency.

**Keywords:** Quality of Work life, Organizational Commitment, Work Effectiveness, Registered Nurse, Community Hospitals

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## Introduction

To achieve a good quality of life is one of every human's highest goal in life. Therefore, every country has set as one of its primary objectives the development of quality of life for its citizens (Open Development Thailand, 2018). In this regard, the quality of work life of employees in every organization plays a significant role due to the fact that it showcases their commitment to the organization (Eren and Hisar, 2016; Warin et al., 2018; Essa et al., 2021), has an influence on work efficiency (Fathimath et al., 2014) and entails the relationship among co-workers and improvement in the chain of command, career progress, skill building and individual rights (Aruldoss et al., 2020). Thailand has set out in its medical service policy that all the Thai nationals must have equal access to medical services and the hospitals in the kingdom must improve their quality and efficiency of services (Ministry of Public Health, 2020). To implement the policy, medical staff, especially professional nurses, must exert themselves more to deliver the required services. However, one problem persists even before the occurrence of the COVID-19, that is the shortage of in-service professional nurses (Yosthong, 2019). The appearance of the COVID-19 has exacerbated the situation because, to effectively deal with the pandemic, nurses have to work harder and suffer more severe pressure in their daily routines—guarding against the disease and caring for the COVID-19 patients and other normal cases. For the sake of the patients and their relatives, nurses must also exercise their utmost circumspection, knowledge, and skills to minimize mistakes at work (Ministry of Public Health, 2020). With more workload and intimidating COVID-19 measures, the problem of nurse shortage has become even more critical, directly affecting the quality of services and the patients' safety (Pensirinapa, 2021). The circumstances are that the nurses become more weary and concerned and the service receivers—patients and relatives—more agitated and dissatisfied with the services (Yosthong, 2019).

To this end, the work performance of nurses is vital for their organization's achievement. With satisfaction, knowledge and skill, and persistent self-improvement, nurses are very likely to enjoy a better quality of work life, which in turn will positively affect their commitment to the organization, and ultimately their better work performance. The results of the current study will be of great benefit for the administration of human resources in Thailand's public health offices and in other bodies concerned. It is expected that the findings will serve as a guideline for the improvement of quality of work life of professional nurses in the country.

## Research Objective

1. To investigate the level of influence at which the quality of work life has on the organizational commitment and the work effectiveness of Registered Nurse of Community Hospitals under Public Health Office in Thailand.
2. To investigate the level of influence at which organizational commitment has on the work effectiveness of Registered Nurse of Community Hospitals under Public Health Office in Thailand.

## Literature Review

### The Concept of Quality of Work life (QWL)

As defined by DuBrin (1984) quality of work life is the level of satisfaction an employee expresses towards his organization, and this reflects what he needs through his job performance. Rai (2013) states that quality of work life refers to the context where employees actively engage themselves in activities and stand the chance of exercising their knowledge, skills, and creativity in dealing with challenges at work so that the organization attains its goals. Swamy et al. (2015) similarly echo the foregoing definition, saying that the quality of work life is derived when an employee, through his participation in and engagement with his organization, expresses his satisfaction and desire to work for the sake of his organization's better performance. Raeissi et al. (2019) define adequate and fair compensation in the manner that the salary structure of employees should be just, fair, and equitable and it should ensure reasonable wages to employees so that they can keep a desirable standard of life. Scholars have identified several aspects of quality of work life as follows. Hosseini et al. (2010) proposes the 9 aspects of quality of work life and these items include: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities; adequacy of resources; opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization; work and total life space; social relevance. Kelbiso et al. (2017) explicate safe and healthy working conditions in that it usually goes through regular inspection of tools and materials to make sure they are always ready for use, and the good working condition entails appropriate security measures. Regarding immediate opportunity to use and develop human capacities, Swamy et al. (2015) explicates that the organization provides equal opportunities for the staff to upskill themselves in the domains of knowledge and skills related to their interest and individual differences. In the words of Hosseini et al. (2010), adequacy of resources means the resources available in an enterprise must be right, purposeful, and appropriate for the particular jobs. With the lack of appropriate resources, the staff tends to grow impatient, hence their dissatisfaction with their job and poor job performance as a consequence. Finally, Walton (1974) identifies 8 aspects of quality of work life as follows:

(1) adequate and fair compensation (2) safe and healthy working conditions (3) immediate opportunity to use and develop human (4) opportunity for continued growth and security (5) social integration in the work organization (6) constitutionalism in the work organization (7) work and total life space and (8) social relevance.

### **The Concept of Organizational Commitment**

Organizational commitment refers to the connection or bond employees have with their employer or organization (Mowday et al., 1982). When an employee feels a strong sense of organizational commitment, they buy into the heart and future vision of the company, understand the goals of the organization, feel assimilated and are well respected and compensated for the work they do. This sense of commitment will likely lead to an increase in productivity, engagement, commitment, and morale and will increase an employee's chances of staying with that organization for a longer period. Given the ever-increasing competitive nature of organizations, this is key to companies retaining their best talent (Cohen, 2007; Hewitt et al., 2009; Shaw, 2003). According to Steers (1977), organizational commitment showcased by an employee affiliated with a special organization can be categorized by at least three factors: (1) a strong belief in and acceptance of the organization's goals and value (2) a willingness to exert considerable effort on behalf of the organization and (3) strong desire to maintain membership in the organization.

### **The Concept of Work Effectiveness**

Work effectiveness is the achievement of a common goal, that is, all coworkers work persistently until they attain their set goals (Gibson et al., 2006; Pasolong, 2013). It solely depends on the ability of the staff to fulfil their responsibilities for an organization to attain its goals (Kataria et al., 2012). This concept is a bit more delineated by Raviyanto (2014) who claims that effectiveness is an achievement gained because of the staff of an organization having done their jobs effectively whether in the regions of time, cost, and quality. Regarding the achievement, it is the attainment that is truly beneficial (Dwijayanto, 2015). In terms of measurement, effectiveness refers to a measurement of goal attainment or of the set objectives. Effectiveness occurs if the objectives are attained as planned, and vice versa (Kuswati, 2019).

Based on the foregoing literature review, the current study defines work effectiveness as a measurement of the ability of the staff of community hospitals in Thailand to fulfil their responsibilities to meet their organizations' goals in terms of determination, knowledge, understanding, and work efficiency. The following hypotheses:

Hypothesis 1a-1i: QWL is positively related to a strong belief in and acceptance of the organization's goals and value.

Hypothesis 2a-2i: QWL is positively related to a willingness to exert considerable efforts on behalf of the organization.

Hypothesis 3a-3i: QWL is positively related to a strong desire to maintain membership in the organization.

Hypothesis 4a-4i: QWL is positively related to Work effectiveness.

Hypothesis 5a-5c: Organizational commitment is positively related to work effectiveness.

This study focuses on the conceptual relationship quality of work life to organizational commitment and work effectiveness. Independent variable was quality of work life and these items include: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, adequacy of resources, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, social relevance. Dependent variables were organizational commitment and work effectiveness. These items of organizational commitment include: (1) a strong belief in and acceptance of the organization's goals and value (2) a willingness to exert considerable effort on behalf of the organization and (3) strong desire to maintain membership in the organization. Drawing on the literature review, the conceptual framework of the current study is therefore formulated thus:

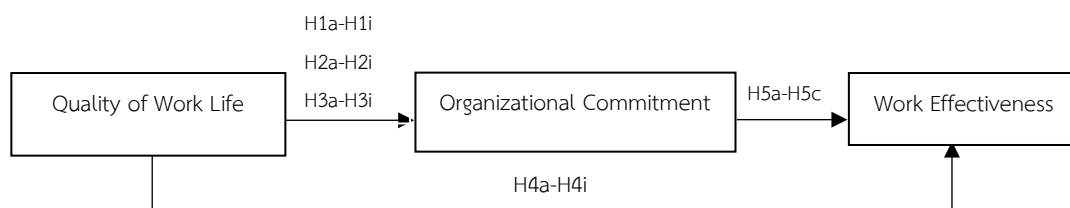


Figure 1: Conceptual Framework

## Research Design

### Population and Sample

The study used a population of 41,538 professional nurses affiliated with community hospitals across Thailand obtained from the database of Ministry of Public Health (2019). The participants were registered nurses of Community Hospitals under Public Health Office in Thailand.

### Research Instrument

The variables of this study were measured using a five-point rating scale. This construct is developed as a new scale from its definition and literature by Kuswati (2019). The dimensions of quality of work life, independent variables included adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the

work organization, work and total life space, and social relevance, was measured by 4 items. Dimensions of quality of work life developed by Hosseini et al. (2010) from the related literatures and its definitions are adopted. The dimensions of organizational commitment, mediator variables included a strong belief in and acceptance of the organization's goals and value, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization was measured by four items. This variable is developed from Steers (1977).

### Data Collection

Data was collected through a questionnaire delivered via a mail survey in February 2021. 837 responses were received, of which 33 incomplete questionnaires were dropped, resulting in 804 ones with complete data. The response rate for mail survey without follow-ups is more than 200 questionnaires (Hair et al., 2010). Thus, the response rate of this study is acceptable.

### Data Analysis

The ordinary least square regression analysis was used to assess all hypothesizes in this study. In the first step, the factor analysis was used for construct validity; in the second step, Cronbach's alpha was used for reliability of measurement; and in the last step, the non-response bias was used to test possible bias. Factor analyses were done separately on each set of items reporting specific scale because of the limit of observation. Using principal component analysis, the varimax rotation, the orthogonal rotation, and the results were shown as nine-factor solutions. In respect to confirmatory factor analysis, this analysis has a high ability to expand the component loadings. Thus, a cut-off 0.40 was adopted (Nunnally and Bernstein, 1994). All factors loading in this research are between 0.72-0.96. and all scales of Cronbach's alpha are between 0.70- 0.95. In the last step, non-response bias was tested in two samples by independent variables. A comparison of first group and second group data is suggested by Rogelberg (2006). The variables test reveals that statistics for firm characteristics (i.e., experience, and average income) were not significant between the first group and second group data. Thus, non-response bias was not significant.

The study uses OLS regression analysis for test hypotheses relationship. In this study, the equation models of relationships are as follows.

$$\text{Equation 1: BE} = \beta_{01} + \beta_1 \text{AFC} + \beta_2 \text{SHW} + \beta_3 \text{IOD} + \beta_4 \text{CAP} + \beta_5 \text{OCG} + \beta_6 \text{SI} + \beta_7 \text{CON} + \beta_8 \text{WT} + \beta_9 \text{SR} + \epsilon_1$$

$$\text{Equation 2: WI} = \beta_{02} + \beta_{10} \text{AFC} + \beta_{11} \text{SHW} + \beta_{12} \text{IOD} + \beta_{13} \text{CAP} + \beta_{14} \text{OCG} + \beta_{15} \text{SI} + \beta_{16} \text{CON} + \beta_{17} \text{WT} + \beta_{18} \text{SR} + \epsilon_2$$

$$\text{Equation 3: DE} = \beta_{03} + \beta_{19} \text{AFC} + \beta_{20} \text{SHW} + \beta_{21} \text{IOD} + \beta_{22} \text{CAP} + \beta_{23} \text{OCG} + \beta_{24} \text{SI} + \beta_{25} \text{CON} + \beta_{26} \text{WT} + \beta_{27} \text{SR} + \epsilon_3$$

$$\text{Equation 4: WE} = \beta_{04} + \beta_{28} \text{AFC} + \beta_{29} \text{SHW} + \beta_{30} \text{IOD} + \beta_{31} \text{CAP} + \beta_{32} \text{OCG} + \beta_{33} \text{SI} + \beta_{34} \text{CON} + \beta_{35} \text{WT} + \beta_{36} \text{SR} + \epsilon_4$$

$$\text{Equation 5: WE} = \beta_{05} + \beta_{37} \text{BE} + \beta_{38} \text{WI} + \beta_{39} \text{DE} + \epsilon_5$$

AFC is adequate and fair compensation; SHW is safe and healthy working conditions; IOD is immediate opportunity to use and develop human, CAP is adequacy of resources, OCG is opportunity for continued growth and security, SI is social integration in the work organization, CON is constitutionalism in the work organization, WT is work and total life space, SR is social relevance, BE is a strong belief in and acceptance of the organization's goals and value, WI is a willingness to exert considerable effort on behalf of the organization, DE is a strong desire to maintain membership in the organization, WE is work effectiveness.

## Findings

**Table1** Descriptive Statistics and Correlation Matrix

Variables	AFC	SHW	IOD	CAP	OCG	SI	CON	WT	SR	BE	WI	DE	WE
Mean	2.97	3.81	3.58	3.44	3.67	3.76	3.57	3.41	4.05	3.71	3.90	3.72	4.03
S.D.	.831	.815	.804	.777	.691	.686	.790	.742	.749	.729	.763	.779	.505
AFC													
SHW	.674**												
IOD	.658**	.785**											
CAP	.690**	.832**	.887**										
OCG	.695**	.797**	.827**	.868**									
SI	.624**	.542**	.811**	.705**	.753**								
CON	.710**	.756**	.809**	.875**	.781**	.727**							
WT	.741**	.643**	.660**	.727**	.633**	.549**	.825**						
SR	.509**	.635**	.570**	.672**	.663**	.361**	.515**	.462**					
BE	.594**	.780**	.748**	.775**	.762**	.677**	.768**	.781**	.789**				
WI	.591**	.729**	.666**	.740**	.745**	.634**	.721**	.795**	.812**	.924**			
DE	.693**	.746**	.600**	.695**	.717**	.614**	.729**	.729**	.763**	.858**	.882**		
WE	.412**	.579**	.488**	.706**	.645**	.575**	.593**	.668**	.679**	.646**	.640**	.730**	

\* p < .05, \*\* p < .01

Table 1 multicollinearity testing focuses on the result variance inflation factors (VIF) ranged from 2.189 to 7.278. Mason and Perreault (1991) suggested the result VIF above cut-off value of 10 to signal multicollinearity. Thus, the result in this study shows no multicollinearity problem.

**Table 2** Results of Regression Analysis

Dependent Variables	BE	WI	DE	WE	WE
Independent Variables	Model 1	Model 2	Model 3	Model 4	Model 5
AFC	-.035 (.022)	-.089 (.023)	.090 (.027)	-.012 (.022)	
SHW	.228** (.036)	.269** (.029)	.321** (.033)	.158* (.027)	
IOD	.066 (.027)	.056 (.037)	.026 (.042)	.140 (.035)	
CAP	.184** (.042)	.320** (.044)	.135** (.051)	.638** (.041)	
OCG	.164** (.038)	.341** (.040)	.144** (.041)	.309** (.020)	
SI	-.033 (.034)	-.004 (.036)	.086 (.036)	.154 (.033)	
CON	.170** (.036)	.143** (.038)	.164** (.044)	.249** (.034)	
WT	.301** (.028)	.358** (.030)	.271** (.035)	.408** (.028)	
SR	.404** (.021)	.431** (.022)	.448** (.025)	.499** (.037)	
BE					.114* (.038)
WI					-.068 (.035)
DE					.689** (.032)
Adjust R <sup>2</sup>	.833	.811	.783	.664	.534
VIF		2.189-7.278		4.310-5.233	

\* p < .05, \*\* p < .01

Table 2, By the hypothesis 1a-1i the result showed that social relevance, work and total life space, safe and healthy working conditions, adequacy of resources, constitutionalism in the work organization, and opportunity for continued growth and security have a significant and positive effect on a strong belief in and acceptance of the organization's goals and value. Opposite, immediate opportunity to use and develop human, social integration in the work organization, and adequate and fair compensation have not a significant on a strong belief in and acceptance of the organization's goals and value. Thus, Hypotheses 1a-1i partial supported.

By the hypothesis 2a-2i the result showed that social relevance, work and total life space, opportunity for continued growth and security, adequacy of resources, safe and healthy working conditions, and constitutionalism in the work organization have a significant and positive effect on a willingness to exert considerable effort on behalf of the organization. Opposite, immediate opportunity to use and develop human, social integration in the work organization, and adequate and fair compensation have not a significant on a willingness to exert considerable effort on behalf of the organization. Thus, Hypotheses 2a-2i partial supported.

By the hypothesis 3a-3i the result showed that social relevance, safe and healthy working conditions, work and total life space, constitutionalism in the work organization, opportunity for continued growth and security, and adequacy of resources have a significant and positive effect on a strong desire to maintain membership in the organization. Opposite, adequate, and fair



compensation, social integration in the work organization, and immediate opportunity to use and develop human have not a significant on a strong desire to maintain membership in the organization. Thus, Hypotheses 3a-3i partial supported.

By the hypothesis 4a-4i the result showed that adequacy of resources, social relevance, work and total life space, opportunity for continued growth and security, constitutionalism in the work organization, and safe and healthy working conditions have a significant and positive effect on work effectiveness. Opposite, social integration in the work organization, immediate opportunity to use and develop human, and adequate and fair compensation have not a significant on work effectiveness. Thus, Hypotheses 4a-4i partial supported.

The result of regression analysis of relationship between organizational commitment and work effectiveness is shown in Table2. By the hypothesis 5a-5c the result showed that a strong desire to maintain membership in the organization and a strong belief in and acceptance of the organization's goals and value have a significant and positive effect on work effectiveness. Opposite, a willingness to exert considerable effort on behalf of the organization has not a significant on work effectiveness. Thus, Hypotheses 5a-5c partial supported.

## Discussion

The findings of the present study revealed 6 factors with positive relation to organizational commitment and work effectiveness. This clearly showed that the spread of the COVID-19 pandemic and the government policy had a direct effect on the understaffed professional nurses in Thailand. The Ministry of Public Health of Thailand whose professional nurses are affiliated with must make it a point in prioritizing the need for quality of work life by the nurses so that they can perform their tasks more effectively and have stronger commitment to the organization. The findings here are consistent with Suaib et al. (2019), Chinnawoot et al. (2020) who reported in their studies that staff's commitment to organization and better work effectiveness were attributed to proper work environment, safety, standards promoting health-conscious environment, inspection, and maintenance of tools at hand, and appropriate security measures. Staff's commitment to organization and their better work effectiveness can also be put down to their trust in the feasibility of career advancement, higher income, and job security to be offered by their organization (Pamual et al., 2020; Namarak, 2021). Moreover, rules and regulations within an organization pertaining to the respect of individual rights, freedom of expression, and equality in duty fulfillment also count especially when the staff have positive opinions towards the rules (Suaib et al., 2019; Pamual et al., 2020). Some previous studies (e.g., Fathimath et al. (2014); Farid et al. (2015); Chinnawoot et al. (2020)) also support the findings in the present study in the region that the work-life balance that

does not cuts both ways was a source of motivation for the staff to work more effectively and develop more commitment to the organization. That the nurses devoted themselves to their work created a significant impact on the society because more values and importance of their work to the society are added in this manner, the result of which was inevitably the nurses' feeling proud of their organization, hence stronger commitment to it, or royalty to the organization (Pamual et al., 2020; Chinnawoot et al., 2020). It was found in the present study that adequate and fair compensation were not related with commitment to organization and work effectiveness. The government pay rise system could be attributed to in this case. Actually, professional nurses are civil servants whose pay rises are under a rigid rule issued under general circumstances. Despite the widespread of the COVID-19 pandemic and more back-breaking work, the nurses were still paid the normal wages, which is disheartening. Previous studies (Pamual et al., 2020; Namarak, 2021) claimed that adequate and fair pay rises could lead to happiness in work for an organization. As a result, in the case of the nurses in this study, adequate and fair pay rises can be implemented through an administration of a competitive test of knowledge, skill, and efficiency.

Another point worthy of discussion is that immediate opportunity to use and develop human (another factor) in this research did not have any relation with commitment to organization and work effectiveness. It could be explained that most professional nurses were not inclined to undergo a training session to upskill themselves as specialized nurses because doing so requires a great amount of budget which typically cannot be met by community hospitals. Moreover, each training session lasts between 6 and 24 months, which could mean a waste of time. Most nurses did not want to undergo a further training session because of one more reason—the community hospitals need specialized doctors, not specialized nurses. Security in their job is therefore more enticing than going through a training session for more knowledge and skills. Another factor that was found to be unrelated to commitment to organization and work effectiveness was social integration in the work organization. The plausible explanation in this regard could be that the nurses had to work harder under greater pressure during the COVID-19 situation and the shortage of staff added to this difficulty. Previous research (Kakandee et al., 2020; Pensirinapa, 2021) confirmed the fact that professional nurses were of greater concerns during the COVID-19 situation for the caring of patients and guarding against the disease, hence becoming stressed and obsessed with protecting themselves and their beloved ones. As for the influence of commitment to the organization on the three dimensions: (1) A strong belief in and acceptance of the organization's goals and value; (2) A willingness to exert considerable effort on behalf of the organization; and (3) A strong desire to maintain membership in the organization, it was found in the present study that the first and second dimensions were of positive relationship with work effectiveness. This clearly indicates that despite more formidable COVID-19 situation, daily routines, and a shortage of personnel, professional nurses still pressed

ahead with their responsibility for the sake of their organization. This was in accordance with previous studies (Cohen, 2007; Shaw, 2003) in that staff are willing to accept the organization's standards of practice and values and they are proud to be part of the organization by doing everything they can for achieving the overall goals of the firm, and that with positive attitudes towards the organization and a good relationship between staff and their organization, they will develop engagement and loyalty towards the organization, hence their willingness to exert themselves. Finally, it was found that a willingness to exert considerable efforts on behalf of the organization was not related to work effectiveness. The finding could be put down to the fact that the nurses were put under harder pressure during the COVID-19 situation, and they were stress-ridden because of the daily requirements including, for example, caring for patients and containing of the disease, as well as the persistent problem of staff shortage. A few more things that could help explain the finding is the lack of motivation to work among the nurses because of the pay rise system that might be viewed as unfair and improper, a lack of the opportunity of self-improvement, and a shortage of co-operation with others within the organization.

## Suggestion

### 1. Suggestion for Research Utilization

The results of the present study indicate how quality of work life influences work effectiveness, and how organizational commitment mediates relationship between quality of work life and work effectiveness. The study provides important theoretical contribution and adjustment on prior knowledge. The results provide the contribution, Managers focus on a strong desire to maintain membership in the organization and a strong belief in and acceptance of the organization's goals and value because of both a strong desire to maintain membership in the organization and a strong belief in and acceptance of the organization's goals and value are greater and have a positive effect on work effectiveness. Surprisingly, a willingness to exert considerable efforts on behalf of the organization has no effect on work effectiveness. Thus, the management of an organization should focus on quality of work life as social relevance, safe and healthy working conditions, work and total life space, adequacy of resources, constitutionalism in the work organization and opportunity for continued growth and security. However, quality of work life as adequacy of resources, social relevance, work and total life space, opportunity for continued growth and security, constitutionalism in the work organization, and safe and healthy working conditions are greater and have a positive effect on work effectiveness. Thus, the management of an organization should focus on quality of work life as social relevance, safe and healthy working conditions, work and total life space, adequacy of resources, constitutionalism in the work organization, and opportunity for

continued growth and security because of all are greater and have a positive effect on organizational commitment and work effectiveness.

## 2. Suggestion for Further Research

2.1 Gender, age and work experience might as well affect the quality of work life and organizational commitment of the nurses in Thailand, future research should include these controllable factors, which in the present research were omitted.

2.2 The data collected for this study was from nurses and collected during the COVID-19 situations in the country, for more reliability, future research of this type should have the data collected from public health officials at the sub-district level as well because they also directly deal with patients.

2.3 Future research should draw on qualitative aspects which are missing in the current study. To that end, such tools as an observation form and an interview should be brought into use so that deeper aspects of data such as thoughts, interpretation, and fascinating verbal items might emerge, which in turn will be conducive to new discoveries that will add to the repertoire of the literature in this field.

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